

NUMP Model Terms of Reference

Adaptable terms for guide consultants in preparing a National Urban Mobility Policy and Investment Program (NUMP)

[Partner Country Name]



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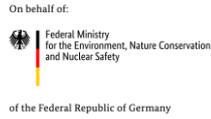
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July 2020

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Context of the Publication

This document is a model, not intended to be a final document but a reference on the basis of which specific Terms of Reference, fully adapted to the concerned country would be prepared.

It aims to provide guidelines and advices for drafting Terms of Reference and selecting the Consultant responsible for the elaboration of a National Urban Mobility Policy and Investment Program (NUMP) within the framework of the **MobiliseYourCity** partnership.

All information displayed [in grey] shall be filled out while finalizing the Terms of Reference.

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 overall objectives

- Enabling transformational changes towards more inclusive, liveable, and efficient cities.
- Fostering more comprehensive, integrated and participatory urban mobility planning (local & national levels).
- Targeting reduction of transport-related GHG emissions in participating cities (<50% to 2050).
- Linking planning with agreement on investments and optional use of financial assistance.
- Making use of innovative planning techniques and digitalization, and promoting state-of-the-art mobility and transport technologies.

Contents

Abbreviations and Acronyms	7
1. Overview of urban mobility in [Country]	8
1.1. Status of urban mobility at national scale	8
1.2. The original need to develop a National Urban Mobility Policy and Investment Program	8
1.3. Available data	8
2. MobiliseYourCity Support for Policy Development	9
2.1. MobiliseYourCity Objectives & Principles	9
2.2. A National Policy to Enable Sustainable Urban Mobility	10
2.3. [Country] and MobiliseYourCity	12
3. General description of the assignment	13
3.1. Scope	13
3.2. Main Phases and Calendar	13
3.3. Management and Co-Construction Framework	14
3.4. Deliverables of the Assignment	18
4. Expected activities	19
4.1. Cross-cutting mission: Participatory Process (concertation and consultation)	19
4.1.1. Objectives	19
4.1.2. Consultant's tasks	19
Task 1: Assess the need for participation	19
Task 2: Develop a participatory process at the institutional stakeholders level	19
Task 3: Develop a citizen participation process	20
Task 4: Sharing Lessons Learned	20
Task 5: Communication	20
4.1.3. Deliverables	21
4.2. Cross-cutting mission: Capacity Development of [Country] to implement the NUMP measures	22
4.2.1. Objectives	22
4.2.2. Consultant's tasks	22
Task 1: Assessment	22
Task 2: Propose a capacity development plan which horizon is a decade ahead	23
4.2.3. Deliverables	24
4.3. Phase 1: Inception of the NUMP process	25
4.3.1. Objectives	25
4.3.2. Consultant's tasks	25
Task 1: Kick-Starting the Mission	25
Task 2: Support [Country] in the Organization of a Kick-off Event	25
4.3.3. Deliverables of Phase 1	27
4.4. Phase 2: Preparation of a Detailed Diagnostic of Performance Issues	28
4.4.1. Objectives	28
4.4.2. Consultant's Tasks	28
Task 1: Analyse basic means of action to implement the NUMP	28
Task 2: Diagnostic of Existing Urban Mobility Planning at National and City Level	32
Task 3: Calculation of GHG Emissions Related to Urban Mobility in the Country	34
Task 5: Diagnostic of Urban Mobility Documents and Situation (Passengers and Goods)	35
Task 6: Initiate broad stakeholder participation	37
4.4.3. Deliverables of Phase 2	38
4.5. Phase 3: Co-constructed Vision, Goal Setting and Action Plan	39
4.5.1. Objectives	39

4.5.2.	Consultant's Tasks	39
	Task 1: Co-Construct the Vision and Long Term Goals with Stakeholders	39
	Task 2: Agree on Priority Areas and Priority Measures	40
	Task 3: Climate & NUMP Scenarios Analysis	42
	Task 4: Elaboration of the "Action Plan" and Drafting of the "Strategy" Document	44
	Task 5: Submission and Approval of the [Country] NUMP.	45
4.5.3.	Deliverables of Phase 3	45
4.6.	Phase 4: Prepare the NUMP Implementation	46
4.6.1.	Objectives	46
4.6.2.	Consultant's tasks	46
	Task 1: Elaborate and Establish the NUMP (Ex-post) Monitoring and Reporting System as the [Country] Observatory on Urban Mobility Data and GHG Emissions	46
	Task 2: Agree on steering structure for the NUMP	49
	Task 3: Detailed Financial Design	50
	Task 4: Specify Measures with Technical Studies	51
4.6.3.	Deliverables of Phase 4	52
5.	Organisation of the Services	54
5.1.	Expert Resources Expected	54
5.2.	Proposal Submission Details	55
5.3.	Format, Submission and Validation of the Deliverables	56
5.4.	Estimated Schedule	58
5.5.	Budget	58
5.6.	Payments Method	59
5.7.	Contacts	59
5.8.	Additional Responsibility of the Consultant	60
5.9.	Duties of the Beneficiary	60
6.	Appendix	61
6.1.	Background information	61
6.2.	MobiliseDays	61
6.3.	Technical Capacities Assessment	62
6.4.	Monitoring indicators of the MobiliseYourCity partnership	63
6.5.	Available information	64
6.6.	Proposal submission details	65
6.7.	MobiliseYourCity GHG Emissions Calculator & User guide	65
6.8.	List of data requirements for MYC indicators	65

