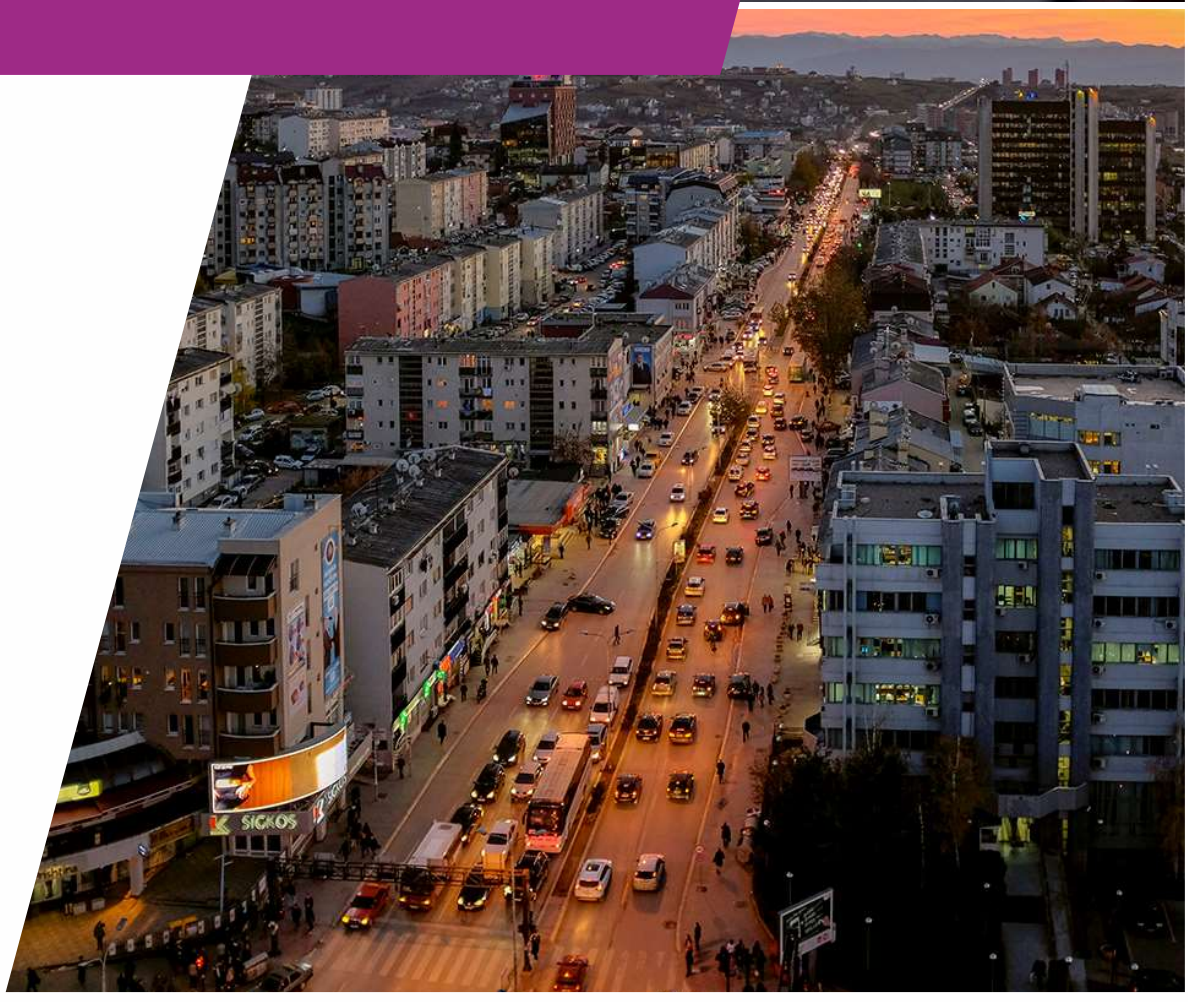
Mobilise Your City

Sustainable Urban Mobility Plan (SUMP)

Model Terms of Reference



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Context of the Publication

This document aims to provide guidelines for drafting Terms of Reference for selecting the consultant responsible for the design of a Sustainable Urban Mobility Plan (SUMP) within the framework of the **MobiliseYourCity** partnership. This document shall be seen as a model, to be adapted to the local context. All information displayed *<in grey>* shall be fulfilled while finalizing the ToRs.

This publication has been developed within the **MobiliseYourCity** Partnership in collaboration with the project "Advancing climate strategies in rapidly motorising countries", funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety.

MobiliseYourCity is a partnership for integrated urban development planning in emerging and developing countries under the UN Marrakesh Partnership for Global Climate Action. **MobiliseYourCity** supports and engages local and national partner governments in improving urban mobility planning & finance by providing a methodological framework and technical assistance, through capacity building, and by enabling access to funding at both local and national levels. Particular attention has been paid to the methodological and advisory frameworks related to National Urban Mobility Policies and/or Programs (NUMPs) and Sustainable Urban Mobility Plans (SUMPs) that serve as the basis for the promotion of investments and development of attractive mobility services.

MobiliseYourCity is a multi-donor action, jointly co-financed by the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO), the French Ministry of Ecological Transition and Solidarity (MTES), the French Facility for Global Environment (FFEM), the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and the French development agency (AFD). Its founding partners ADEME, AFD, CEREMA, CODATU, and GIZ implement the initiative. Besides contribution to the international climate process, **MobiliseYourCity** contributes to the UN's Agenda 2030, specifically Sustainable Development Goal (SDG) 11: Make cities inclusive, safe, resilient and sustainable.

The objectives

- Enable transformational changes towards more inclusive, livable, and efficient cities.
- Foster more comprehensive, integrated and participatory urban mobility planning (local & national levels).
- Target reduction of transport-related GHG emissions in participating cities (>50% until 2050).
- Link planning with agreement on investments and optional use of financial assistance.
- Make use of innovative planning techniques and digitalization, and promote state-of-the-art mobility and transport technologies.

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Abbreviations and Acronyms

ADEME : French Agency for the Environment and Energy Management

AFD : French Development Agency

BAU : Business as usual

BMUB : German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

CODATU : Cooperation for Urban Mobility in the Developing World

COP21 : Paris' 21st Conference of Parties

CEREMA : French Agency for Ecological Transition and Regional Cohesion

DGDEVCO : European Commission's Directorate-General for International Cooperation and Development

FFEM : French Facility for Global Environment

GHG : Greenhouse gas

GIZ : German Corporation for International Cooperation

MRV : Measure Report Verify

MTES : French Ministry of Ecological Transition and Solidarity

NDC : Nationally Determined Contribution

NUMP : National Urban Mobility Policy

SUMP : Sustainable Urban Mobility Plan

UNFCCC : United Nations Framework Convention on Climate Change

<Add here other necessary abbreviations and acronyms>

1. Overview of urban mobility in *<City>*

1.1. National Context

<Insert description here: national urban development, national legal and policy framework regarding urban mobility, main stakeholders, main salient facts/issues regarding urban mobility at national level…>.

1.2. Local Context

<Insert description here: institutional framework, urban mobility offer/demand, main issues…>.

1.3. Available data

<Insert description here: existing planning documents, on-going projects…>.

2. MobiliseYourCity framework

2.1. MobiliseYourCity Partnership

MobiliseYourCity is a globally operating multi-partnership initiative launched at Paris' 21st Conference of Parties (COP21) in December 2015 by the Governments of France and Germany and by its founding partners ADEME, AFD, CEREMA, CODATU and GIZ, and supported by the European Commission.

This multi-donor action is jointly co-financed by the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO), the French Ministry of Ecological Transition and Solidarity (MTES), the French Facility for Global Environment (FFEM), the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and the French Development Agency (AFD).

The partnership seeks to support governments in emerging and developing countries at both local and national levels in their involvement in transformational actions in sustainable urban mobility planning.

The partnership is a global climate initiative with a strong political dimension. It is part of the international initiatives for the transport of the UN Global Climate Action (GCA). Through its activities, **MobiliseYourCity** contributes to reducing Greenhouse Gas (GHG) emissions in urban transport and fostering the development of inclusive, livable and economically efficient cities.

2.2. MobiliseYourCity objectives

In terms of political leadership, MobiliseYourCity's strategic targets **are as follows**:

- At least 20 countries commit themselves to implement a national policy promoting in particular urban mobility planning.
- At least 100 cities and local governments are committed to implementing an ambitious SUMP aimed at reducing by 50% the emissions of urban mobility by 2050.

The **overall objectives** of **MobiliseYourCity** are:

- Enable transformational changes towards more inclusive, livable, and efficient cities.
- Foster more comprehensive, integrated and participatory urban mobility planning (local & national levels).
- Target reduction of transport-related GHG emissions in participating cities (>50% until 2050).
- Link planning with agreement on investments and optional use of financial assistance.
- Make use of innovative planning techniques and digitalization, and promote state-of-the-art mobility and transport technologies.

In addition, MobiliseYourCity set **guiding and technical principles** for its sustainable urban mobility planning activities:

- **Guiding Principles**

  - Build upon well-proven methodologies, existing tools and international policies, e.g. EU recommendations on Sustainable Urban Mobility Planning.
  - Ensure that National Urban Mobility Policies and Sustainable Urban Mobility Plans build upon existing local strategies, plans and policies and work towards their integration.
  - Link National Urban Mobility Policies and Sustainable Urban Mobility Plans to ensure sufficient and sustainable financing for implementation.
  - Include the assessment of climate benefits in the development of National Urban Mobility Policies and Sustainable Urban Mobility Plans (via the Monitoring, Reporting and Validation module).
  - Cooperate with experienced knowledge & network partners as a key driver for (transformational) change.
  - Utilize the tailor-cut advisory services and guidance on developing National Urban Mobility Policies and Sustainable Urban Mobility Plans (applicable to countries and cities engaging in this exercise for the first time as well as for advanced countries and cities).

- **Technical Principles**

MobiliseYourCity seeks to improve urban mobility by:

- Prioritizing sustainable urban mobility;
- Acting on urban development to reducing unnecessary urban travel ;
- Encouraging fair use of public space and prioritizing non motorised transport modes;
- Encouraging low carbon transport modes and facilitate intermodality;
- Improving energy efficiency of trips which can not be avoided;
- Tackling both, the challenges of passenger transport and goods delivery in urban areas.
- Taking advantage of new technologies to improve urban mobility, especially for paratransit transport

MobiliseYourCity commits to tackle urban mobility challenges by:

- Identifying both medium to long terme scenarios and quick wins measures;
- Accelerating implementation through better planning and financing;
- Strengthening participation;
- Enhancing institutional coordination, for example by setting up an urban transport authority;
- Establishing clear funding and financing schemes;
- Setting up monitoring, reporting and evaluation systems.

2.3. MobiliseYourCity key tools: NUMPs and SUMPs

Key tools promoted by MobiliseYourCity to accomplish these objectives are the development of National Urban Mobility Policies (NUMPs) and city-level Sustainable Urban Mobility Plans (SUMPs) including financing schemes for urban transport.

The European SUMP Guidelines and the **MobiliseYourCity** Partnership Methodological Framework provide guidance on the preparation of a SUMP and should be considered by the Consultant as reference documents during the implementation of his assignment. These documents are available here http://www.eltis.org/mobility-plans/sump-guidelines and here: http://www.mobiliseyourcity.net/.

A full description of the **MobiliseYourCity** initiative is presented in *<Appendix 6.1>*. The website of the initiative is available at: http://www.mobiliseyourcity.net/.

Box 1: The Sustainable Urban Mobility Plan (SUMP) concept

The European Commission – a strong supporter of the **MobiliseYourCity** Initiative – has led the way in developing the SUMP concept. **MobiliseYourCity** is basing its work on this concept and the accompanying 'Guidelines on Developing and Implementing a Sustainable Urban Mobility Plan' (SUMP Guidelines).[1] The SUMP Guidelines provide the following **definition**:

> *A **Sustainable Urban Mobility Plan** is a strategic plan designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.*

Integration, participation and evaluation principles being understood as:

- **Integration principle:** with town planning master plans; between different modes, including soft ones.
- **Participation principle:** beyond the content of the study, the way in which information is shared and long-term scenarios are validated, is crucial to ensure the feasibility of planning.
- **Evaluation principle:** the SUMP sets objectives and establishes a mechanism for following them; especially for GHG emissions

The SUMP Guidelines further state that "A **Sustainable Urban Mobility Plan** needs to pursue the genral aim of improving accessibility and providing high-quality, sustainable mobility for the entire functional urban area. A sustainable transport system:

- Is accessible and meets the basic mobility needs of all users;
- Balances and responds to the diverse demands for mobility and transport services of residents, businesses and industry;
- Guides a balanced development and better integration of different transport modes;
- Meets the resuirements of sustainability, balancing the need for economic viability, social equity, health and environmental quality;

[11] The Sustainable Urban Mobility Plan concept and the 'Guidelines on Developing and Implementing a Sustainable Urban Mobility Plan' were developed through an extensive expert consultation process between 2010 and 2013 as part of a service contract for the European Commission. With the launch of the European Union's 'Urban Mobility Package' in December 2013, the Sustainable Urban Mobility Plan concept has become European policy (http://ec.europa.eu/transport/themes/urban/urban_mobility/ump_en).

