

Component 1. Consultant to support the development of international workshops, conferences, and capacity building training.

Background of this search:

The Housing and Urban Development Division is looking for an urban development professional with a background in project management and capacity building in the Latin America and the Caribbean region.

<u>The team's mission</u>: As part of the Bank's Department of Climate Change and Sustainable Development (CSD), the Housing and Urban Development Division (HUD) was created in 2016. As part of the commitments acquired and the lines of action established in the HUD Sector Framework, the Cities Network and Cities Lab have consolidated as institutional platforms with the objective of providing decision makers in LAC cities with a space that facilitates the exchange of knowledge and solutions, and a space to promote civic innovation and urban experimentation, aiming to address the main urban challenges in the region.

Currently, the Cities Network incorporates more than 150 cities of different sizes and has as lines of work the dissemination and transfer of knowledge, the generation of spaces for the identification and development of solutions, and the relationship and joint work with other interested institutions in the promotion of sustainable urban development. The Cities Lab's lines of work are focused on identifying urban innovation trends, connecting cities to share innovation experiences and lessons learned, and support experiments with an iterative process.

<u>What you'll do:</u> The objective of this consultancy is to support the Cities Network and Cities Lab in the development of international workshops, conferences and capacity building programs related to urban innovation.

- Product 1- Pre-production: research, asset identification, outlining- In this phase, the
 consultant will research the topics of the forums and workshops identifying the main trends
 and the key actors. Based on research, the consultant will elaborate concept notes that
 outline the design of the forums and workshops specifying the main aspects, such as:
 objective, audience, key panelists, participants, topics to highlight, agenda, and
 knowledge products associated.
- Product 2- Production -After agreeing on the concept notes, the consultant will develop all the logistics coordination of the events, including, preparing, and sending the invitations, contact the panelists and participants, prepare key notes por panelists, conduct meetings with participants, if necessary, etc.
- Product 3- Postproduction For each workshop or forum, prepare systematization reports, that will include key results, lessons learned, and recommendations for future activities.



<u>Deliverables and Payments timeline</u>: Only include payment schedules or percentages related to expected results. Do not mention sums/ amounts.

30% on submission and approval of product 1.

40% on submission and approval of product 2.

30% on submission and approval of product 3.

What you'll need:

Citizenship:

You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Postgraduate degree, at least at master's level, in management, urban development, public administration, or similar.

Experience: More than 5 years of experience in the design and implementation of development projects, conceptualization and implementation of capacity building programs, and knowledge of urban development and innovation.

Languages: Excellent written and speaking skills in English or Spanish.

Core and Technical Competencies:

Opportunity Summary:

- Type of contract and modality: Individual Products and External Services consultant, Lump Sum
- Length of contract: 12 months
- Starting date: TBD
- Location: Individual's place of residence.
- Responsible person: Carolina Piedrafita (CSD/HUD)
- Requirements: You must be a citizen of one of the <u>IDB's 48 member countries</u> and have no family members currently working at the IDB Group.

<u>Our culture:</u> Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.



We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.



TERMS OF REFERENCE

Component 2. Consultancy to design, implement and evaluate pilot projects or proof of concepts in a LAC city

Regional

[[Project Number]

RG-T3869

[Web link to approved document]

