

# Terms of Reference

## Policy Dialogue Assignment Green City Action Plan for the Ankara Municipality

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### 1 Background

Cities are dynamic and vital parts of society and are the main engines of social, economic and technological development. According to the UN, around half of the world's population now lives in urban areas, yet cities account for more than 80 per cent of global GDP. Cities also are a source of significant environmental impacts, generating around three-quarters of global GHG emissions while accounting for approximately 70 per cent of global energy use. With the proportion of the global population living in cities likely to exceed 60 per cent by 2030, these impacts are poised to rise without intervention.

The European Bank for Reconstruction and Development (“EBRD”, “the Bank”) launched EBRD Green Cities (the “programme”) in late 2016 with the mission to support cities to transition to green, low-carbon and resilient futures. It achieves this by helping cities to identify and prioritise their most pressing environmental challenges, and address them through targeted investment and policy actions.

Green City Action Plans (“GCAP”) are at the core of EBRD Green Cities, helping cities to articulate their challenges for sustainable development, and devise a politically and economically feasible plan of investments and policies to transition cities to greener paradigms. The Organisation for Economic Co-operation and Development (“OECD”) and International Council for Local Environmental Initiatives (“ICLEI”) helped the EBRD to develop the GCAP Methodology (the “Methodology”), which has since been updated and time by the Bank. It is available to the public on [EBRDGreenCities.com](http://EBRDGreenCities.com).

The Methodology was updated in H1 2020 to take into account the pressures cities face in recovering from the COVID-19 crisis. During this review, led by ICLEI, the Methodology enhanced its approach to incorporate additional best practice to support green outcomes and co-benefits including increased resilience, gender equality, social and economic inclusion.

The goal of the GCAP is to provide a systematic analysis and strategic approach for cities to articulate their sustainable development objectives in the short and medium-term. In areas where cities may have taken an ad hoc approach to investment and policy action in the past, the GCAP seeks to aggregate and organise cities priorities around a central mission for a greener future, while promoting socio-economic co-benefits.

This benefits cities by:

- Providing input to optimising the allocation of a city’s limited financial and personnel capacity to those issues with the greatest environmental benefits
- Enhancing the possibilities to attract co-finance and support when it is clear how a specific project fits into the broader priorities and road map for environmental improvement for a safe, affordable, accessible and sustainable city.

The Ankara Municipality (“the City” or “the Client”) has expressed a desire to develop a GCAP based on the Methodology to systematically address its urban environmental challenges. The

EBRD is looking to engage a consulting team (the “Consultant”) to develop a GCAP for the Ankara Municipality.

## 2 Objectives

The overall objective of this Assignment is to support the City to develop and support the approval of a Green City Action Plan based on the Methodology (“the Methodology”). The latest version of this available to the public on EBRDGreenCities.com.

The contract period of the Assignment will be 24 months consisting of the following:

- Task 1, 2 & 3: Inception, Baseline and production of the GCAP: 0-13<sup>th</sup> months
- Task 4 & 5: Support for the approval & Final Report: 13-18<sup>th</sup> months
- Task 6: Capacity Building activities: 19-24<sup>th</sup> months

The Consultant shall aim to achieve the following objectives during this Assignment:

- a) Make best efforts to complete Tasks 1 - 3 within the 13 months period from the Start Date;
- b) Assist the City to become familiar with the Methodology;
- c) Assist the City and its citizens to develop ownership of the GCAP. Encourage broad civil participation for the GCAP’s development.
- d) Support the City to identify the key stakeholders for the Assignment, including main contact points of each entity responsible for contributing to the development of the GCAP.
- e) Ensure an open and inclusive GCAP development, and support the City in their stakeholder engagement. Assist the City to conduct broad stakeholder consultations (including both bilateral meetings and consultation group meetings, surveys, depending on the need) during the different steps in the GCAP. Regularly report the progress to external stakeholders and make deliverables and information available to public accordingly to the Stakeholder Engagement Plan (Task 1e).
- f) Assisting the City throughout the approval process of the GCAP including public hearing/disclosure of the draft GCAP, and making necessary amendments if necessary.
- g) Identify and strengthen capacities of municipal staff and urban infrastructure service providers in order to be able to successfully implement, manage and/or operate green infrastructure investments, services and policy measures.

### 3 Scope of work

#### Task 1: Project inception

The Consultant will familiarise themselves with the Methodology. The Consultant will consider how the Methodology can be applied in the context of the City and support the City in organising a GCAP launch event, and provide translation needs throughout the process. Therefore, the Consultant will prepare the following deliverables.