- Optimises efficiency and cost effectiveness;
- Makes effective use of urban space and ofexisting transport infrastructure and services;
- Enhances the attractiveness of the urban environment, quality of life and public health;
- Improves road safety and security;
- Reduces air and noise pollution, greenhouse gas emissions and energy consumption"

2.4. *<City>* and MYC

Partner countries and partner cities of **MobiliseYourCity** have recognized the global challenges on urban transport and committed to tackle these through adoption of common principles of sustainable urban mobility planning in their national and local development planning. Partner countries and partner cities participate in the **MobiliseYourCity** Community of Practice and they can receive technical assistance as well as may take part in capacity-building activities.

The Municipality of *<City>* applied to **MobiliseYourCity** initiative in *<year>* and expressed an interest in the implementation of a Sustainable Urban Mobility Plan. The Steering Committee of **MobiliseYourCity** approved the application in *<Date>*. *<Agency>* then proposed to *<City>* to fund the elaboration of a SUMP, as a concrete measure undertaken in *<Country>* under the framework of **MobiliseYourCity**. This study will be funded by a grant made available by *<Agency>* to support **MobiliseYourCity** programs in *<Continent>*. *<Agency>* will be in charge of the procurement and of the follow up of the contracts needed to implement a SUMP in *<City>*.

3. General description of the assignment

3.1. Scope of the assignment

As an important step for the Initiative in *<Country>*, *<Agency>* on behalf of *<City>* is calling for consultancy services to coordinate and manage the development of a Sustainable Urban Mobility Plan (SUMP) in *<City>* *Metropolitan* area with the aim of reducing GHG emissions and improving the quality of urban life.

The expected overall outcome of the assignment is a Sustainable Urban Mobility Plan (SUMP), the quality of which has been monitored and ready for adoption by the *<City>* government.

The geographical scope of the assignment will cover at least the area of *<City>*. During the inception phase of the SUMP process, the Consultant will have to review more precisely the geographical scope of the assignment, distinguishing SUMP study area from SUMP action area.

The SUMP horizons is of:

- 1 to 2 years for short-term measures;
- 5 years for the medium term;
- 15 years for long-term measures.

<These horizons may be adjusted at the beginning of the service according to local conditions (in particular to ensuring consistency with the master planning document of "City">.

The plan has to be established in coherence with the related sectoral plans; it will address *<City>* urban mobility problems according to the consultation of all the local political decision-makers concerned and the actors of the urban mobility as well as the citizens of *<City>*. The participatory dimension is central, and as such will have a special place in the evaluation of the technical offers received within the framework of this tender. The SUMP must be in line with national priorities for sustainable urban mobility. It should include a concrete action plan for the sustainable transformation of urban mobility. The proposed SUMP shall be financially viable: proposed measures shall be aligned with expected financial ressources. *<If relevant, add other objectives for the SUMP specific to the local context>*

3.2. Assignment main components and calendar

Based on the EU SUMP Guidelines, MobiliseYourCity elaborated a **four-component SUMP approach** that serves as foundation for the work of technical agencies and consultants who are working in cities on SUMP development or revision, and that should be accompanied by **one transversal mission** and **one specific mission**.

More specifically, the four components and two missions are:

- **Component 1: active inception of the SUMP process**
  This component includes inception activities, including review of the initial work plan. *<In addition, initial **Mobilise Days** will bring together local key stakeholders and a joint understanding of the SUMP development process will be formed>*.
- **Component 2: diagnosis (data collection, interviews and analysis)**

An in-depth **Status Quo Analysis** will bring light into the strengths, weaknesses, opportunities and threats of urban mobility. Political and organisational backing of the SUMP process will be reassured.

- **Component 3: definition of a vision and strategic objectives, construction of scenarios, formulation of priority measures proposed by the SUMP**
  In the **Vision & Goal Setting** phase, the city will develop a joint vision for urban mobility and set up targets & indicators to measure success during implementation. **Future Development Scenarios** will be built. Core part of the SUMP is setting up **integrated Packages of Measures** in line with the target framework. Positive and negative impacts will be discussed and measures adapted accordingly. There is also a need to address barriers for implementation (such as limited staff capacities or lack of finance) early on.

- **Component 4: detailing the selected scenario into an action plan, including monitoring and evaluation indicators, implementation modalities and horizons, budgeting and financing of measures**
  The developed and assessed measures will feed into a Road Map and Budgeting & Finance Plan, which reflects different budget scenarios and identifies high priority as well as quick-win measures.

- **Cross-cutting Mission: participatory process (concertation and consultation)**
  As per this cross-cutting mission, the Consultant shall support *<City>* in all aspects of citizen and stakeholders participation as well as communication and awareness raising during the development of the SUMP.

- **Specific Mission: establishment of an Observatory on urban mobility data and GHG emissions (current status and monitoring of the SUMP measures)**
  This mission relates to the process of collection, analysis and monitoring of all date needed to evaluate the progress and results of the SUMP development.

These **activitie**s are to be carried out over a period of *<X>* months, with a start of the services foreseen in *<month>* *<year>*.

Diagram 1: Development of the SUMP - Components and Missions Timing

<Insert here the Project Gantt Chart >

3.3. Assignment management

3.3.1. Assignment validation and monitoring framework

Validation and monitoring of the assignment will be ensured at **three levels**:

- A **steering committee**, in charge of the political validation of the SUMP. It validates the main orientations of the SUMP and takes decisions, in close coordination with the Technical Committee which reports Consultant's recommendations. It ensures the political steering of the project and is composed of *<Steering Committee attendees>*. The Steering Committee will review and officially validate the deliverables submitted by the Consultant through the Technical Committee.
- A **technical committee**, the direct interlocutor of the Consultant for the technical follow-up of the SUMP development. This Committee pre-validates the deliverables. It consists at least of the team from the *<City>* in charge of urban mobility planning *<Representative of the relevant ministry or other relevant stakeholder>*. It must designate a person as the Consultant's focal point for the project duration. This Committee can also associate, on a regular basis, some representatives of other administrations, local experts in the field of mobility, security forces, the academic world, professionals of the sector or any other relevant stakeholder. The technical committee is appointed by the principal authority of the government of the *<City>*, to which it reports progresses of the project. It consults relevant stakeholders for all important decisions and guidelines.
- A **SUMP Core Team**, in charge of the daily follow-up of the SUMP. The Core Team includes few persons: the referent person for the *<City>* for the assignment, the consultant project manager and any other key resource person directly tasked to follow-up the implementation of the SUMP.

3.3.2. Coordination and management tasks

The Consultant shall coordinate and manage all components and missions of the SUMP process in an optimal manner.

The Consultant will nominate a **project manager** who will be the referent person for the *<City>* and the **MobiliseYourCity** sub-program manager during the entire SUMP process. The project manager is expected to liaise frequently with the **MobiliseYourCity** *<Country>* Sub-Program Manager. Meetings between Consultant project manager and referent person for the *<City>* shall occur at least monthly and all meetings conclusions shall be recorded in minutes. The project manager shall also liaise frequently with **MobiliseYourCity** Secretariat.

The project manager is responsible for the quality and consistency of all the project outputs before submitting the results to *<City>* and transmitting them for information to the **MobiliseYourCity** Sub-Program Manager. The project manager shall ensure the timely execution of work processes, validation and delivery of the results and deliverables. The project manager shall in addition ensure that the principles of the SUMP concept (see *<Sections 2.2 and 2.3>* of this document and *<Appendix 6.1>*), in particular the participatory approach, are taken into account in the development process of the project and in the plan itself.

Main coordination tasks of the project manager include:

- **Support the** *<City>* **in setting up the SUMP Core Team**.

- **Assess the composition of the Technical Committee** and make recommendation if needed, in terms of capacity building or needs for additional human resources
- All along the SUMP implementation process, **coordinate and conduct interviews** with a wide range of stakeholders and local experts to gather comments, opinions, suggestions and, where appropriate, obtain feedback on project outcomes / documents.
- **Ensure excellent cooperation among key stakeholders** in the development and implementation of the SUMP of the *<City>*.
- **Provide information, report and advise stakeholders** of the *<City>* on the development and conduct of the Sustainable Urban Mobility Plan and the SUMP concept. The **MobiliseYourCity** initiative partners provide technical inputs and some templates to the Consultant.
- **Update on new methodological developments** and other innovations in the field of sustainable urban mobility and support the revision of key project documents accordingly.
- **Organize, moderate and monitor the project** - internal meetings, stakeholder workshops and working group meetings of the SUMP Core Team.
- **Present deliverables and other project results** at national and international workshops and conferences at the request of the *<City>*.
- **Assist the SUMP Core Team** in discussions and negotiations with potential partners and private sector partners (potential public-private partnership) and in financing options for the SUMP implementation.
- Upon request, **provide the SUMP Core Team** with supporting documents and presentations for the internal and external communication of the SUMP project.
- **Encourage and coordinate the participation of the SUMP Core Team** in the **MobiliseYourCity** Community of Practice, which provides a forum for the exchange of good practices and feedback from **MobiliseYourCity** partner countries and cities.

As part of this coordination and management tasks, the Consultant is expected to organize, in addition to the regular follow-up meetings, at least *<**2-3**>* **half-day meetings of the SUMP** Core Team to review and validate the main findings of the different stages of the study. The themes must be defined by the Consultant and could be, for example:

- The city's vision for sustainable urban mobility.
- The objectives, targets and indicators identified.
- The list of priorities for the SUMP measures.
- The draft final report.

3.3.3. Capacity development

Stakeholder competencies at the local level will have to be strengthened during the development process of the SUMP in order to adequately implement planned actions, monitor implementation progresses, conduct meaningful evaluation and share knowledge and results with other cities in the *<Country and Region>*.

The Consultant will propose specific activities regarding stakeholders' capacity building, and add them to the work plan included in the methodology offer. The proposal shall at least include thematic training sessions.

These activities will then be refined and confirmed during the inception phase of the assignment. Consultant can refer to the Capacity Development Strategy of **MobiliseYourCity.**

All capacity development activities delivered as part of this assignment shall be recorded in specific reports, to be delivered at the end of each component of the assignment.

4. Expected activities

4.1. Component 1: Active inception of the SUMP process

4.1.1. Objectives

- Engage with key stakeholders and conduct a stakeholder mapping.
- Set up the validation and monitoring framework.
- Confirm assignment scope, work plan and data collection methods.
- Start data collection and production.

4.1.2. Consultant's tasks

During the inception phase, the Consultant is expected to initiate the first SUMP activities, including:

- Interviews with main SUMP stakeholders, starting with the *<City>* SUMP political and technical focal points.
- Gathering and preliminary analysis of data/reports.
- Data/information availability mapping and identification of data gaps.
- On-site visits.

*<In addition, inception activities may include the implementation of "**Mobilise Days**" which must be understood as a series of coordinated communication and technical actions, planned and committed by the <City>, intended for the general public, the inhabitants and the administration of the <City>. These actions are concentrated in a relatively limited period of time, making it possible to generate a real kick-off effect of the SUMP process. Mobilise Days are a crucial step that carries a strong political message, setting in particular the participatory process>.*

As part of the inception phase, the Consultant is expected to deliver the following analysis:

- Accompany the *<City>* in the evaluation of technical skills, availability of staff and financial resources to develop the Sustainable Urban Mobility Plan. This exercise is used to identify possible additional support needs to carry out the project (data collection, modelling, scenario development, visualization of planned measures, etc.).
- Based on this evaluation, develop a skills management plan: this type of plan is defined in the SUMP European Guidelines as "a strategy that describes and explains how the required skills will be made available and maintained throughout the mobility planning process". The plan should identify the internal or external people or organizations that may be assigned to certain tasks. The competency management plan should also indicate the additional skills and resources needed to carry out the SUMP work of the *<City>*.
- As part of the development of the skills management plan, realize a mapping exercise of local stakeholders. This exercise aims to identify the main actors of urban mobility in the *<City>* and to understand their objectives and their points of view. Realize a detailed report based on the mapping of stakeholders, which serves as a contribution to facilitate the engagement and ownership of the SUMP by local stakeholders.

- Support the *<City>* in the definition and set up the assignment validation and monitoring framework: Steering Committee, Technical Committee, SUMP Core Team.
- Support the *<City>* in the organization of a kick off meeting for the assignment. The Consultant shall propose an agenda, draft a presentation and ensure logistic organization of the meeting.
- Confirm the SUMP geographical scope. The Consultant shall propose a SUMP study area which shall include at least the area of the *<City>* and may also encompasses neighbouring municipalities areas in order to define a coherent area in terms of mobility. The Consultant shall in addition propose a SUMP action area, which shall include at least the area of *<City>* and may also encompasses neighbouring municipalities' areas if this seems necessary and if the neighbouring municipalities agree to be included in the SUMP. The Technical Committee shall validate study and action areas at the end of the inception phase.
- Review the detailed project work plan for the development of the Sustainable Urban Mobility Plan, including:
  - The tasks and responsibilities of each team members involved in the implementation of this consultancy.
  - The timing and scope of the interviews, workshops, working group meetings, activities, milestones, expected results and deliverables in the various components of the consultancy.
  - A methodological note to describe the needs for data gathering and detail the proposed activities (including surveys) to fill the identified gaps. Regarding surveys, the note shall detail inter alia proposed methodology, software/format that will be used to provide results, calendar.
  - Reviewed capacity development program proposed as part of this assignment

Box 2: Mobilise Days

Rationale for Mobilise Days

A central pillar of the **MobiliseYourCity** approach is to ensure the participation of citizens and stakeholders. The aim is to use the SUMP process as a liaison element to involve civil society in the design, monitoring and evaluation of public policies related to sustainable urban mobility. Participation will create opportunities for dialogue between various governmental and non-governmental actors, representing all the different groups of private and commercial users of urban mobility, and aiming at building consensus on a common vision of urban mobility.