Innovation and Knowledge Platform for LAC Cities

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank ("IDB" or "Bank") is the main source of financing for economic, social, and institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.
- 1.2. The complex urbanization processes in LAC increasingly require platforms capable of promoting the transfer of knowledge and the development of collaborative interventions and management tools between the sectors and the different disciplines involved with cities and urban issues. Considering that most of the cities in the region have low institutional capacity, experiences that can strengthen the institutions involved in urban management, improve productivity, and innovate public management are valuable. The cities of the region also face great challenges due to the inadequate planning and the radical recent changes in our environment. But, there are also possibilities opening within the fields of emerging technologies and innovative business models. To be able to transmit this dynamic knowledge and these innovative experiences and respond to a growing demand from the Bank's client cities in the region, the Housing and Urban Development Division of the Climate Change and Sustainable Development Sector established in 2017 the Cities LAB to develop, disseminate, collaborate on, and experiment with, innovative models and practices of urban development and urban management with the cities of the region; and the Cities Network to provide mayors and other decision makers in LAC with a unique space that facilitates the exchange of knowledge and solutions aimed at addressing the main urbanization challenges present in the region.
- 1.3. After four years of the Cities Lab and Cities Network' execution, HUD approved a new technical cooperation (TC) project that aims to enhance the synergies and the strategic approach of the IDB Cities Network and the Cities Lab to support local and national urban counterparts in the Latin America and the Caribbean (LAC) region by building capacities



- around innovation and by promoting innovative approaches that can address common urban challenges.
- 1.4. One of the components of the TC aims to promote a mindset of experimentation and tolerance to failure, supporting cities to develop pilot projects to experiment, test and try innovative solutions that, if successful, can be scaled up or replicated. In this context, the objective of this consultancy is to support the Cities Lab to design, implement and evaluate a pilot project using innovative methodologies and tools.

2. Objectives

2.1. The objective of this consultancy is to design, operationalize and evaluate a demonstration pilot project in a LAC selected city, in order to help mainstream innovation and design thinking into urban planning and development. The results of this "proof of concept" project should be evaluated to inform a broader local strategy through recommendations for scaling up and lessons learned.

3. Key Activities

The selected consulting firm will:

- 3.1. Conduct research and data collection for the city and selected site, to include stakeholder interviews and site visits, to identify challenges and gaps and potentials for intervention.
- 3.2. Design and implement methodologies to identify the main problem to solve.
- 3.3. Elaborate design of prototypes or pilot projects. Pilot project designs should include an interactive / participative process to ensure the feasibility and buy-in of the project by the respective stakeholders and community.
- 3.4. Elaborate implementation plan of pilot project(s) including timing, partners, options for scaling-up and financing mechanisms.
- 3.5. Test and implement the prototype.
- 3.6. Develop and implement an evaluation methodology to measure the impact of the intervention, including a baseline analysis and a post analysis.
- 3.7. Capacity building activities to support the capacity of local and national officials to understand, make use of, and replicate activities under this consultancy.

4. Expected Outcome and Deliverables

- 4.1. The consultancy will provide the following deliverables:
 - a) Product 1: General work plan and specification of the methodology for each phase (problem identification, pilot project design, testing, evaluation, and capacity building programs).
 - b) Product 2: Pilot project proposal that includes the problem to solve, the diagnostic that supports the problem identified, and the design of the pilot project or proof of concept.
 - c) Product 3: Draft report with the results of the pilot project testing, and the baseline data collected and analyzed.
 - d) Product 4: Final report that includes: methodology for each phase, diagnostic and



problem, pilot project design and testing, evaluation results that measure the impact of the intervention (baseline data and post intervention data), plan for replication or scalation (in case it is pertinent) and systematization of the capacity building activities.

5. Project Schedule and Milestones

Deliverable	Description	Schedule
Product 1	General workplan, including	Two weeks after signing
	methodology for each phase and	contract
	project timeline.	
Product 2	Pilot project proposal	One month after submitting
		the workplan
Product 3	Draft report with the results of the pilot	Three months after
	project testing, and the baseline data	submitting product 2
	collected and analyzed.	
Product 4	Final report	One month after submitting
		product 3

6. Acceptance Criteria

6.1. The written deliverables should be clearly written (precise, concise and evidence-driven), in English and Spanish with excellent quality pictures and diagrams, and with a clear structure for future practical implementations.

7. Supervision and Reporting

- 7.1. The consulting firm will report to the supervisor, the team Leader Carolina Piedrafita, Senior Specialist in the Housing and Urban Development Division (CSD/HUD)
- 7.2. It is the Firm's responsibility to ensure that the necessary meetings are conducted and that the reports are submitted to the Bank on time.