- a) Preliminary project plan and stakeholder engagement plan (complete by Week 2)
- b) Kick-Off Meeting (KOM) and presentation (complete by Week 3)
- c) Launch Event organisation and presentation
- d) First Stakeholder Engagement Workshop
- e) Stakeholder Engagement Plan (complete by Week 6)
- f) Summarise Prepare and Organise Steps – Inception Report (complete by Week 6)

#### Outputs:

The consultant shall deliver the following outputs under this task:

- b) KOM and presentation
- c) Launch Event organisation, facilitation, and presentation
- d) First Stakeholder Engagement Workshop
- e) Stakeholder Engagement Plan
- f) Summarise Prepare and Organise Steps – Inception Report

#### Task 2: Green City baseline

The Green City baseline analyses and defines a city's current environmental performance based on both qualitative and quantitative assessments, with sensitivity given to the socio-economic implications.

The Consultant is expected to closely follow the Methodology in developing the Green City Baseline, which is outlined in Step 2 in the Methodology.

All translation needs requested by the City will be overseen by the Consultant. The Consultant needs to prepare the following under Task 2:

- a) Policy and Urban Framework Report (complete by week 12)
- b) Map city resilience based on risks and vulnerabilities (complete by week 14)
- c) Smart Maturity Assessment (complete by week 16)
- d) Indicators Database (complete by week 18)
- e) Technical Assessment Sections and Presentation (complete by week 20)
- f) Prioritisation (Second) Stakeholder Engagement (complete by week 22)

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- g) Green City baseline and prioritisation of Green City Challenges (complete by week 24)

### Outputs

The Consultant shall deliver the following outputs under this task:

- a) Policy and Urban Framework Report
- b) Risk and Vulnerability Assessment
- c) Smart Maturity Assessment
- d) Indicators Database
- e) Technical Assessment Sections and Presentation
- f) Prioritisation (second) Stakeholder Engagement
- g) Green City baseline and Prioritisation of Green City challenges

### **Task 3: Production of the GCAP**

- a) Green City Vision and Strategic Goals (Third) Stakeholder Engagement (complete by week 30)
- b) Green City Vision and Strategic Goals sections (Complete by week 34)
- c) Green City Actions sections (complete by week 38)
- d) Map actions against challenges, risks and vulnerabilities identified, and co-benefits (complete by week 42)
- e) Gender Assessment (complete by week 44)
- f) Green Cities Action (Fourth) Stakeholder Engagement (complete by week 46)
- g) Resource implications for implementing the GCAP (complete by week 50)
- h) Monitoring Plan (complete by week 50)
- i) Green City Action Plan (GCAP) (complete by week 56)
- j) Strategic Environmental Assessment (Subject to EBRD to prior approval, complete by week 56)

### Outputs

The Consultant shall deliver the following outputs under this task:

- a) Green City Vision and Strategic Goals (Third) Stakeholder Engagement
- b) Green City Vision and Strategic Goals sections
- c) Green City Actions sections
- d) Map actions against challenges, risks and vulnerabilities identified, and co-benefits
- e) Gender Assessment
- f) Green City Actions (Forth) Stakeholder Engagement
- g) Resource implications for implementing the GCAP
- h) Monitoring Plan
- i) Green City Action Plan

- j) Strategic Environmental Assessment (Subject to OL’s approval)

**Task 4: Technical Support during the GCAP Approval**

It is the responsibility of the City to lead and administrate the GCAP approval process. However the Consultant should provide technical support to the City during the approval process. This includes providing responses to questions and clarification on the contents of the GCAP, amending the GCAP based on the comments received from the public and municipal councillors, and translating the amended sections.

This task will be deemed successful if all reasonable efforts have been made by the Consultant to support the approval of the GCAP by the Municipal Council.

**Task 5: Lessons Learned Report for the EBRD**

The Consultant will reflect on the process taken in developing the GCAP including the approval process of the GCAP by the City Council or an equivalent authority. The Consultant will prepare a Lessons Learned Report that identifies lessons for the production of the GCAP including difficulties faced during the assignment and suggestions for improvements.

**Task 6: Capacity Building**

The Consultant will provide training and capacity building activities for City officials, as well as other stakeholders who may be implementing actions included in the GCAP. Capacity building should aim to provide necessary skills and knowledge for implementing bodies in order to support the implementation and management of Green City Actions.

- a) First Monitoring (complete by week 92)
- b) Capacity Building Activities (during week 92-100)

The Consultant should provide 15 hours of training activities to the City and members of other implementing bodies through conducting workshops or other forms of trainings requested by the City. Fifteen hours include the time the Consultant engages with the participants and do not include the time required for the preparation.

- c) Capacity Building Reporting (complete by week 100)

**4 Deliverables**

In summary, the following indicative timeline is allocated to before-mentioned deliverables.