Participation also enhances the public legitimacy of sectoral policies and confirm interest of the general public in the process. This interest may then be translated into sustained support for the implementation of a recognized consensual vision, which includes support from authorities for the deployment of necessary resources.

Mobilise Days can also bring greater visibility and greater strength to the commitment of the *<City>* in its desire to act concretely, quickly and continuously on the major issues of sustainable urban development.

Objectives of Mobilise Days

- Engage simultaneously political and technical processes and anchor it for the entire duration of the project.
- Display the political ambition of *<City>* to intervene on initial strategic objectives (GHG, quality of life).
- Engage citizens & key stakeholders in the *<City>*'s approach.
- Initiate the necessary technical collaboration between institutional authorities and internal services within the *<City>*.
- Start collecting and producing data.

Consultant's task related to Mobilise Days

- Propose **outstanding participatory actions to kick-start the SUMP development process**
  The consultant will propose and organise a panel of flagship actions from the starting of SUMP development process. These initial communication and awareness-raising actions will be brought into line with the consultation and communication plan to be developed and implemented in the Cross-Cutting Mission (Participatory Process).
- **Organize and accompany *<City>* in the implementation of these MobiliseDays**
  In close collaboration with the SUMP Core Team and Technical Committee, the Consultant will lead the implementation of MobiliseDays actions, after receiving validation from the *<City>*.
- **Ensure communication and promotion around MobiliseDays and other actions executed**
  In close collaboration with the SUMP Core Team and Technical Committee, the Consultant will ensure the valorisation of the actions carried out in the local and national media.
- *<Add any other task specific to the local context – cf. example of Mobilise Days activities below>*

Example of Mobilise Days activities

- Organise high-level seminars to anchor the political process and engage key and target actors.
- Organise awareness workshops for institutional actors.
- Lead public debates on urban mobility, city planning and climate issues.
- Organise a Car-free Day or a Mobility week.
- Lead street interviews upstream to the process, gathering testimonies of inhabitants.
- Create (journalists) student groups to follow the development of the SUMP process.
- Launch a photography (or other media) contest on "traveling today in my city
- Conduct travel surveys (kick-start of data production).
- Collect useful data from the city services

MobiliseDays deliverables

- Organization of Mobilise Days event and other activities, and the internal and external communication associated with them.
- Mobilise Days report, detailing the implemented events/actions and outcomes

4.1.3. Deliverables

- **Workshops/meetings**
  - Kick off meeting.
- **Reports**
  - **Report on interviews and stakeholder meetings** conducted under this assignment compiling minutes of meetings.
  - **Inception report** detailing implemented activities as part of the inception phase and including all expected analyses, including skills management plan, stakeholders mapping, adjusted work plan.
- *<If implemented, Mobilise Days deliverables>*

4.2. Component 2: Diagnosis

4.2.1. Objectives

Collect and analyse all necessary data and formulate a diagnosis of the existing status and challenges regarding urban mobility, mainly for the purpose of defining and evaluating options/scenarios in the subsequent component. Diagnosis shall consider the following aspects:

- Urban structure and development.
- Institutional and regulatory aspects.
- Transport infrastructure and transport services supply.
- Mobility demand.
- Carbon emission data and analysis.

Data should to be collected and analysed for the ***<current year>,*** which will serve as **reference year** for future projections. Whenever necessary, trends will also be analysed. A detailed description of available studies and surveys is mentioned in *<Appendix 6.4>*. If necessary additional surveys will be carried out by the consultant.

4.2.2. Consultant's tasks

Based on the data collection and analysis, the consultant will prepare a **diagnosis of the current situation,** showing strength and weaknesses and prepare simple contrasted visions about further development of the city.

Task I: Data collection and analyses

- Collection and analyses of **existing data/reports.**
- Additional **surveys.**

To complement the assessment of transport demand, the consultant will conduct necessary surveys *<To be detailed according to local needs>*.

- **Qualitative analysis via individual interview of main stakeholder**

Assimilate the information provided from the inception phase interviews for the global diagnosis. The consultant will assess interview and information gaps and carry out (missing) interviews accordingly.

- **Qualitative analysis and focus groups interviews**
  The consultant will carry out at least **one stakeholder workshop** and **three focus groups meetings** to better understand key challenges related to urban mobility in the city as perceived by stakeholders and users and their vision for a sustainable future of the mobility in the city. This will concern in particular:
  - **A qualitative analysis**: focus group interviews with representative groups of the city's population on mobility practices and needs in the city (frequency of trips, trips motives, specificities men versus women, transport budget, public transport service quality, etc.).
  - **Thematic groups**: such as transport operators (private or public, formal or informal), businesses and commerce actors, public transport users, etc. In addition, or as a substitute, a qualitative survey of private transport operators (formal and informal) could be conducted.
  - **Geographically based groups**: representative of each district or important area.

The consultant is expected to use **innovative methods of IT-based data collection and analysis** in view of achieving better quality and efficiency of transport system planning. These innovative methods include Global Positioning System (GPS)-based data collection, smart phone zoning data proposed by cellular operators, web surveys, as well as spontaneous and voluntary data sharing by citizens. In case the innovative data collection methods cannot be provided by the consultancy, it is expected that the consultancy organise a call for proposals open during project months <*X*> with an ensuing evaluation and selection of a service provider no later than in project month <*X*>.

The consultant's data collection will therefore go well beyond classical approaches of data collection, such as household surveys and travel diaries. However, it is expected that the consultant integrates existing travel data made available by the local municipality (transport routes, fares, stops, timetables, etc.) and updates the information, if necessary via data re-collection. The consultant should, in particular, gather and analyse data on informal urban transport and capture short-distance trips that may have been underrepresented in conventional travel data surveys.

In the bid to **MobiliseYourCity**, the consultant should elaborate how the new quality data could be used by the local municipality to provide real-time transport/travel information, for example via mobile applications or dedicated websites.

Box 3: Examples of Additional Surveys

- Household survey or update of existing surveys.
- Personal vehicle on-road surveys (origin-destination, modal choice, willingness to pay, value of time, etc.).
- Road traffic counts along major corridors and at major intersections.
- Non-motorised transport survey (including analysis of historic and current use as well as potential of walking and cycling).
- Public transport passenger survey at major public transport stations (origin-destination, modes, trip motives).

- Public transport passenger counts at peak hours in major stations and interchanges.
- Public transport capacity assessment on major public transport routes including informal transport.
- Public transport operator's survey.
- Goods/freight transport survey.
- Air pollution surveys
- Noise survey
- All necessary surveys to collect the required information to use the **TRIGGER** tool (See Task 2: Carbon emission data and analysis)

Task 2: Elaboration of the Diagnosis report

The consultant is expected to produce all following analyses, which shall all be reported in the Diagnosis report.

- **Analysis of urban structure and development**

  Including existing data on population (inhabitant number, household size, car ownership, type of housing, employment, etc.), jobs, major traffic generators (hospitals, universities, etc.), and projects (equipment, facilities, infrastructure for health, education, etc., distinguishing envisaged/approved/on-going projects). This task will also include the analysis of existing urban development plans and development trends. Data will be established for the reference year and forecasted for the planning horizons (*<5 and 15 years>*). *<The project owner may precise the type of zones for which data will be provided (for instance districts or zones of special interest for the project, such as sub-centres)>. <Describe here details of expected forecasts from the Consultant>.*

- **Analysis of institutional, regulatory and financial framework**

  This will include at least:

  - An inventory of relevant legislation, rules, schemes, licenses, concessions, relevant to public transport and road traffic in the area, including national urban mobility policy (*<if applicable, the consultancy should cooperate with and use the diagnosis of the NUMP inventory and assessment consultancy in the Country>).*
  - Assessment of the roles and legal mandates of public and private entities in the public transport system (institutional arrangements), relations between transport authorities and operators as well as between different levels of government authorities. Assessment of challenges related to urban mobility roles distribution, between various levels of local governments, and for the regulation of various transport operators.
  - Analysis of budgetary and financial aspects. The consultant will collect and analyse existing data on the financial capability of local authorities as well as transport authorities and operators to engage in sustainable urban mobility activities. This will include the analysis of past (past 10 years) and projected/planned (next 3-5 years) management and operating budgets.

- **Inventory of transport infrastructure and transport services supply**

  The consultant shall develop an inventory and assess trends and challenges of the various dimensions of transport supply in the study area, including:

  - **Road network**: inventory and assessment in relation with all mobility needs (pedestrians, non-motorised transport (NMT), public transport, and other vehicles) with focus on the roads carrying public transport; review of plans and projects.

    The inventory of the **road network shall include**:

    - Road characteristics in the city centre and possibly other secondary traffic centres *<Precise>*.
    - Road characteristics of the major roads.
    - Quality and density of the secondary and service road networks.

  As far as possible, the consultant will update data on road network on OpenStreetMap.

  - **Public transport system (bus, rail, water, formal/informal transport)**: including routes extension and localisation, depots, garages, rolling stock quantity and quality, taking into account current plans and projects; volume of public transport supply and duration of travel at peak period. The consultant should upload the data on public transport (routes and stops) on OpenStreetMap and provide a GTFS format dataset with open licence odbl.
  - **Access to public transport:** For the purpose of aggregated impact monitoring within the **MobiliseYourCity** Partnership, the consultant will assess (in a quantified manner) the prevailing access situation of the city´s population to public transport (i.e. the number of people living within 500 meters or less of a public transport stop with minimum 20 minutes service at peak hour).
  - **Financial aspects**: fares, subsidies, fuel policy.
  - **Parking**: inventory in the city centre *<or other specific zones>* and analysis of parking management and pricing schemes.

- **Mobility demand and expected trends**

  The final report should include at least:

  - Diagnostic analysis of **city wide mobility**, current characteristics and trends: Household car ownership, daily individual mobility (per type of household, gender, age, income level, etc.), seasonality of mobility demand.
  - Diagnostic analysis of the current characteristics and trends of the **individual mobility per mode per main transport axis**.
  - **Modal split**: for the purpose of aggregated impact monitoring within the **MobiliseYourCity** Partnership, the consultant will assess the modal split, i.e. the share of public transport and non-motorised modes in pkm (not trips; as average over one year *<within city boundaries>*).
  - **Public transport demand:** the consultant will review all existing data on mobility, including existing traffic volumes per mode, at peak hours and for the full day and per sub areas and for each main axis; the objective is to identify the transport demand per mode on the main corridors and for the main origin-destinations.

- **Road traffic**: the consultant will inter alia quantify road traffic flows on main corridors, distinguishing daily flows and peak flows. The Consultant shall also analyse traffic at main intersections of the SUMP area. The consultant shall assess the level of road congestion at peak periods and appraise traffic planning at city level and traffic management at a lower scale.
- **Freight traffic**: the consultant will in particular review the regulations regarding goods delivery and transport, develop an inventory and assess main delivery areas and routes, and main flows.
- **Non-motorized transport (NMTs, pedestrians and cyclists)**: the diagnosis will include in particular consideration and inventory of main routes and accesses for NMTs (location, quality of infrastructure) in relation with NMTs flows.
- **Commercial speed**: for the purpose of aggregated impact monitoring within the MobiliseYourCity Partnership, the consultant will assess the commercial speed, i.e. the average speed of a mode of transport between any two terminals, including all operational stops).
- **Traffic safety**: causes, severity and localization of accidents. The diagnosis will cover at least: Inventory of black spots as well as, if available the number of traffic fatalities (road, rail, etc.) over the past 10 years (i.e. as defined by the WHO, a death counts as related to a traffic accident if it occurs within 30 days after the accident).
- **Gender:** the consultant will review gender related issues and provide a gendered perspective status of urban mobility, including in particular women's travel patterns and how they differ from men's, gender-related inequalities in terms of access to a) public transport and b) services and opportunities offered in the urban area (health care, education, jobs, etc.). The Consultant is in addition expected to provide a diagnosis of current gender-related harassment faced by women while travelling in the urban area as well as jobs opportunities for women in the urban mobility sector. On this specific issue, the Consultant is expected to organize a one-day workshop during the diagnosis phase to raise awareness and collect feedback from key stakeholders.
- **Liveability:** the consultant will analyse the transport- and urban mobility-related liveability criteria for the city, including frequency of public transport, affordability of public transport, transport safety, security, air pollution, and noise pollution.

■ **Carbon emission data and analysis**

The consultant will review and analyse:

- All existing data on GHG emissions by urban transport sources.
- Current systems and on-going projects at the city level for their impact on traffic and reduction of GHG emissions.
- Current capacity and challenges of measuring and evaluating carbon emission.
- Current and planned policies and programs of the transport sector to better understand the current status and serve as a basis for the GHG attenuation action plan at the city level.
- The international context to highlight opportunities coming from UNFCCC and help the city learn from relevant experiences abroad.

IMPORTANT NOTE:

MobiliseYourCity has developed its own tool - **TRIGGER** - to estimate the GHG emission reductions that can be expected with the implementation of the SUMP. The use of this tool to calculate this estimate is mandatory. The tool and its user manual is annexed to this Terms of Reference.