8. Schedule of Payments

- 8.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 8.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.



Payment Schedule			
	Deliverable	%	
1.	Product 1: Workplan	20%	
2.	Product 2: Pilot project proposal	30%	
3.	Product 3: Draft report	30%	
4.	Product 4: Final report	20%	
	TOTAL	100%	



Component 2. Local Consultant to support the implementation and evaluation of pilot projects

Background of this search:

The Housing and Urban Development Division is looking for an urban development professional with a background in urban planning, urban innovation, and sustainable cities.

The team's mission: As part of the Bank's Department of Climate Change and Sustainable Development (CSD), the Housing and Urban Development Division (HUD) was created in 2016, which incorporated the IDB's technical capacity and experience working on urban issues and the efforts made previously for the Emerging and Sustainable Cities Program (ESC). As part of the commitments acquired and the lines of action established in the HUD Sector Framework, the Cities Network and Cities Lab have consolidated, as institutional platforms with the objective of providing decision makers in LAC cities with a space that facilitates the exchange of knowledge and solutions, and a space to promote civic innovation and urban experimentation, aiming to address the main urban challenges in the region.

Currently, the Cities Network incorporates more than 150 cities of varied sizes and has as lines of work the dissemination and transfer of knowledge, the generation of spaces for the identification and development of solutions, and the relationship and joint work with other interested institutions in the promotion of sustainable urban development. The Cities Lab's lines of work are focused on identify urban innovation trends, connect cities to share innovation experiences and lessons learned, and experiment with an iterative process.

After four years of the Cities Lab and Cities Network' execution, HUD approved a new technical cooperation (TC) project that aims to enhance the synergies and the strategic approach of the IDB Cities Network and the Cities Lab to support local and national urban counterparts in the Latin America and the Caribbean (LAC) region by building capacities around innovation and by promoting innovative approaches that can address common urban challenges.

One of the components of the TC aims to promote a mindset of experimentation and tolerance to failure, supporting cities to develop pilot projects to experiment, test and try innovative solutions that, if successful, can be scaled up or replicated.

<u>What you'll do:</u> The objective of this consultancy is to support the design, implementation, and evaluation of a pilot project, providing local knowledge, technical support and facilitating the communication with local stakeholders.

The selected candidate will:

 Carry out surveys, questionnaires, and interviews to collect data, providing inputs and feedbacks on the pilot project design. The main actors to be involved will be institutional actors (like local governments, metropolitan representatives, officials, etc.), private actors

HRD Terms of Reference, For PEC consultancies

(owners on site/around, developers, formal and informal workers, etc.), civil society, among others.

- Conduct a stakeholder mapping identifying the main stakholders for the project.
- Provide logistic support for the implementation of the pilot project.
- Lead the data collection process that will be needed to implement the evaluation methodology. Process the data and provide it ready for analysis to the consulting firm.
- Serve as a liason between the consulting firm and the local stakeholders to facilitate the communication along the project.
- Provide logistical support for the organization of capacity building activities conducted by the consulting firm implementing the pilot projects.

Deliverables and Payments timeline:

- Product 1: Work plan specifying the methodology.
- Product 2: Draft report including the stakeholder mapping, data collected for the pilot project design, and data collection methodology for the evaluation.
- Product 3: Final report with the results of the project implementation, a systematization of the capacity building programs, and recommendations for scalation or replicability.

Deliverable	Payment
Work Plan and Methodology	30%
Draft Report	40%
Final Report	30%
Total	100%

What you'll need:

Citizenship:

You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master's degree or equivalent, in urban development, public administration, public policy, project management, or similar.

Experience: Minimum of 5 years' working experience in applying theoretical and practical knowledge in urban development, international development, innovation, and activities related to the ToR, particularly knowledge, research and analysis, and project preparation and business plans.

Languages: Excellent written and speaking skills in English or Spanish.