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
CEREMA	: Center for Studies and Expertise on Risks, Environment, Mobility and Spatial Development
CODATU	: Cooperation for Urban Mobility in the Developing World
COP21	: Paris' 21st Conference of Parties
DG-DEVCO	: European Commission's Directorate-General for International Cooperation and Development
FFEM	: French Facility for Global Environment
GCA	: UN Global Climate Action
GHG	: Greenhouse Gas
GIS	: Geographic Information System
GIZ	: German Corporation for International Cooperation
MRV	: Measure Report Verify
MTES	: French Ministry of Ecological and Solidarity Transition
NDC	: Nationally-Determined Contribution
NGO	: Non-Governmental Organization
NMT	: Non-Motorized Transport
NUMP	: National Urban Mobility Policy
SDG	: Sustainable Development Goals
SUMP	: Sustainable Urban Mobility Plan
UN	: The United Nations Organization
UNFCCC	: United Nations Framework Convention on Climate Change
WHO	: World Health Organization

[Add here other necessary abbreviations and acronyms]

1. Overview of urban mobility in [Country]

1.1. Status of urban mobility at national scale

[Insert description here: national urban development, national legal, policy and institutional framework regarding urban mobility, main stakeholders, main salient facts/issues regarding urban mobility at national level...]

1.2. The original need to develop a National Urban Mobility Policy and Investment Program

[Insert description here: main institutional issues or challenges and the need for action; expression of the political will and level of support to the NUMP approach and project; preliminary information that can enrich the workplan for the elaboration of the NUMP...].

1.3. Available data

[Insert description here: existing documents, on-going projects...].

[Example :]

[Title	Source	Year	Repository	Availability
Full Title of the document	Full Name of the author or of the organization that published the document	YYYY	Current repository organisation or location or contact	- Document to be provided by MobiliseYourCity or - Document to be obtained by the consultant
...XXX...	...XXX...	...XXX...	...XXX...	...XXX...]

2. MobiliseYourCity Support for Policy Development

2.1. MobiliseYourCity Objectives & Principles

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 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, liveable and economically efficient cities. Therefore, it actively supports transformation efforts from governments of emerging and developing economies, both nationally and locally, to develop sustainable urban mobility and improve citizens' quality of life.

■ The initiative aims at achieving the following targets:

- At least 20 countries are committed to implement ambitious NUMPs promoting sustainable urban mobility planning;
- At least 100 cities and local governments are committed to implement ambitious SUMPs aiming to reduce urban mobility emissions by 50% by 2050.

■ Overall objectives of **MobiliseYourCity**

- Enabling transformational changes towards more inclusive, liveable, and efficient cities.
- Fostering more comprehensive, integrated and participatory urban mobility planning (local & national levels).
- Targeting reduction of transport-related GHG emissions in participating cities (50% by 2050).
- Linking planning with agreement on investments and optional use of financial assistance.
- Making use of innovative planning techniques and digitalization and promoting state-of-the-art mobility and transport technologies.

A full description of the **MobiliseYourCity** initiative is presented in [Appendix 6.7] and online: https://mobiliseyourcity.net/about_the_partnership

■ Key tools for action

Key tools promoted by **MobiliseYourCity** to improve quality of life locally and reduce GHG emissions in Partner Cities and Partner Countries are **Sustainable Urban Mobility Plans (SUMPs)** at city-level, and **National Urban Mobility Policies and Investment Programs (NUMPs)** at national level. Both the Plan and Policy include financing schemes for urban mobility, and monitoring & reporting systems.

The **MobiliseYourCity NUMP Factsheet** provides general information on the NUMP activity line. This document is available online: <https://mobiliseyourcity.net/myc-factsheet-nump>

The **MobiliseYourCity NUMP Guidelines** provide guidance on the preparation of a NUMP and should be considered by the Consultant as reference document during the implementation of the assignment. This document is available online: <http://www.mobiliseyourcity.net/>.