The consultant should pay special attention to identify all required information to use the tool and identify and conduct the necessary surveys to collect it.

<This requirement may be adapted to allow a simplified use of TRIGGER with the collection of only part of the data required for the TRIGGER tool and use of assumptions for the remaining data>

- **Monitoring and reporting diagnosis**

  More details and specific additional tasks regarding SUMP monitoring and evaluation are described as part of the Specific mission: establishment of an observatory on urban mobility data and GHG emissions.

Task 3: Capacity Development

The Consultant shall implement capacity development activities as per capacity building program approved at inception phase.

4.2.3. Deliverables

- **Workshops**
  - One stakeholder workshop, three focus group meetings, one-day specific gender workshop
  - Diagnosis presentation workshop.
- **Reports**
  - **Report on capacity development measures and workshops:** including participation and conclusions.
  - **Report on interviews and stakeholder meetings** conducted under this assignment compiling minutes of meetings.
  - **Surveys report: the report shall detail for each conducted survey:**
    - Survey methodology (for survey implementation and data processing/analyses).
    - Main results
    - *<Complete according specific study requests regarding data collection and surveys >.*
    - For each survey, the Consultant shall deliver the complete set of raw and processed data.
  - **Diagnosis report**

    The diagnosis report shall include all diagnosis analyses described above as well as, in addition, conclusions of the diagnosis component. The Consultant should use appropriate visualisations in its diagnosis report to illustrate and complement the findings and data analyses in a visually attractive and intuitive way. At least *<20>* visualisation elements such as charts, graphs, diagrams, infographics, tag clouds, and maps shall be included in the Diagnosis report, including at least the following GIS-based maps to be provided at adequate scale: Situation map with study zones, Main geographic features, Location and density of population, jobs (on the employer's site) if possible, Location of main services and economic activities, Road network (current situation), Traffic, Public transport networks (current situation).

4.3. Component 3: Definition of a vision and strategic objectives, construction of scenarios, formulation of priority measures proposed by the SUMP

4.3.1. Objectives

The vision, goal setting and measure planning component builds upon the diagnosis work carried out in component 2 "Diagnosis". Its main outcomes are the strategic vision and the strategic direction for urban mobility in *<City>*. These outcomes serve as input to the ensuing plan validation activities of the SUMP development process. The **component-specific objectives** are to:

- Confirm a strategic vision for urban mobility and a strategic framework for the direction of the SUMP.
- Formalise the goals of the SUMP.
- Elaborate short- and long-term scenarios.
- Define and develop (integrated packages) of measures.
- Compare scenarios and select the preferred scenario.
- Identify the strategic direction for sustainable urban mobility in *<City>*.

4.3.2. Consultant's tasks

- Formalize the methodology and ambition of the SUMP
    - **Organisation of stakeholder workshop:** the consultant will organise a (component) kick-off workshop (Workshop N. 3.1) with the SUMP Core Team and other key urban stakeholders to present and validate the findings of the diagnosis work (current situation and trends, strengths and challenges). The workshop will also discuss and record actions and measures considered or proposed by stakeholders.
      It is expected that, on the basis of this workshop, the project owner will reach consensus on the diagnosis and the vision for urban mobility in *<City>*.
      The stakeholder list will include at least *<Complete list/ or include it in the Appendix>*.
    - **Goal setting and prioritization**: the consultant will assist the project owner in formalising and prioritising urban mobility goals. These goals need to be aligned with *<City>*'s vision for urban mobility *<and are city-specific>*.
      The consultant will organise a goal setting and prioritisation workshop (Workshop N. 3.2) with the SUMP Core Team to accomplish this task.
    - **Defining criteria and indicators:** define implementation, sustainable mobility and GHG/emission indicators to conduct the multi-criteria comparison of scenarios. The selected indicators shall include the impact indicators and the investment indicators defined by the **MobiliseYourCity** partnership (*<cf. Appendix 6.2>*). More details and specific additional tasks regarding SUMP monitoring and evaluation are described as part of the Specific mission: establishment of an observatory on urban mobility data and GHG emissions.
    - **Identify and assess the effectiveness of measures**: towards reaching targets, in particular in relation to their impact on GHG reduction.

- Defining complementary data collection **as needed**: if limited complementary data collection is needed for the definition and comparison of scenarios, the consultant will define them and carry them out as part of this activity.

- **Elaborate mobility scenarios for the short, medium and long term**
  - **Scenario building**: The consultant will build the business as usual (BAU) scenario and at least <2> alternative low carbon scenarios with their defined actions to be taken in the short- and the long-term. The long-term scenario target year is *<2050>*. In addition, *<at least one 10 year>* scenario from the base year must be calculated (for harmonised reporting).
    The consultant will assess the volume of expenditures needed for each scenario (for investment as well as for operational subsidies, if any) and ensure that such volume is coherent with the ability to mobilise funding for the city *<taking as reference the 10 past years>*.
    The consultant must also assess in detail ex-ante the implications with respect to GHG emissions for all scenarios (for more details, please refer to the chapter related to the Specific mission: establishment of an observatory on urban mobility data and GHG emissions).
    For each scenario, the Consultant shall propose a detailed implementation calendar.
    The consultant will build the scenarios in close coordination with the stakeholders and will organise a workshop (Workshop N. 3.3) to validate the set of scenarios to be tested with the SUMP Core Team.
    <The description of the scenarios will vary depending on the study focus. The TOR should not be too prescriptive, but could mention several items that are considered important by the client, in order to give to the consultant an idea of the detail level expected by the task>.
  - **Defining actions and (integrated packages of) measures**: The consultant will assist the project owner in defining actions to be taken and integrated packages of measures to be implemented in the short and long terms for each scenario (*<Box 5>*). The consultant will provide descriptions of each action as well as integrated package of measures paying particular attention to technical design, cost, timing, public engagement requirements, anticipated impacts, and potential risks. These actions and measure packages will be the building blocks of the scenarios to be defined. The consultant will organise a measure identification and selection workshop (Workshop N. 3.4) with the SUMP Core Team to accomplish this task.

- **Traffic forecast modelling**

  <The use of a specific traffic forecast model is optional for the case that the partner city wishes to include the development of a transport model within the context of its SUMP development. In certain very simple cases where data are scarce, a mere expert analysis of available data collected during the previous component, could be sufficient>.

  The Consultant will built and calibrate a simple traffic forecasting model that can evaluate different scenarios defined at different horizons. The model used should be adapted to the needs of *<City>* and easy to take in hand. The Consultant will train the key staff of the Technical Committee to use the model autonomously and independently.

  In addition, the modeling tool/software must be financially accessible so *<City>* can use it in the long term at a reasonable cost. His choice must be well- argumented and will be submitted for validation by *<City>*.

The model will be calibrated for the base year, and will be sensitive to the main parameters explaining the behavior of travelers, and the spatialization of the transport demand (localization of the residential areas, of the human activities and major generators of displacement, urban forms and densities, travel costs and travel time, motorization of households, household income, areas of high congestion, etc.).

Once the model is calibrated, it must be able to provide at least, for the base year, and for the defined horizons (*<X>*) in the short and long term, the following outputs:

- Typical structure of an origin-destination matrix of travel movements (demand matrix for all modes and all reasons for the trips) and associated graphic representations (Desire lines).
- Modal split between private and public transport (the Consultant will specify the categories that appear to him to be valid: private cars, collective taxis, public taxi services, buses, motorcycles…).
- Average travel distance and overall volumes of vehicles/kilometer per mode.
- Orders of magnitude of traffic at rush hour and by day on a limited number of main corridors (these results can be obtained by simple exploitation of the desire lines, but the uncertainties will have to be highlighted).

The Consultant will explain in the technical offer a preliminary methodology for the traffic forecasts modelling process, and the detailed methodology, as well as the choice of the model/software will be discussed at the beginning of the services, and developed in the first deliverables of the study.

The traffic forecast report will include *<if aplicable>*:

- Characteristics of the model showing formulas utilized for calculation.
- Demo-economic and traffic data per zone at current situation showing calibrating results.
- Results per zone at short and long terms (demo-economic data and traffic volume per social group, trip motive, and mode).
- A file containing the user manual of the acquired software and whose license will be given to the Technical Committee at the end of the services with the description of the model, its operating manual, the basic data and the data used during the study as well as the modalities of their modifications.

- **Multi-criteria comparison of scenarios**
  - *<In both the short and long terms>*, the various scenarios will be compared to the BAU scenario. The comparative analysis of the measures proposed under various scenarios should allow choosing the most effective and, on this basis, formulating an optimal scenario for meeting the SUMP objectives and the vision desired for the future mobility in *<City>*.
  - The comparison of the scenarios will take into consideration the following aspects:
    - **Technical feasibility**: technical choice, availability of the technology, risk (land acquisition, social acceptability, archaeology, environmental and social impacts), operability, promotion of innovative tools…
    - **Economic feasibility**: cost, financial profitability, socio-economic profitability, including GHG emissions reduction, time saving, safety impact…

- **Institutional feasibility**: regulatory and institutional frameworks with clear definition of roles and actors (including level of participation of stakeholders), adequacy of the proposed scenario with existing policy/strategies…
- **Expected benefits**: transport accessibility, demand, modal split, speed gains, impact on congestion, road safety, better integration of informal operators, quality improvements…
- **Environmental and social impacts**: environmental impact, land acquisition and resettlement impact, impact on land-use and urban development, induced economic development, improvement of social inclusion and promotion of equality of opportunity between citizens, gender inclusion, accessibility to/from poor or vulnerable area / populations, transport oriented development and urban densification…

- In addition, the Consultant shall quantify impacts on the various scenarios against the selected indicators (including **MobiliseYourCity** standard impact and investment indicators). Estimated emission reductions must be reported for every *<10th>* year, in accumulated form for every *<10>*-year period, as well as the average annual reduction over a *<10>*-year reporting period (to harmonize reporting). More details and specific additional tasks regarding SUMP monitoring and evaluation are described as part of the Specific mission: establishment of an observatory on urban mobility data and GHG emissions.

■ **Scenario comparison and selection workshops and public meetings**

The consultant will present a synthetic description of the various scenarios and of the multi-criteria analysis to the SUMP Core Team during a first one-day scenario comparison workshop (Workshop N. 3.5). Based on the SUMP Core Team comments, the consultant will adjust the proposed scenarios (possibly through a recombination of actions and measures) and refine the analysis.

The revised analysis will then be presented to the general public in a public meeting chaired by the transport authorities of *<City>*. *<If feasible and coherent with the <City>'s practices regarding citizen participation, a two-week exhibition at City Hall will also be organized aimed at collecting the public's specific reactions to the proposals in the scenarios>*.

Finally, taking all public comments into account, the consultant will organize a second scenario comparison workshop (Workshop N. 3.6), this time with the City's (political, financial, and technical) decision makers, in addition to the SUMP Core Team. The aim of this second workshop will be for the decision makers and the SUMP Core Team members to select a preferred scenario for the SUMP.

■ **Capacity Development**

The Consultant shall implement capacity development activities as per capacity building program approved at inception phase. The activities shall include a training program covering tools and instruments enabling formulation of a SUMP and computation of GHG emission. Training will concern *<members of the governmental units in charge of transport planning and regulation, and climate change for the city, and other professionals involved in the study>*.

Box 4: Examples of Urban Mobility Goals

- Limit the private car modal choice.
- Reach a defined target for the public transport modal split.
- Reinforcing economic growth of certain modes.
- Limiting the investment and operational cost of defined transport programmes.
- Focusing on improvements in the central area of the city or other defined areas.

Box 5: Examples of actions and measures to be proposed in the scenarios

Short term

- Creation of new roadways to complete the network, rehabilitation of road network in a post conflict situation (defined at conceptual level).
- Traffic management measures for the improvement of traffic flow, road safety, priority to public transport, pedestrians, parking policy, etc.
- Improvement of efficiency of the public transport network, such as network restructuring, business reform, bus lanes and other bus priority measures, improved passengers' information.
- Improvement of efficiency of the paratransit operators (i.e informal public transport), if any, such as network restructuring, vehicle scrapping or improvement, improved maintenance, improved passengers" information, vehicle priority measures.
- Road safety measures via traffic engineering and design, awareness raising measures, "safe routes to school" initiatives, don't-drink-and-drive initiatives, etc.
- Gender-focused measures, for example to improve women's access to public transport as well as to urban opportunities and services.
- Social equity-focused measures, for example to improve access of underserved communities to public transport as well as to urban opportunities and services.
- Regulatory measures for public transport and paratransit (if any).
- Institutional or organisational measures, such as the creation of a public transport authority.
- Capacity development measures (staff increases, skill trainings, etc.).
- Urban mobility financing mechanisms.
- Short-term urban mobility policies (car scrapping incentives, digital mobility policy).

Long term

- An outline of the major roads and Mass Rapid Transit lines (metro, LRT, BRT, cable car, commuter rail) to serve the city development in line with the urban development plan.
- Recommendations on institutional reforms, and financial sustainability of the sector.
- Priority lines of Mass Rapid Transit.
- Long-term urban mobility policies (transport demand management, transit oriented development).
- MRV organization.