Core and Technical Competencies:

Opportunity Summary:

- Type of contract and modality: Individual Products and External Services consultant, Lump Sum
- Length of contract: 6 months
- Starting date: TBD
- Location: City where the pilot project is implemented
- Responsible person: Carolina Piedrafita (CSD/HUD)
- Requirements: You must be a citizen of one of the <u>IDB's 48 member countries</u> and have no family members currently working at the IDB Group.

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Component 2. CSD/HUD Consultant for technical support and technical review of Cities Network, Cities LAB and pilot projects.

Background:

The Housing and Urban Development Division is looking for an urban development professional with a background in urban planning, housing policy and urban economics.

The complex urbanization processes in LAC require increased platforms capable of promoting the transfer of knowledge and the development of collaborative interventions and management tools between the sectors and the different disciplines involved with the city and urban issues. Considering that most of the cities in the region have low institutional capacity, experiences that can strengthen the institutions involved in urban management, improve productivity, and innovate public management are valuable. The cities of the region also face great challenges due to inadequate planning and the radical recent changes in our environment. But there are also possibilities opening within the fields of emerging technologies and innovative business models. To be able to transmit this dynamic knowledge and these innovative experiences and respond to a growing demand from the Bank's client cities in the region, the Housing and Urban Development Division of the Climate Change and Sustainable Development Sector established the Cities LAB in 2017 to develop, disseminate and collaborate on and experiment with innovative models and practices of urban development and urban management with the cities of the region.

The main objective of the Cities LAB is to promote civic innovation and urban experimentation in LAC cities through the iterative work and the implementation of pilots to achieve a more sustainable, inclusive, equitable urban development in the Region. The Cities LAB activities will contribute to the generation of new and disruptive practices and processes around urban planning and development in LAC. The LAB will work directly with the client cities of the Bank, as well as with the operational divisions within the IDB Group to support multisectoral operations and to improve effectiveness in the delivery of development assistance to the countries of the region.

The team's mission:

The Cities LAB works in an integrated way with the design and execution of operations so that the solutions offered within the projects are innovative, scalable and serve as a replicable case study for similar problems in other countries. It also seeks to generate interdisciplinary collaboration platforms among academics, professionals and specialists who are leading discussions and innovation processes globally in urban design, planning, governance, environment, among others. The process used in the Cities LAB is iterative in character, with a constant cycle of exploration, experimentation, evaluation, scaling-up, and dissemination, in order to best meet the needs and demands of the clients with targeted and feasible solutions.

In order to broaden the scope of the IDB to address the urban challenges of Latin America and the Caribbean, in May 2016 the Bank established the new Division of Housing and Urban Development (HUD) within the newly created Investment Sector. Climate Change and Sustainable Development. Through institutional reform, in 2016 the Emerging and Sustainable Cities Initiative (ESCI) was incorporated as part of HUD together with the different operations and initiatives of work at the urban level. The sectoral framework of HUD, approved in 2016, proposes to work on four main lines of action (institutions, urban public services, housing and habitat), taking as a transversal axis the sustainable development (environmental, social and economic).



The Bank's main goal in the Sector is to extend the full benefits of sustainable and productive urbanization to all residents of the cities of the region. To do this, it is necessary to integrate policies that seek equity with those that promote sustainability and productivity in the urban sphere, in coordination with the various levels of government, as well as with local communities and the private sector. To strengthen this work within the framework of urban operations, three complementary areas of support have been coordinated in HUD, such as the Cities Network, the Knowledge and Research Team and the Cities LAB.

What you'll do:

The consultant will provide technical assistance to the Cities LAB and Cities Network and will lead the design, implementation, and evaluation of pilot projects especially in areas related to urban planning, urban economics, and housing policy.