<b>Task</b>	<b>Sub-task</b>	<b>Deliverable</b>	<b>Tentative Date</b> (weeks after contract signing)
1	a)	Draft Inception Report	2

	b)	KOM and presentation	3
	c)	Launch Event organisation and presentation	To be arranged with the City
	d)	First Stakeholder Engagement Workshop	To be arranged with the City
	e)	Stakeholder Engagement Plan	6
	f)	Inception Report (Detailed Project Plan, External Communication Plan, Approval Process, etc.)	6
2	a)	Policy and Urban Framework Report	12
	b)	Map city resilience based on risks and vulnerabilities	14
	c)	Smart Maturity Assessment	16
	d)	Indicators Database	18
	e)	Technical Assessment sections and presentation	20
	f)	Prioritisation (second) Stakeholder Engagement	22
	g)	Green City baseline and Prioritisation of Green City Challenges	24
3	a)	Green City Vision and Strategic Goals (Third) Stakeholder Engagement	30
	b)	Green City Vision and Strategic Goals sections	34
	c)	Green City Actions sections	38
	d)	Map actions against challenges, risks and vulnerabilities identified, and co-benefits	42
	e)	Gender Assessment	44
	f)	Green City Actions (Forth) Stakeholder Engagement	46
	g)	Resource Implications for Implementing the GCAP	50

	h)	Monitoring plan	50
	i)	Green City Action Plan	56
	j)	Strategic Environmental Assessment (Subject to OL's approval)	56
4		Support to the Approval Process	56 - 88
5		Final report	56 – 88 1 month after date of completion
6	a)	First Monitoring	88 - 92
	b)	Capacity Building Activities	92 - 100
	c)	Capacity Building Reports	100

All deliverables will be delivered in English and Turkish unless otherwise agreed, and must be proofread by the native speakers. All translation needs requested by the City will be overseen by the Consultant. All deliverables and outputs from the assignment can be used for a case study or article published by the EBRD website, Blueprint, Donor Update or other external and internal publications.

## 5 Implementation arrangements

The contract period of the Assignment will be 24 months between Q2 2021 (“Start Date”) and Q2 2023 (“End Date”).

The duration of the Assignment will be 108 weeks, although the development of the Green City Action Plan will require 56 weeks.

### 5.1 Donor Visibility

Given the assignment is funded through the EBRD’s donor funded technical cooperation programme; the Consultant will be required to support the City to ensure visibility of these resources. It is advisable that the Consultant considers and discusses visibility guidelines with the City Client at the start of the assignment. Support on these visibility aspects can be obtained from the Bank’s Communications Department.

## 6 Consultant profile

The Consultant shall be able to demonstrate the following experience including knowledge of international best practice as well as, if possible, local experience in EBRD COOs:

- a) Preferably a minimum of 10 years relevant experience relating to management of assignments similar to this;
- b) Preferably a minimum of 10 years relevant experience:
  - i. Relating to green/sustainable/resilient cities, preferably with experience in measuring environmental performance and improvements in development of sustainability plans for cities;
  - ii. Policy-related experience related to local governance, particularly related to urban planning, climate change mitigation and adaptation and environmental policies and regulations;
  - iii. Economics experience in applied cost-benefit analysis and/or related multi-criteria analysis;
  - iv. Finance experience with knowledge of private and public financing on related green- and brownfield projects;
  - v. Relating to the incorporation of environmental, economic, social and gender aspects in the development green/sustainable/resilient city agendas;
- c) Preferably a minimum of 5 years relevant experience in working with municipalities in relevant countries relating to urban sustainability and both national and local municipal regulations
- d) Preferably a minimum of 5 years relevant experience in writing strategic policy documents that can be read and understood by a broad audience

## 7 Key Expert Profile

**KE-01: Team Leader:** with minimum 10 years of relevant experience in leading the implementation of projects relating to urban planning, green cities and/or environmental sustainability. Advanced project management skills are essential. Knowledge of the city and key stakeholders in the project is desirable.

**KE-02: Project Coordinator (local):** is expected to be included in the team in order to provide national experience. The Consultant will engage local language(s) speaking staff on their team or arrange for translation/interpreting when necessary. Project coordinator is expected to spend a considerable amount of time in the City, working with the nominated staff from the City to ensure that skills are transferred to ensure the sustainability and implementation of the GCAP.

**KE-03: Policy and Institutional Expert:** with minimum five years of experience who has an in-depth knowledge of municipal or national regulations, policies, and standards in the field of urban planning and environmental sustainability. Expert should have good understanding of international, national and local policies relating to; low-carbon growth, climate change mitigation and adaptation, institutional capacity building, MRV (monitoring, reporting, and verification), procurement, municipal infrastructure, energy, environment, social, and economic policies of the city, relevant regional and national policies affecting the city.