4.3.3. Deliverables

The expected overall outcomes of the component are a strategic vision for urban mobility in the partner city as well as a strategic framework for the direction of the SUMP, including identified urban mobility goals and a set of integrated packages of measures. These outcomes will serve as input to the ensuing component. The following deliverables are expected under the assignment:

- **Workshops and meetings**
  - Component kick-off workshop with the SUMP Core Team and other key urban stakeholders to reach consensus on the diagnosis and the vision for urban mobility in *<City>*. (Workshop N. 3.1).
  - Goal setting and prioritisation workshop with the SUMP Core Team. (Workshop N. 3.2).
  - Scenario validation workshop with the SUMP Core Team. (Workshop N. 3.3).
  - Measure identification and selection workshop with the SUMP Core Team. (Workshop N. 3.4).
  - Scenario comparison workshop with the SUMP Core Team. (Workshop N. 3.5).
  - Scenario comparison and selection workshops with decision makers and the SUMP Core Team. (Workshop N. 3.6).
- **Reports**
  - **Report on capacity development measures and workshops:** including participation and conclusions.
  - **Report on interviews and stakeholder meetings** conducted under this assignment compiling minutes of meetings.
  - **Traffic forecast report**
  - **Scenario elaboration and comparison report,** including (at current time, short term and long term) at least the following:
    - Description of the BAU scenario and the alternative scenarios, including physical investments. Descriptions of each action, measure as well as integrated package of measures, including elaborations on technical design, cost, timing, public engagement requirements, anticipated impacts, and potential risks.
    - Evaluation of scenarios and comparison of scenarios with respect to the various criteria and indicators accepted.
    - A note presenting policy, institutional, regulations measures, and financial recommendations.
    - Technical presentation sheets that have been used during workshop and consultation for information of stakeholders.
    - The report shall include GIS-based maps at adequate scale and complementary to the maps developed by the inventory and assessment consultancy, at least for the following: traffic zones, road network (current situation, short term and long term for each scenario), public transport network (current situation, short term and long term for each scenario), future traffic volumes motorized modes (distribution matrix), traffic volume at peak hour per mode (at short term and long term).

4.4. Component 4: Detailing the selected scenario into an action plan, including monitoring and evaluation indicators, implementation modalities and horizons, budgeting and financing of measures

4.4.1. Objectives

- Deepening and coordination of measures and integrated packages of measures selected in the context of the vision and goal-setting component.
- Identification of the implementation constraints, especially financing ones, and institutional responsibilities, and determination of all actions necessary for effective implementation, including the assignment of responsibilities and suggestion of budget allocation to implement measures.
- Identification of measures and integrated packages of measures that are financially feasible to implement and, on this basis, support of measure prioritization.
- Development of a budgetary framework and financially sound and validated measure action plan.

4.4.2. Consultant's tasks

- **Detailed description of the SUMP mobility and accessibility improvement measures**

  These measures will be described with as much specificity as possible at this stage. The intention is to ensure that the measures are clearly defined, comprehensive, and well coordinated. This description provides the basis for preparing more detailed cost estimates and defining the scope of the feasibility studies that will later on be necessary for implementation. Special attention will be paid to the main hubs or nodes in the city's transport system where coordination may be particularly important. Attention will also be given to the environmental and social impact of the measures and, in particular, the need for land acquisition. In describing the implementation measures, it is expected that the consultant groups them by transport modes or themes (public transport, non-motorized transport, traffic, road safety, emissions of GHG, resilience to climate events, etc.) to support the identification of (financially) feasible integrated packages of measures. In some cases (for the city centre and, possibly, some important secondary centres or development corridors), the measures may also be presented by geographic areas.

- **Assessment of priorities**

  The SUMP should be a comprehensive set of complementary and mutually supportive measures. It may include larger and most costly infrastructure measures as well as packages of smaller and less costly (soft) measures, such as transport demand management, educational, promotional or awareness raising measures. Not more than three levels of priority should be considered. This assessment might be based on a rough estimate of benefit-cost ratios <if the traffic model makes it possible to do it>. It might also be based on expert judgement, lessons of experience and international best practices, and should take into account the views of stakeholders as expressed during the scenarios comparison workshops (Component 3) and public meetings. The need for improving social inclusion and promoting equality of opportunity between citizens might also be contemplated for determining priorities. In addition, other factors such as the ease of implementation, the amount of risks and the degree of preparedness should be taken into account.

- **Refinement of the cost estimates**

  The estimates used in the comparison of scenarios will be refined, as necessary. For example, costs that were estimated on a cost/km basis for a major new infrastructure or a modernization project may be revised through a better analysis of the cost of key project components in similar projects (for a BRT project, for example, the platform, the passenger stations and transfer facilities, the improvements of intersections and traffic regulation, etc.). Whenever necessary, operational costs would also be refined. If feasibility studies have already been carried out for some projects, the cost estimates in those studies will be updated.

  <This text may need to be adjusted if it is found necessary to prepare concept designs for some major and likely costly projects that have not previously been studied (mass transit lines, motorways, or main transport system nodes) or those for which the cost may vary considerably depending on technical alternatives. >.

- **Assessment of available financing**

  The consultant will refine the analysis of available financing carried out when the various scenarios were prepared. The goal will be to inventory all potential financing sources (local government's existing and new fiscal resources, fees and charges, central government grants, private or public investors, loans that might come from local or international institutions taken into account local government credit worthiness, etc.) and competing budgetary needs (by other sectors and/or other cities) in order to deduct the amounts that would realistically be available for the urban mobility sector both for investment and operational expenditures. It is possible to conclude with only two options, prudent or optimistic.

  <This text may need to be adjusted to take into account the particular context of the country and the city for which the SUMP is being prepared. This is especially relevant for cities where the central government is likely to have more control over the city's finances and donor financing might be both more important and more uncertain. In that case, three funding options may be formulated. The availability of financing may also depend on whether or not some main city transport infrastructure are likely to be financed by the central government as part of a national inter-urban transport project. >.

- **Analysis of the implementation process**

  The consultant shall elaborate recommendations regarding SUMP implementation.

  The consultant will identify the studies that need to be carried out downstream in order to prepare for implementation of the SUMP. These will essentially be feasibility and engineering studies for the improvement measures, but they could cover a very wide range of subjects such as infrastructure improvement and development, traffic regulation, tariff and ticketing studies, restructuring of public transport operations and integration of fares, institutional development, introduction of new technologies, etc. The time necessary to deliver these studies will carefully be estimated.

  The consultant will also ascertain what entities will take responsibility for implementing the various measures in the SUMP (including the preparatory studies). The Consultant shall assess entities capabilities to implement the SUMP and propose measures according to the identified gaps (capacity reinforcement, staffing, institutional measures…).

  <In some cities, preparation of a capacity development plan may be necessary. In this case, it should be explicitly mentioned in these ToRs>.

- **Preparation of an implementation schedule**

  Given the availability of funds (in volume and over time), the priority among measures, their costs, and the duration and constraints of their implementation, the consultant will prepare a schedule for optimal implementation of the SUMP over the *<15>* years of its expected duration. It will be essential for this schedule to be realistic and take systematically into account all the sequential stages of implementation, particularly the time required for feasibility studies, environmental and social assessments, review and approval of all stakeholders, mobilization of resources, establishment of specific institutional and legal arrangements if required (as in the case of public private partnerships), preparation of detailed engineering whenever necessary, selection of suppliers and contractors, etc. All activities necessary for successfully carrying out these stages will also be clearly identified and presented in a time based action plan. Although this plan should cover the entire SUMP period, it should be particularly detailed and carefully thought out for all actions necessary during the first *<five>* years.

- **Refinement of SUMP impact assessment and monitoring and evaluation plan**

  The Consultant shall quantify expected impacts of the selected scenario vs BAU scenario according to selected impact and investment indicators.

  The Consultant shall also elaborate a monitoring and evaluation plan

  More details and specific additional tasks regarding SUMP monitoring and evaluation are described as part of the Specific mission: establishment of an observatory on urban mobility data and GHG emissions.

- **Synthesis of SUMP action plan**

  The Consultant will summarize the SUMP actions in a synthetic action plan (table). The Consultant shall also provide one (or several maps) summarizing the SUMP action plan in *<A0>* format. The provided map shall be designed as a communication tool, and easily readable for non-transport specialist. The Consultant shall provide *<10>* hard copies of the map.

  For each action, the Consultant shall provide in addition a Fiche Action including a brief description of the action, implementing partner, estimated cost, prioritization, implementing calendar.

- **Review by stakeholders and validation by decision makers**

  To ensure that the above tasks are executed with the full understanding and support of key stakeholders, the consultant will frequently consult the local SUMP Technical Committee during the assignment. The consultant will also present proposals to the local SUMP Steering Committee and seek its validation. This should be done at least twice, after the assessment of priorities and after the preparation of the draft implementation schedule and action plan. A one-day workshop should be envisaged in each case for these presentations. *<If the city's highest authorities (such as the mayor) are not part of the Steering Committee, the consultant should assist them in their review and approval of the final implementation schedule>.*

- **Capacity Development**

  The Consultant shall implement capacity development activities as per capacity building program approved at inception phase.

4.4.3. Deliverables

The main outcome of the budgeting and finance module is a budgetary framework and action plan for prioritized and financially validated measures and integrated packages of measures. The following deliverables are expected:

- **Workshops and capacity development**
  - 1-2 workshops with the Steering Committee for presenting/reviewing the consultant's proposals regarding the prioritization of mobility improvement measures and the implementation schedule and action plan.
  - Contribution (as needed) to the official presentation of the SUMP to the public and stakeholders.
- **Documents and reports**
  - **Report on capacity development measures and workshops**: including participation and conclusions.
  - **Report on interviews and stakeholder meetings** conducted under this assignment compiling minutes of meetings.
  - **SUMP action plan** including all analysis described above.
- ***<Optional deliverable***
  - *Drafting of concept note/application for donor financing >*

4.5. Cross-cutting mission: Participatory Process (concertation and consultation)

4.5.1. Objectives

The objective of the participatory process is to support and advise the Technical Committee in all aspects of citizen and stakeholders' participation as well as communication and awareness during the development of the SUMP. At first, the involvement of the different stakeholder groups is essential to the success of the development of the SUMP, and then to the success of its implementation. Indeed, to ensure the success of the SUMP, it is essential to consult a wide range of actors to collect their vision, expectations and perspectives. On the other hand, to accompany changes in mobility practices, it is important to organize information and consultation sessions with the population so that it is involved, understands the issues, makes its contributions and is a driving force in the transformation of mobility.

This mission covers all other activities, and includes activities such as the development of tools for online participation focused on target groups (for example, OpenStreetMap users, or students in the framework of a cooperation with the local academic world preferably), consultations for global reforms' negotiation in the transport sector (for example, public or artisanal transport reforms, implementation of specific measures on vehicles, etc.) and conflicts mediation between different interest groups.

The objectives of this cross-cutting mission, complementary to the other components of the consultancy, are as follows:

- Identify and involve all stakeholders concerned by the development of the SUMP.
- Encourage the participation and contributions of citizens and stakeholders and ensure their commitment to the development of the SUMP.
- Support the Technical Committee with advice and appropriate assistance for him to ensure the engagement of citizens and stakeholders.
- Develop a clear communication and awareness strategy for the following groups in relation to the teams of *<City>* in charge of communication: the stakeholders involved in the SUMP process, the population, the media, etc.
- Evaluate the participatory process at the end of the mission: sharing feedback and lessons learned in the framework of the SUMP.

4.5.2. Consultant's tasks

The Consultant shall deliver at least the following activities. In its technical proposal, the Consultant may consider and propose additional or alternative participatory activities.

- **Assess the need for participation**
  - Identify relevant stakeholders and interest groups.
  - Conduct a comprehensive stakeholder analysis describing special interests, participation in ongoing mobility and urban development projects, potential risks and contributions to the development process of the SUMP.
  - Collect and provide on-demand best practices and lessons learned from public participation in other countries in the field of urban mobility and urban development.
  - Provide consulting services on the design and promotion of participatory online tools, also during the data collection process (OpenStreetMap community type). To do this, the Consultant will rely on the experience of organizations such as the Fabrique des Mobilités supported by ADEME, which is also a partner of the **MobiliseYourCity** initiative.
- **Develop a participatory process at the institutional stakeholders level**
  - **Accompany the Technical Committee in the organization of extended consultations and feedback at local or national level**: The Consultant shall, at the request of the Technical Committee, help the latter to organize meetings and / or workshops to provide a state of progress of the work, inviting stakeholders concerned by urban mobility issues, in particular:
    - At the local level: District, Region, the security forces.
    - At the national level: sectoral ministries concerned, international donors.
  - **Participation tools**: The Consultant will ensure the selection and implementation of participation tools targeting institutional stakeholders, presenting the potential and risks of each one and ensuring that the results are taken into account in the SUMP process. The tools and instruments of participation should be designed in the national language of the *<Country/City>*.

- **Coordination**: Where appropriate, the Consultant will advise and facilitate coordination and regular exchanges with other potentially relevant administrative entities, departments and expert teams to ensure proper ownership of results.
- **Mediation**: The Consultant will mediate or provide advisory services to the Technical Committee explaining how to mediate in possible complex conflicts, will negotiate with interest groups and specific stakeholders (professional unions, operators, etc.) and will manage major problems of the SUMP process (protests against public transport rising prices, etc.).