The selected candidate will:

- Provide technical support to the Cities LAB regarding the implementation of pilot projects especially in the areas urban planning, urban economics and housing policy including the design, implementation, and evaluation of pilot projects.
- Prepare documents of design and evaluation of pilot projects by providing the technical knowledge and advice associated with the areas of expertise.
- Accompany the technical dialogue with local authorities and the consulting firm(s) to ensure an adequate development of the products related to the pilot project(s)
- Participate in missions and workshops related to the pilot project(s) of the Cities LAB, making technical contributions to the scope of the agreed commitments during them.
- Promote the internal sharing of good practices and lessons learned in the development of the Cities LAB, through the organization of workshops, relevant documentation, and the development of knowledge products related to urban innovation, housing policies and urban economics.
- Participate in the conceptualization, structuring and execution of cooperation agreements with networks, sub-networks, and other organizations interested in carrying out strategic alliances with the IDB Cities Network.
- Support the development of new and foster existing strategic alliances and partnerships to expand the outreach of the Cities LAB and the Cities Network, and to provide resources to cities. This includes designing proposals and implementing activities with external partners.
- Participate in the structuring, development and implementation of capacity building programs of the Cities Lab and the Cities Network.
- Liaise and support coordination with team members/specialists across Bank departments to identify potential areas of cross-sectorial work.
- Deliver a knowledge systematization report to illustrate good practices and identify opportunities for replication and scaling of pilot projects in the areas of expertise.
- Other tasks that have to do with the fulfillment of the Cities LAB operational plan.

What you'll need:

• **Citizenship:** You are a citizen of one of our 48-member countries. We may offer assistance with relocation and visa applications for you and your eligible dependents



- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group
- Education: Master's degree or equivalent, a minimum of five (5) years of relevant professional experience, or the equivalent combination of education and experience, in Urban and Regional Planning, Business Administration, Urban Design, Architecture (with urban focus), International Relations, project management, or other related disciplines.
- Languages: Fluent in Spanish and English, and Portuguese is a plus
- Core and Technical Competencies: Working experience in applying theoretical and practical knowledge in housing and urban development and activities related to the ToR, particularly knowledge, research and analysis, and project preparation and business plans.

Opportunity Summary:

Type of contract: Full time Consultant, CNS.

Length of contract: 18 months

Location: Washington, DC - Headquarters

Responsible person: Carolina Piedrafita, Senior Specialist in the Housing and Urban

Development Division (CSD/HUD)

Requirements: You must be a citizen of one of the IDB's 48 member countries and have no

family members currently working at the IDB Group.

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Component 3. CSD/HUD- Communications Strategy & Coordination for Cities LAB Cities Network

Background of this search:

Established in 1959, the Inter-American Development Bank ("IDB" or "Bank") is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

To align the work of the Bank operations with the new sustainable development goals, the Department of Climate Change and Sustainable Development was created on May 1st, 2016. As part of this Department, a new Housing and Urban Development (HUD) Division was created. The Division merges the Urban Cluster of the Bank with the Emerging and Sustainable Cities Program (ESC Program) to consolidate in one single sector the work with Cities in the areas of Urban Development, Planning and Housing.

The new Division (HUD) is designed to work under a multisector approach with the different operating Divisions of the Bank, to promote a transversal and integral model for urban development and planning and provide technical assistance and loan operations instruments to support to clients across the Region. Since 2018, the division counts with: The Cities LAB for experimentation and the Cities Network for exchange. This process of contracting a Communications Strategy & Coordination is needed to strengthen the operational and dissemination efforts of the Cities Lab and Network.

The Cities LAB is a Technical Assistance Program, which through a platform of innovation, codesign, experimentation, and lessons learned proposes to transform sustainable urban development in LAC. The LAB integrates knowledge on new themes of the sustainable urban agenda; conducts prototyping of innovative urban interventions that arise from a co-design process with Bank staff and stakeholders; evaluates new experiences; and offers experimentation services to the Bank's urban-related divisions triggering interdisciplinary collaboration platforms among academics, professionals and specialists. It is a space to produce actionable solutions, in a quick and responsive manner, that are replicable for similar problems in other countries throughout the region. The process used in the Cities LAB is iterative in character, with a constant cycle of exploration, experimentation, evaluation, scaling-up, and dissemination, to best meet the needs and demands of the different clients and cities.