**KE-04: Economics and Finance Expert:** with minimum 10 years of experience in economic growth and employment, economic resilience, and municipal revenue and expenditure. In addition, expertise in financing mechanisms for energy efficiency, economic analysis and modelling/forecasting, budgeting, project financing, municipal infrastructure and transport investment, are desirable. (See requirements under Task 3c)

**KE-05: Legal Expert:** with minimum five years of experience in municipal laws and regulations, and local and national urban planning approval process. The expert must be capable of providing legal support to the city and relevant stakeholders to implement necessary measures identified and/or recommended in the GCAP.

#### **KE-06: Stakeholder Engagement Expert**

#### **KE-07: Social Expert**

**KE-08: Urban Sustainability Expert:** with minimum 10 years of expertise in urban planning with multi-disciplinary expertise in environment, social and economy who is capable of providing a holistic and coordinated oversight for developing a comprehensive strategic/master planning of a city. Good understanding of smart city solutions, resource and energy efficiency, urban planning of the city or the region is preferable.

**KE-09: Environment Expert:** with minimum 10 years of relevant experience in the following areas who is capable of collecting and analysing data for *Green City Indicators*; Air (air pollution), water (drinking water, water bodies, supply, sanitation, drainage, sewage), soil, green space, biodiversity and ecosystems, climate change mitigation (GHG emissions) and adaptation (resilience to natural disaster risks), transport, buildings, industries, energy, solid waste, and land-use. In addition, expertise in resource efficiency, urban planning, environmental sustainability, environmental analysis and modelling/forecasting, and MRV (monitoring, reporting, and verification) are preferable. (See Step 3.4.B and Step 4 in the Methodology, and Tasks 3g and 6a).

#### **KE-10: Water Expert**

#### **KE-11: Energy Expert(s)**

#### **KE-12: Solid Waste Expert**

**KE-13: Buildings Expert:** with an engineering degree or equivalent qualification and with a minimum 10 years of relevant experience in building construction and renovation. The expert must demonstrate experience in design and planning of building renovation projects, including the preparation of feasibility studies. In addition, the expert is required to possess a significant knowledge of energy efficiency and on-site renewable energy as well as relevant professional accreditations/qualifications for carrying out energy audits or energy performance assessments. Good understanding of healthy buildings (e.g. the importance of indoor comfort, active design, universal design, and access to green space) is preferable.

**KE-14: Urban Transport Expert:** the expert shall hold a university degree in transport planning or engineering or equivalent qualification with a minimum of 10 years professional experience in urban transport, including similar assignments. He shall be familiar with urban transport and mobility planning, sector regulation and organisation, operations and fleet maintenance (rail, road and water transport modes, as relevant), funding methods and contract structures (including PSC, PPP). The expert should demonstrate knowledge of sustainable policies and practices in their sector, notably focused on those suitable to local context, including urban planning (transit oriented development..), mobility planning and parking policy, clean air policies and practices, fleet renewal strategies and operational reforms, fleet technology including electric and hybrid buses, new technologies (mobility apps, ticketing systems), regulatory measures and enforcement and soft transport modes (walking, cycling).

**KE-15: Smart City / Digital Infrastructure Expert:** the expert shall hold a university degree or equivalent qualification with a minimum of 15 years professional experience in urban infrastructure development. The expert shall have at least five years experience in smart applications in urban infrastructure, strategies for data collection and utilisation, or digital market economy. The expert shall be familiar with smart technology and/or smart components in municipal infrastructure, intelligent sensors/meters, and smart solutions to promote sustainable development at local or community scale. The expert should demonstrate knowledge of organisational structures and human skills needed to filter and interpret digital data for improving infrastructure and energy performance.

**KE-16: Climate Mitigation Expert**

**KE-17: Urban Resilience Expert:** with minimum 10 years of expertise in resilience planning and emergency response, with multi-disciplinary expertise in disaster risk reduction, emergency response, preparedness and climate adaptation planning who is capable of providing a holistic and coordinated oversight for developing a comprehensive strategic/master planning of a city. Good understanding of social justice dimension of resilience, and integrated solutions, of the city or the region is preferable.

**KE-18: Gender and Economic Inclusion Expert**

*All experts must be independent and free from conflicts of interest in the responsibilities accorded to them. The Consultant shall supply all support staff (administrators, secretaries, interpreters, head office back-up, drivers, etc.) as necessary for the proper fulfilment of his obligations. The costs of the support staff must be included in the fee rates of the experts.*