■ **Develop a citizen participation process**

The Consultant will ensure the selection and implementation of participation tools targeting citizens, presenting the potential and risks of each one and ensuring that the results are taken into account in the SUMP process. The Consultant will develop a participation strategy that engages citizens and other stakeholders to generate remarks throughout the various phases of the SUMP to ensure a wide ownership and a strong support for this strategy. During the SUMP establishing, the Consultant will (re) evaluate and ensure the inclusion of all relevant stakeholders in close coordination with the Technical Committee.

■ **Sharing Lessons Learned**

In the framework of this participatory process, for critical analysis and capitalization, the Consultant will:

- Examine the process of citizen participation as a result of the SUMP establishing, taking into account the feedback and contributions of relevant stakeholders.
- Inform on guidelines concerning future updates of SUMP in terms of citizen and stakeholder participation.
- Propose ways to improve local standards on the participation of citizens and stakeholders in the development of urban mobility policies, particularly with a view to reforming regulatory and administrative frameworks for citizen and stakeholder participation at national and local levels: identification of obstacles, formulation of recommendations for improvement.

■ **Communication Plan**

In terms of communication, the Consultant will:

- Develop a communication strategy on how to approach specific target groups, citizens, media to support and enhance the local discussion on the development of the SUMP. This includes the communication on the expected participation of the population. Discuss and agree on the communication strategy with the Technical Committee and the communication or public relations departments.
- Design a communication plan for the entire development process of the SUMP to be adopted by the Technical Committee: identity and logos, key messages, press conference schedule and media awareness at each stage of the process in relation to the communication team of the partner *<City>*.
- Implement the communication plan. The Consultant will detail in its methodological offer the communication activities (events, documents, video, website…) that he proposes to implement during the SUMP process. The proposals will be reviewed and confirm with the Technical Committee at the inception stage of the SUMP process.

- Ensure facilitation of participatory events with citizens and stakeholders.
- Facilitate institutional meetings, including the preparation of meetings, synthesize and disseminate the results of each meeting.

Box 6: Documentary sources to be taken into account for the participatory stream of SUMP

The SUMP European Guidelines and the **MobiliseYourCity** Concept Note provide explanations for the development of a Sustainable Urban Mobility Plan. The Consultant will also refer to the following documents:

- "Involving Citizens in the SUMP Process, Challenges and Recent Trends in French Urban Mobility Plan" (Cerema, June 2015).
- "Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan" (2nd edition) Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan (2nd edition).

4.5.3. Deliverables

- To be delivered at the end of Component 2- Diagnosis:
  - Mapping of stakeholders with preliminary identification of relevant stakeholders (preparation for further stakeholder analysis).
  - A communication strategy on how to approach specific target groups, citizens, the media to support and improve the local discussion on the development of the SUMP. This includes the communication on the expected participation of the population.
  - A communication plan for the entire SUMP process, adopted by the Technical Committee: identity and logos, key messages, schedule of actions at each stage of the process in relation with the communication team of <*City*>.
  - Communication activities as per Consultant's methodological offer reviewed and confirmed at inception stage of the SUMP.
- Stakeholders Engagement Plan.
- A concept note on the ownership of different stakeholders in the development of a SUMP.
- Documentation of all communication and consultation measures delivered as part of this mission, including detailed documentation on participation, results, conclusions and amendments.
- Summary notes of the document validated at each stage of the SUMP process, intended for the general public. These notes are designed as communication documents, with great attention to graphics.

4.6. Specific mission: Establishment of an Observatory on urban mobility data and GHG emissions

4.6.1. Objectives

This mission establishes a monitoring system for mobility data and for GHG emissions indicators, covering the whole process, from SUMP development (ex-post) to SUMP implementation (ex-post). Settling-up this monitoring system facilitates (i) the analysis of the existing trends, (ii) understanding of the scenarios impacts, and (iii) evaluation of the SUMP measures implementation and impacts analysis. On the longer term, the intention is to facilitate data accessibility and databases maintenance.

The monitoring system and resources will have to be built progressively throughout the SUMP development process, and eventually stand as the *<City>* Urban Mobility Data and GHG Emissions Observatory.

The main objective of this Specific Mission is to accompany *<City>* in the process of collection, analysis and monitoring of all data needed to evaluate the progress and results of the SUMP development. The specific objectives of this proposal are as follows:

- Set up monitoring and evaluation mechanisms for mobility and GHG indicators, including setting and data entry on the perimeter of the SUMP.
- Make these mechanisms operational; support the technical services in their use, their update and in the analysis process.
- Provide the city with tools for modelling, decision aiding and evaluation tools, combined with a Geographic Information System (highly recommended).

This mission is based on the principles defined in the **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions** Guidelines (https://mobiliseyourcity.net/monitoring-reporting-approach-ghg-emissions-myc). It covers several actions, carried out at different time intervals and must be designed to match the specificities of the SUMP. All participating **MobiliseYourCity** cities are required to follow the mandatory indicators detailed in *<Appendix 6.2>*.

The specific implementation indicators of the SUMP must be identified by the Consultant with the SUMP Technical Committee and in agreement with the **MobiliseYourCity** Sub-Program Manager. The indicators shall at least include the mandatory indicators detailed in *<Appendix 6.2>* . Data will have to be collected continuously during the implementation of the SUMP, which requires the setting up of a monitoring system. It is therefore up to the Consultant to define the responsibilities, the budget and the schedule of the monitoring process, which will enable *<City>*, through the mobility observatory and the MRV GHG system, to monitor the results of the SUMP and to carry out an adequate reporting. The baseline data should have been collected during the completion of the components "Diagnosis" and "Vision, Strategic Objectives and Scenarios".

- **IMPORTANT NOTE**

MobiliseYourCity has developed its own tool - TRIGGER - to estimate the GHG emission reductions that can be expected with the implementation of the SUMP. The use of this tool to calculate this estimate is mandatory. The tool and its user manual is annexed to this Terms of Reference.
The consultant should pay special attention to identify all required information to use the tool and identify and conduct the necessary surveys to collect it.

<This requirement may be adapted to allow a simplified use of TRIGGER with the collection of only part of the data required for the TRIGGER tool and use of assumptions for the remaining data>

4.6.2. Consultant's tasks

- **Validate the spatial perimeter**

  The Consultant will review and confirm the perimeter of the monitoring indicators, based on the perimeter of the SUMP, the perimeter of the selected scenario and the availability of data. MobiliseYourCity follows a territorial approach to evaluate GHG emission reductions (see MobiliseYourCity **Monitoring and Reporting Approach for GHG Emissions** guidelines). The definition of the perimeter includes the "geographical" or "administrative" border of the territory. In addition, the "scope" includes:

  - The modes of transport monitored in the SUMP (e.g. if the carriage of goods is not covered, it may be decided that the goods transport activity may not be followed if the data are difficult to obtain).
  - The emissions under consideration (i.e. direct CO2, CH4, fuel combustion NOx and emissions upstream of fuel production).
  - The period / time interval considered.

- **Defining the SUMP specific implementation indicators**

  For each SUMP, results from SUMP implementation should be monitored annually and reported in an annual monitoring report, once the SUMP is in the implementation phase. The SUMP specific implementation indicators must be identified by the Consultant jointly with the SUMP Technical Committee in liaison with the MobiliseYourCity Sub-Program Manager. Indicators should cover both:

  - Data on the infrastructure or services offered (km of new bike lanes…).
  - Data on the use of the infrastructure or services offered. This data could be used to assess the success of simple SUMP measures (for example, the number of bike flows or the occupancy rate of parking spaces).

  The selected indicators shall include at least the standard MobiliseYourCity investment indicators (cf. *<Appendix 6.2>*).

- **Elaborate a model for reporting tracked data**

  In order to make monitoring and reporting as fluent as possible, and to ensure consistency over time, the Consultant is responsible for preparing a reporting template that covers the data requirements for basic MobiliseYourCity indicators (cf. *<Appendix6.2>*), as well as the specific implementation indicators of the territory. The data to be collected (non-exhaustive list) include:

- Composition of the fleet.
- Mileage according to the type of vehicle.
- Data on frequentation of public transport.
- Data of public transport operations.
- Fuel consumption data (E.g. bus fleets).
- Traffic speeds.
- Number of deaths (for example, data reported by the police).

Whenever possible, the modalities for data sets collection done during the Diagnosis phase should be used as a starting point. The Consultant will review and complement them, in order to provide a robust and applicable data collection model at reasonable cost for monitoring the impacts of SUMP over time. The template must be provided in Excel format associated with a GIS and include specific information on the data to be collected in which the data format, as well as information on time intervals for data collection (in a fact sheet separate). In the end, the model must allow the city's technical services to update, process, and analyse data.

- **Propose a methodology to calculate current/expected emissions and baseline calculation**

  In line with **MobiliseYourCity**'s approach to monitoring and reporting of GHG emissions (see **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions** guidelines) and taking into account the mandatory use of the TRIGGER tool on one hand and the expected availability of data on the other hand, the Consultant will develop a practical methodology for calculating current urban mobility emissions within the SUMP perimeter as well as expected emissions in the BAU scenario and in the proposed SUMP scnarios.

  The reference scenario - that is, the expected level of emissions without the implementation of the SUMP - must be developed with a dynamic and realistic approach (applicable to the real environment). For example, real GDP development or real fuel prices should be taken into account in assessing the number of cars and mileage in the baseline scenario. This means that the baseline scenario must be based on the one developed in the SUMP module "Vision, Strategic Objectives and Scenarios", but it may be necessary to update some parameters, for example, GDP growth, etc., if they differ from the initial assumptions.

  If an MRV GHG system and an urban mobility monitoring system are already set up at the national level, Consultant will have to download information from the national government to evaluate studies, tools, emission factors, etc., available at the national level in order to articulate the monitoring mechanisms of the SUMP.

  The Consultant shall submit its methodology to SUMP Technical Committee for validation.

- **Identify relevant institutional framework and appropriate budget needs**

  Continuous monitoring requires clear distribution of responsibilities. The Consultant is required to identify an appropriate institutional configuration / distribution of the responsibilities of the departments that hold, collect and / or process the data. The monitoring and reporting responsibilities must be agreed with the territorial authorities and the SUMP technical committee in an efficient and sustainable manner. Responsibilities shall cover include the regular collection, analysis and maintenance of data and a databaseas well as the responsibilities for monitoring results (indicators) with <*City*>and the **MobiliseYourCity** Sub-Program Manager.

This task will also need to identify additional budgetary requirements for monitoring and reporting, as well as the allocation of this budget.

- **Monitoring and Reporting Plan**

  To provide the SUMP Technical Committee and other stakeholders with an easy-to-use guide for monitoring and reporting, the Consultant is responsible for summarizing the requirements and the monitoring and reporting procedures in a single document - the Monitoring and Reporting Plan. The plan will summarize the indicators to be followed, the methodological requirements for the collection, processing and evaluation of data, describe the responsibilities and the necessary budget, as well as a timetable for monitoring the various indicators and collecting data, including reporting deadlines. The data reporting template will be provided as an appendix to the Plan.

- **Training on data collection, monitoring and reporting**

  In order to allow representatives of the mobility observatory to undertake or manage the monitoring and reports by themselves, the Consultant will have to carry out the following trainings:

  - Introduction and overview of the Monitoring and Reporting Plan (Why report, what and how?).
  - Data requirements and methodologies for data collection.
  - Quality control in data processing and maintenance.
  - Calculation of GHG emission reductions.
  - The content of the training must be adapted to the specific context of the territory.

  Input and training materials for the GHG emission reduction calculation may be provided by the **MobiliseYourCity** Secretariat. Other documents will be developed by the Consultant, using the **MobiliseYourCity** PowerPoint template (to be requested by the Consultant from **MobiliseYourCity** Secretariat at the beginning of the assignment) and in accordance with the contents of the Monitoring and Reporting Plan. The Consultant will propose and provide a training program (modules, number of sessions and duration), but will not be responsible for its implementation.

4.6.3. Deliverables

- **Workshops**

  - 2 to 1-day training sessions conducted with *<City>*'s technical services and other relevant institutions (this includes documentation of all capacity building measures and workshops proposed for this mission, including detailed documentation of participation, results and conclusions, 1 week after completion of training.).

- **Reports**

  - A report specific to monitoring and reporting activities at the end of Component 2 - Diagnosis, including a brief description of the monitoring and reporting scope and list of institutions involved in the collection, monitoring and reporting of data and their specific roles (data management system).
  - A report specific to monitoring and reporting activities at the end of Component 3 – Vision and scenarios, including a list of impact and implementation indicators proposed for the SUMP, proposed methodology for calculating current GHG emissions and the baseline calculation for SUMP, including estimation methodology and relevant tools and data reporting model.

- A final report specific to monitoring and reporting activities, including monitoring and reporting plan and budget estimates for monitoring and reporting.
- PowerPoint presentations for training on methodological requirements for data collection, processing and evaluation.

- **A mobility data observatory and an operational and exploitable MRV GHG system** (parameters, necessary data entered) within *<City>*'s technical services.

4.7. Final SUMP report

At the end of the assignment, the Consultant shall deliver a final report, which will constitute the SUMP of *<City>*. The final SUMP report shall summarize main analyses and conclusions developed during the whole SUMP implementation process. This final report shall follow the **MobiliseYourCity** SUMP standard table of contents (*<Appendix 6.3>*).

In addition, the Consultant shall deliver at the end of the assignment a note describing the contributions made during the course of the assignment to **MobiliseYourCity** activities in connection with **MobiliseYourCity** Secretariat or the **MobiliseYourCity** Sub-Program Manager, in particular any element related to the SUMP process monitoring and its impacts.