The Cities Network was created as part of the new Climate Change and Sustainable Development Sector within the Housing and Urban Development Division to share knowledge, lessons learned and good practices in environmental, economic, and social sustainability. Currently, the Network incorporates more than 150 cities with a population of 160 million inhabitants, being mostly intermediate cities with a high growth rate. The Network provides support through meetings that promote innovation, good practices and exchange of knowledge with cities to continue to address the region's most pressing sustainable growth issues, HUD has formalized the IDB Cities Network, as part of its strategy to expand to cities of all sizes in the region. The vision of this



knowledge-based network is to build cities where everyone wants to live. The Network proactively supports HUD and the Bank in their relationship with LAC cities, generating opportunities for mayors and other decision-makers to interact and exchange knowledge and practices.

The team's mission:

The objective of the consultancy is to support the dissemination and communication efforts of the projects, pilots and exchanges resulting from the work of both the Cities LAB and the Cities Network. The Consultant's work will require coordination and interaction with the Bank's Knowledge Innovation and Communication Department (KIC). The consultant will also help manage communities on social media platforms, including monitoring conversations and responding to queries.

What you'll do:

- Strategic Communications:
 - o Edit content in English and Spanish provided for social media channels.
 - Help research tools and social media tactics to boost engagement and conversions on existing platforms. This includes the identification of key internal and external audiences for specific communication purposes, focusing on the Cities Network and LAB products and the preparation and implementation of a media outreach plan.
 - Monitor social media conversations involving the Cities Network and the Cities Lab.
 - Implement and evaluate a communications strategy with short, medium and longterm goals and design an action plan to achieve them including the definition of a brand for the Cities LAB and Network.
- Social Media & Marketing:
 - Manage a content calendar and edit content related to online marketing campaigns and advertisements derived from the Cities Lab and Cities Network projects and priorities. This may involve covering local and regional events, as well as coordinating the proper documentation of projects and providing innovative communication guidelines and training to specialists to improve performance.
 - Coordinate social media content coming out of the Cities LAB and Network.
 (Events, seminars, workshops, and other activities).
 - Assist in production and editorial oversight of social media products and provide training as needed to the division personnel on the use of tools and platforms involved in the communication strategy
 - Oversee and assist in the production and publication of the Cities LAB and Network's knowledge products, print and digital.
 - Support for the development, production, and maintenance of the division's webpage as it pertains to the Cities LAB and Network.

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries. We may offer assistance with relocation and visa applications for you and your eligible dependents.



Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education Bachelor's degree in journalism, marketing, communications, business, or other related field. Master's degree preferable.

Experience: At least 5 years of relevant experience.

Languages: Strong written and oral communication skills in both English and Spanish.

Core and Technical Competencies:

Areas of Expertise: Excellent writing/editing, for digital use. Online Community management experience and knowledge about industry best practices. Solid understanding of current industry standards and techniques for digital content creation and communications plans required; In-depth understanding of public policy issues in Latin America and the Caribbean. Reporting, writing, editing, and translation skills. Superior attention to detail.

Skills: Ability to think critically and creatively, and express ideas effectively both orally and in writing. Strong teamwork orientation and effective communication skills. Breadth of awareness.

Opportunity Summary:

Type of contract: Full time Consultant, CNS.

Length of contract: 12 months

Location: IDB Headquarters in Washington, DC.

Responsible persons: Cities Lab Coordinator and Cities Network Coordinator (CSD/HUD)

Requirements: You must be a citizen of one of the <u>IDB's 48 member countries</u> and have no family members currently working at the IDB Group.

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Because we are committed to providing equal opportunities in employment, we embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation,



and religion. We encourage women, Afro-descendants, and persons of indigenous origins to apply.

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