5. Organisation of the Services

5.1. Expert Resources Expected

The composition of a suitable expert team is generally the responsibility of the consultant. However, **MobiliseYourCity** suggests that the assigned team of experts comprises the following or similar expert profiles: *<Suggested list to be modify/completed by the writer>*

- **Sustainable urban transport and mobility expert / planner as team leader (international short-term expert or possibly long-term local expert resident in *<City/Country>*)**

  Minimum requirements: Master's degree in economics, transport planning, transport engineering, urban planning, geography, policy, public administration or similar; 15 years relevant job experience in sustainable urban transport planning as well as strategy development, policy advisory, master planning or similar; at least 5 years of work experience in a supervising role and in project management in a consultancy or public/municipal administration; several experiences in developing countries; ability to delegate work; writing and speaking proficiency in English language).

- **Financial and institutional expert (international short-term expert or possibly long-term local expert resident in *<City/Country*)**

  Minimum requirements: Master's degree in economics, business administration, transport engineering, political science, geography or similar; 10 years relevant job experience, of which 5 years in sustainable urban transport planning, strategy development, institutional organization, policy advisory, sector regulation and reforms, or similar; writing and speaking proficiency in *<English>* language.

- **Traffic engineer (short term expert)**

  Minimum requirements: Master's degree in transport/traffic engineering, or similar; 5 years relevant job experience in urban traffic modelling with a good knowledge of the different transport traffic models; writing and speaking proficiency in *<English>* language.

- **Urban transport planner**

  Minimum requirements: Master's degree in economics, transport engineering, geography or similar; 5 years relevant job experience both in sustainable urban transport planning as well as, policy advisory, master planning or similar; writing and speaking proficiency in *<English>* language.

- **Environmental management expert (international short-term expert or possibly long-term local expert resident in *<City/Country*)**

  Minimum requirements: Master's degree in transport engineering or similar; 10 years relevant job experience both in sustainable urban transport planning with a specific expertise in the field of GHG reduction policies, or similar; writing and speaking proficiency in *<English>* language.

- **Expert in data collection, analysis and management, GIS and modelling (international short-term expert or possibly long-term local expert resident in *<City/Country*)**

  Minimum requirements: Master's degree in transport economics, transport engineering, statistics or similar; 5 years relevant job experience in sustainable urban transport planning, transport surveys or similar; writing and speaking proficiency in *<English>* language.

- **Urban planner**

  Minimum requirements: Master's degree in urban planning, geography or similar; 5 years relevant job experience both in sustainable urban planning as well as, policy advisory, master planning or similar; writing and speaking proficiency in *<English>* language.

Generally, regional experience and specific technical experience in fields most relevant in the particular **MobiliseYourCity** *<City/Country>* is considered as asset. Technical proposals should include

informative CVs of the specially proposed experts. Any later exchange of experts after project award may lead to cancellation of the assignment.

5.2. Contacts

The assignment takes place under responsibility of <*AFD / GIZ, e.g. Regional Division XXX / XXX (partner institution)*> as responsible agency tendering this assignment, coordinated by the responsible **MobiliseYourCity** sub-program manager in close cooperation with the **MobiliseYourCity** Secretariat in Brussels/Belgium or one of its regional offices.

As far as not communicated differently by the responsible **MobiliseYourCity** sub-program manager, work approaches, organization, and project results are to be discussed and adjusted with <*City*> and the responsible **MobiliseYourCity** sub-program manager. All deliverables are to be submitted to the responsible **MobiliseYourCity** sub-program manager, which ensures distribution and commenting by relevant stakeholders of **MobiliseYourCity** and partner institutions.

Sub-program manager and contact person:
<*Who acts as responsible contract manager and representative of the client towards third parties and partner institutions*>.

Name:
Full address:
Tel:
Email:

5.3. Format, Submission and Validation of the Deliverables

Lengthy reports should be avoided. All reports should focus on the substance (against the terms of reference's scope of work and output description) and avoid generic statements.

Structuring elements of reports shall usually include, <*if applicable*>:

- Title page
- Executive Summary (Background, Objective and scope, Methodology, Document Structure, Key results, Conclusions and recommendations)
- Contents
- Introduction (Background, Objectives, Scope, Methodology, Structure)
- Experiences (national/international)
- Methodology
- Results (detailed analysis and interpretation of the results)
- Conclusions and recommendations
- Bibliography
- Appendixes

The deliverables will only to be considered as complete when the following characteristics / elements are fulfilled:

- The products mentioned in these ToR
- All the figures and graphs formatted such as they can be read in black and white (these should be delivered in a separate file presenting one figure/graph per page, following the same numbering and order they appear in the text; if the graph was originally done in Excel, the file should contain all the calculation and formulas and clear explanation of the methodologies and calculations performed).
- All the tables (these should be delivered in one Excel document, containing one table per sheet and following the same numbering and order they appear in the text. The file should also contain all the calculation and formulas and clear explanation of the methodologies and calculations performed).
- All the pictures (in separate files and following the same numbering and order they appear in the text). The minimum picture resolution should be: minimum 300 dpi/ minimum 3 megapixels, ideally 7 megapixels and with clear distribution rights.
- A concise ppt presentation (30 slides maximum) which should allow the local partners to rapidly take note of the content.

- **Visibility of donors**: all reports and documents produced under the assignment will mention *<Agency>* and UE support to the project, which will also be acknowledged by the consulting team at public communication, if any. *<Agency>* representatives will be informed and invited to any public event related to the assignment.
- **Review and acceptance of project outputs:** Submitted reports shall be provided for review to *<City>* and the responsible *<Agency>* **MobiliseYourCity** sub-program manager. After the production of each draft report, the responsible **MobiliseYourCity** sub-program manager will coordinate commenting of *<City>* or acceptance and will jointly determine if all key deliverables were provided as agreed, and review and discuss the quality of the outputs submitted in each report and reach consensus on whether to authorize the progress payments. If the progress payments are not authorized, the consultants will be given a written list of deficiencies to be corrected and the requested date for a revised submission. The consulting firm will be given the opportunity to clarify the nature and extent of the deficiencies and agree with *<Agency>* and the municipalitie of *<City>* on the needed revisions and the resubmission date. The new submission will then be reviewed again by *<Agency>* and *<City>* experts to determine whether the deficiencies have been sufficiently addressed.

  All deliverables are generally to be provided in English language only. Furthermore, executive summaries of all written deliverables are to be provided in *<X>* language.

  Draft final reports and final reports should include professionally rendered overview drawings/visualizations of key concepts (e.g. organization diagrams, charts, maps, process flows etc.) to enhance understanding of analysis results and recommendations.

  All written deliverables are to be submitted in electronic format as soft copies only (.pdf and source files such as .doc and .xls or .png). In addition, *<5>* hard copies of each draft final reports and final reports shall be delivered.

At the completion of the assignment, the full set of collected raw data and information and any processed data accrued under the assignment shall be provided on a suitable and properly structured storage device to *<City>* and the responsible **MobiliseYourCity** sub-program manager. The Consultant shall in addition provide details (e.g. calculation sheets) of all calculations made for the SUMP, including calculations related to indicators (including GHG emission estimates) and financial calculations.

All geographic data collected shall be integrated in an open GIS. To this end, the Consultant will propose a modifiable database entailing all geographic data as well as all data regarding transport offer (public transport routes, frequency…) collected, updated or gathered as part of the SUMP study. The proposed database skeleton will be submitted to the *<City>* project manager for prior approval. The consultant is expected to provide at least a ".kmz" file with all geographic data and a ".gtfs" file for transport offer data. The *<City>* may disseminate the data delivered by the Consultant in an open data format.

The above mentioned requirements regarding the content of the report(s) should be considered minimum requirements. However, the final version of the documents should be approved by *<Agency>* and it is the consultant's responsibility to make any adjustments, clarifications and provide additional information requested by *<Agency>* and include any information necessary to fulfil these ToR.

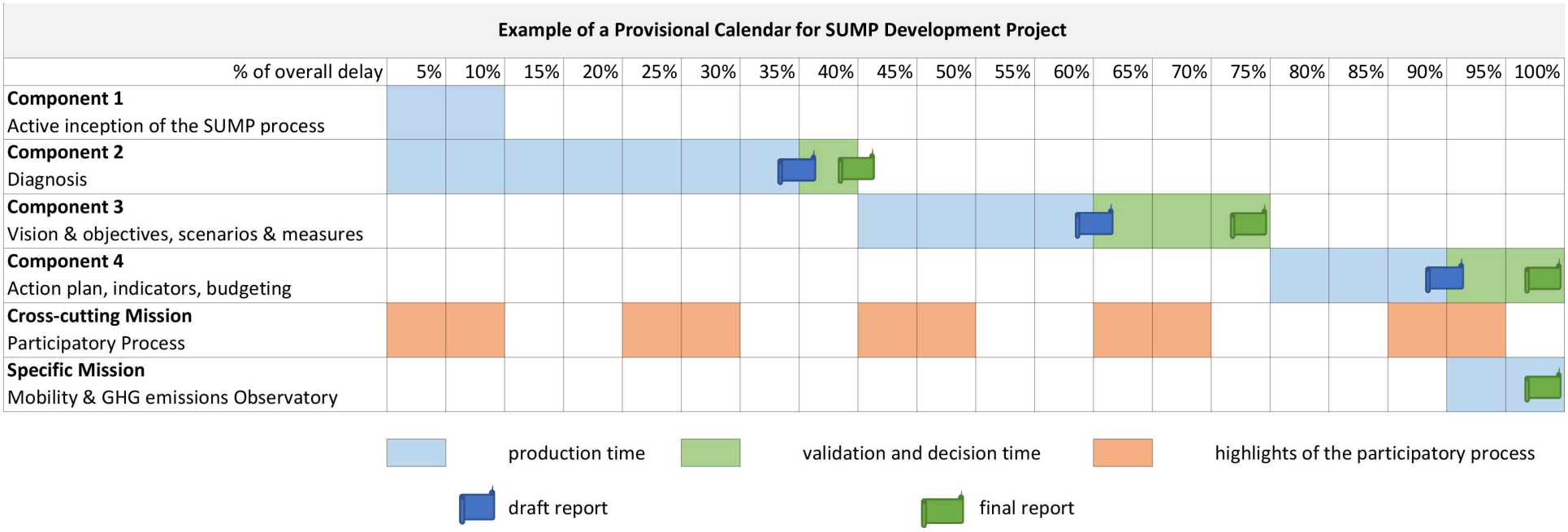
5.4. Estimated Schedule

The completion of the Services tasks is estimated to take not more than *<X>* months from the date of signing the act of engagement. The services are anticipated to start on *<month>* *<year>*.

The Consultant will prepare a study programme that details all activities as part of the proposal. Additional activities deemed necessary to the Project Study objectives may be proposed by the Consultant according to his own understanding of the Project with associated justification. The Consultant will optimize the programme and particularly the number of missions in *<City>*.

The Consultant will identify which activities will be carried out in *<City>* and the schedule for on-site presence by all the Study Team members.

Diagram 2: Indicative chronogram of expected services, including the validation of the deliverables



The Consultant will propose its own estimation of volumes to complete the services requested.

5.5. Budget

The maximum available budget for the elaboration of the SUMP of *<City>* is *<X>*€.

5.6. Payments method.

Invoicing shall be processed as follows:

- *<10%>* of total budget upon final acceptance of the deliverables of **Component 1**.
- *<20%>* of total budget upon final acceptance of the deliverables of **Component 2**.
- *<20%>* of total budget upon final acceptance of the deliverables of **Component 3**.
- *<20%>* of total budget upon final acceptance of the deliverables of **Component 4**.
- *<10%>* of total budget upon final acceptance of the **Final SUMP Report**.

A *<20%>* **advance** payment could be considered upon request from the consultant.

<Insert here a summary table with all the expected deliverables by Component/Mission and the estimated submmition date (in months after the begnnning of the services)>

5.7. Additional responsibility of the Consultant

The Consultant shall be responsible for the execution of the entire Services as described in this Request For Proposals (RFP) and shall provide such facilities, staff and equipment that will enable him to execute the assignment in a timely manner.

- **Office space**

  The Consultant shall be responsible for organizing his office space, transport, equipment, supplies and such other services that are necessary for smooth and efficient execution of the assignment.

- **Information and documentation**

  The Consultant is responsible for the collection and analysis of data which are necessary for the fulfilment of the objectives of the study. Every surveys mentioned in these terms of reference are included in the services expected from the Consultant and shall be carried out by the Consultant.

  Any information, data, document received from the authorities or any public institutions shall studied and assessed by the Consultant. The responsibility of the accuracy and the utilization of these data lies with the Consultant. Any of these information, datas, reports shall be considered as confidential and shall not be used for any purpose not related to the study.

5.8. Duties of the Beneficiary

- **Studies, documents and data**

  <City> will provide all available relevant studies, documents, data, drawing and other materials in the format and level of content in which they are currently available.

  <City> will also assist the Consultant in establishing the working relationship with relevant Ministries' departments and teams, including public works and engineering, traffic engineering, urban planning to gain access to plans, data and foreseen developments. The Consultant shall be fully responsible for subsequent follow up.

- **Liaison**

  <City> will facilitate consultations with all relevant agencies and with relevant stakeholders and decision-takers that the Consultant needs to contact for the implementation of this project. They will also assist the Consultant to establish contacts with community groups and the public for the tasks where this is required. The Consultant shall be fully responsible for subsequent follow up.

- **Facilitation of Access**

  <City> shall facilitate the entry and exit and issuance of statutory permits that the Consultant may require for the execution of the assignment. They will issue Letter of Entry Permit to the Consultant for site locations. Letters entrusting the Consultant to relevant government organizations will also be provided by the municipalities.

  Payments for any related costs will be the responsibility of the Consultant.

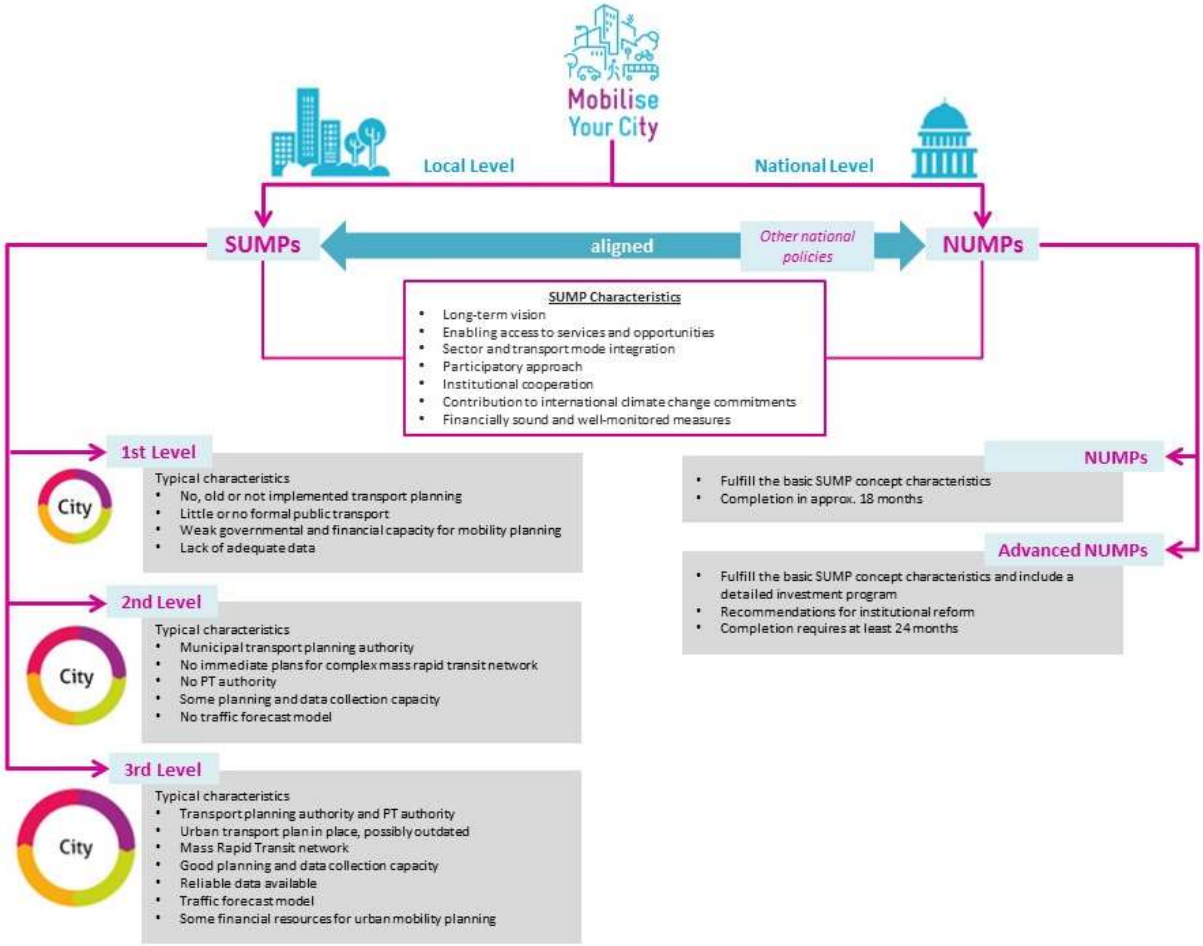
6. Appendix

6.1. General information on the MobiliseYourCity initiative

The following elements relate to the initiative as a whole and presents the main methodological con cepts for the development of SUMPs and NUMPs.

As depicted in the figure below, MobiliseYourCity offers two complementary **activity lines** to its partner countries and cities.

Figure 1: MobiliseYourCity Activity Lines NUMP & SUMP



The MobiliseYourCity **activity line National Urban Mobility Policy** (NUMP) distinguishes between NUMPs and Advanced NUMPs - each to be developed under the guidance and leadership of a contracted consultancy. Both policies fulfil the basic principles of sustainable urban mobility planning. While the development of a NUMP takes about 18 months, that of an Advanced NUMP takes 24 or more months, since it also requires the elaboration of a detailed investment program and institutional reform recommendations.

There are essential differences in the approaches of National Urban Mobility Policies and Sustainable Urban Mobility Plans compared to the approaches to conventional strategy development or master planning. The distinguishing **characteristics of National Urban Mobility Policies and Sustainable Urban Mobility Plans** are:

- **Long-term vision**
  Short-term delivery plan embedded in a long-term vision for mobility, developed for the entire urban area and by engaging citizens and other stakeholders.

- **Enabling access**
  Approach to enable, facilitate and improve access through transport (not to transport) to markets, jobs, education and other services offered in urban areas, thereby prioritising people and their quality of life.

- **Focus on integration**
  Integration of multiple sectors instead of single-sector planning approach (besides transport ministries buy-in to be ensured by ministries of finance, energy, environment, public works, land-use planning, health, education, etc.) as well as the balanced and integrated development of all transport modes.

- **Participatory approach**
  Participatory and multi-stakeholder approach involving representatives of the public sector and the private sector, academia, civil society, NGOs, and other urban mobility stakeholders in order to establish a thorough understanding and sustainable anchorage of their ambitions, leverage support for urban mobility transformation, and justify/legitimize sustainable urban mobility policies.

- **Institutional cooperation**
  Establishment of appropriate frameworks, efficient and effective (cooperation) processes, and, if needed, the transformation of prevailing structures to allow the development of sustainable urban mobility policies and plans. This relates to areas, such as institutional structures, budgeting and financing frameworks, technology choices, etc.

- **Contribution to international climate change commitments**
  Linkage between sustainable urban mobility planning measures and their GHG emission reduction potential and therefore connecting sustainable urban mobility strategies with international commitments.

- **Focus on implementation of financially sound and well-monitored measures**
  Action-driven planning process to ensure implementation of priority measures through precise action budgeting and financing stream identification, eventual pilot projects or pre-feasibility study on priority corridor implementation, and monitoring and reporting tools to ensure a follow-up of the implementation.

6.2. Monitoring indicators of the MobiliseYourCity partnership

<Status of MobiliseYourCity standards indicators shall be checked by the writer with MobiliseYourCity secretariat when finalizing the ToRs>

MobiliseYourCity is developing a set of standard impact and investment indicators. Indicative indicators are as follow:

MobiliseYourCity Standard Impact indicators

- Standard impact indicator no. 1: Reduction of GHG emissions (in tCO2e) as opposed to a 'business as usual' scenario
- Standard impact indicator no. 2: Accessibility to public transport (percentage of the population living within 500 meters or less of a public transport stop with a transit period of up to 20 minutes during rush hour, or having access to shared mobility services with equivalent level of service and cost).
- Standard impact indicator no. 3: Safety (road, rail) (number of fatalities due to transport accidents in SUMP area per 100,000 inhabitants. According to the World Health Organization, a death is counted if it occurs within 30 days after the accident).
- Standard impact indicator no. 4: Air pollution: annual average air pollution (PM2.5) level in the SUMP area
- Standard impact indicator no. 5: Modal split (percentage of travels by mode, including non-motorized modes
- Standard impact indicator no. 6: Public Transport affordability (440 x average public transport fee/ average annual income of 2nd quintile households)

MobiliseYourCity standard investment indicators

- Standard investment indicator no. 1: km of walkway built or significantly rehabilitatted
- Standard investment indicator no. 2: km of cycleway built or significantly rehabilitatted
- Standard investment indicator no. 3: km of mass rapid transit system built or significantly rehabilitated
- Standard investment indicator no. 4: nb of parking plots transfered under an activive parking policy (including plots for which parking policy has evolved from free to charged parking)

MobiliseYourCity is currently in the process of revising these indicators. The Consultant is requested to confirm with MobiliseYourCity Secretariat indicators to be taken into account in the SUMP at the beginning of the assignment.

More information at:

http://mobiliseyourcity.net/resources/ghg-monitoring-and-transport-indicators/

http://mobiliseyourcity.net/wp-content/uploads/sites/2/2017/09/MobiliseYourCity_MRV_Approach.pdf

6.3. SUMP standard table of contents

Overview of content of the template of the Final SUMP Report (**indicative version**):

1 Executive summary

- 1.1 Background of the SUMP
- 1.2 Objective and scope
- 1.3 Methodology
- 1.4 Document structure
- 1.5 Key results
- 1.6 Conclusions and recommendations

2 Process and management structure

- 2.1 Context of developing the SUMP
- 2.2 Process overview
- 2.3 Stakeholder involvement

3 Status Quo Analysis

- 3.1 Land use and urban development
- 3.2 Institutional and regulatory framework
- 3.3 Financial framework
- 3.4 Mobility and transport
  - 3.4.1 Transport infrastructure and transport services supply
  - 3.4.2 Mobility demand and traffic
  - 3.4.3 Active Mobility
  - 3.4.4 Public Transport
- 3.5 Accessibility
- 3.6 Road safety
- 3.7 Urban freight
- 3.8 Social aspects of mobility
  - 3.8.1 Gender and mobility
  - 3.8.2 Transport poverty
  - 3.8.3 Liveability
- 3.9 Environment
  - 3.9.1 Air pollution and GHG emissions data and analysis
  - 3.9.2 Noise
- 3.10 New solutions for mobility and transport
- 3.11 Baseline

4 Vision and goals

- 4.1 Strategic vision
- 4.2 SUMP Goals, targets and indicators
- 4.3 Short- and long-term scenarios
- 4.4 Long-list of potential measures

5 Selected scenario, measures and action plan

- 5.1 Presentation of the selected scenario and its outcomes
- 5.2 Specification of the selected measures
- 5.3 Cost estimates
- 5.4 Implementation schedule and action plan

6 Budgeting & Finance

6.1 Future Budgeting
6.2 Utilization of external finance
6.3 Implementation

7 Monitoring & Reporting

8 Appendix

8.1 List of contributors to the SUMP development
8.2 Timetable of SUMP development
8.3 Data collection methods
8.4 Participation summary
8.5 Detailed description of scenarios
8.6 Long list of potential measures
8.7 Traffic model report
8.8 Data reporting template for monitoring and evaluation
8.9 References
8.10 Index of Boxes
8.11 Index of Diagrams
8.12 Index of Images
8.13 Index of Tables
8.14 Glossary
8.15 Area plans and future development charts

6.4. Available information

The client will provide to the consultant the following documents:
<Insert here a summary table with available data accessible to the consultant to provide the service)>

Table 1: Indicative list of documents to be provided

Document	Prepared by	When
National urban mobility policy		
Other national policy/legal documents		
Regional development plan		
Urban development plan		
Former urban mobility development plan		
Master plans/studies and investment studies and projects		
Road traffic data studies (road traffic volume/congestion, traffic accidents)		
Air pollution and GHG emissions studies		
Noise pollution studies		
Public transport regulations		
Public transport supply studies (structure of networks, fare structure, rolling stock fleet, depots, workshops, performance) per operator or group of informal operators		
Public transport demand data		

6.5. Proposal submission details

<To be adapted to local context and requirements>

Proposals must not exceed 30 pages (excluding annexed CVs and any supporting documents). Proposals shall be submitted in English language.

Proposals to contain a tentative outline of interventions, field trips, workshops and major milestones foreseen for module implementation including detailed allocation of responsibilities and tasks to staff proposed.

Proposals shall specify the expert days to be delivered by each expert. Only regular working days in the country of assignment to be counted, whereas one work week shall count for maximum 5 work days and 8 work hours (travel days may be conducted during weekends).

Proposals shall contain

- A reflection on the project and its objectives of the module / Consultant´s understanding of role.
- Comments to the Terms of Reference.
- Methodology for data gathering , surveys and focus groups.
- Methodology for module implementation and staging of activities.
- Methodology for capacity development activities, including training details: number of modules, sessions and duration.
- Methodology for participatory process.
- Staff assignment schedule.
- Relevant reference projects within the last 5 years.
- CVs of proposed experts (max. 3 pages per CV).

■ **Further remarks on financial proposal**

The consultant is responsible to include in his proposal all cost for international and national travel, accommodation, subsistence, communication and alike to implement the assignment. Same applies for all required materials including training materials, technologies, equipment etc.

The consultant does not need to allocate budget for office space, meeting and training facilities in the country of assignment; such facilities will be provided by **MobiliseYourCity** partner governments.

The financial proposals are to be structured by following categories:

- Fees
- Local support budgets (e.g. translation, interpretation, assistance)
- Travel, accommodation, subsistence, communication
- Other cost (to be specified)

Offers to be valid for 6 months.

6.6. GHG Calculation tool and User Guide

(cf. www.mobiliseyourcity.net)