The **MobiliseYourCity Core Indicators and Monitoring Framework** publication provides necessary information related to key indicators developed for the Partnership's activities. This document is available online: <https://mobiliseyourcity.net/core-indicator-and-monitoring-framework>

The **MobiliseYourCity Guidelines for Monitoring and Reporting GHG Emissions** provides necessary information related to key indicators developed for the Partnership's activities. This document is available online: <https://mobiliseyourcity.net/knowledge-products>

■ Guiding principles for NUMP & SUMP activities

MobiliseYourCity supports national and local governments in emerging and developing countries in developing National Urban Mobility Policies (NUMP) and Sustainable Urban Mobility Plans (SUMP). The initiative establishes the following guiding principles for such activities:

- Building upon well-proven methodologies, existing tools and international policies, e.g. European Union recommendations and Guidelines on Sustainable Urban Mobility Planning.
- Building upon existing local strategies, plans and policies, and working towards their integration.
- Linking National Urban Mobility Policies and Sustainable Urban Mobility Plans to ensure coherent policy framework and sustainable financing for implementation.
- Including the assessment of climate benefits in the development and implementation processes of NUMP & SUMP via the Monitoring, Reporting and Verify system, embedded in national or local Observatories on Urban Mobility Data and GHG emissions.
- Cooperating with experienced knowledge & network partners as a key driver for transformational change.
- Utilizing the tailor-cut advisory and capacity building services, and initiative's guidance on developing NUMP & SUMP.

2.2. A National Policy to Enable Sustainable Urban Mobility

Most countries have historically grown regulations on urban mobility planning as well as on urban mobility measures and different transport modes. However, these are often not integrated towards the overarching sustainable development goals and the particular needs of cities. To address these needs, countries like Brazil, India, Mexico, Morocco, Cameroon, The Philippines, Tunisia and others, have developed dedicated **National Urban Mobility Policies and Investment Programs (NUMP)**. To plan and effectively lead the transformation to sustainable urban mobility, **cities need:**

Resources

- Sufficient staff capacities and vocational offers to keep expert staff up to date;
- Access to funding and finance for mobility projects;
- Access to state-of-the-art planning tools and equipment;

- Access to national and international best-practice.

Appropriate legal framework

- Mandate to implement mobility policies and projects;
- Eligibility to cooperate with stakeholders within and beyond administrative borders;
- Mandate to organize public transport;
- Supportive regulatory mechanisms for urban mobility planning, finance, implementation and operation of transport system solutions.

To achieve the sustainable urban mobility transformation, cities need support from national governments, which can activate the following levers:

- Setting-up comprehensive support mechanisms.
- Providing technical guidance & vocational offers on urban mobility planning.
- Incentivizing investments in sustainable mobility projects (e.g. through co-funding programs).
- Creating supportive regulatory mechanisms (including finance).
- Ensuring access of local governments to sufficient staff and financial resources.
- Providing recommendations, guidelines or norms on road & infrastructure design, public transport operation, transport demand management, cycling & walking, road safety, etc.

A NUMP addresses pre-cited barriers and provides a clear vision for the development of sustainable urban mobility.

Box 1: The National Urban Mobility Policy (NUMP) concept

The current Model Terms of Reference derive from the **MobiliseYourCity** “*Guidelines on Developing and Implementing a National Urban Mobility Policy*”. These “NUMP Guidelines” provide the following **definition of a NUMP**:

“A National Urban Mobility Policy or Programme is a strategic, action-oriented framework for urban mobility, developed by national governments, enacted to enhance the capability of cities to plan, finance and implement projects and measures designed to fulfil the mobility needs of people and businesses in cities and their surroundings in a sustainable manner. It builds on existing policies and regulations and aims at harmonizing relevant laws, norms, sector strategies, investment and support programs towards an integrated approach for the benefits of cities and their inhabitants. It takes due consideration of participation and evaluation principles.”

These principles being understood as follow:

- **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 NUMP sets objectives and establishes a mechanism for following them; especially for GHG emissions

A NUMP aims to improve an urban mobility system by addressing – as a minimum – the following **objectives**:

- 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.
- Integrate multiple sectors instead of single-sector planning approach (transport ministries as well as ministries of finance, energy, environment, public works, land-use planning, health, education, etc.) and promote a balanced and integrated development of all transport modes.
- Promote a participatory and multi-stakeholder approach involving representatives of the public sector and the private sector, academia, civil society, NGOs, and other urban mobility stakeholders.
- Establish 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.
- Link sustainable urban mobility planning measures and their GHG emission reduction potential.
- Ensure implementation of priority measures through precise action budgeting, and financing stream identification, eventual pilot projects or pre-feasibility study on priority corridors; and the use of monitoring and reporting tools to ensure a follow-up of the implementation.

MobiliseYourCity NUMPs focus on two main areas of recommendations: sector policy that provide harmonized and incentivising laws and regulations; and broad investment programme which can be carried out in a set of cities across a country and include or consist of specific interventions an aspect of sustainable urban mobility (e.g.: a scrapping programme).

2.3. [Country] and MobiliseYourCity

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 taking part to capacity-building activities.

[Country] applied to **MobiliseYourCity** initiative in [year] and expressed an interest in the preparation and adoption of a National Urban Mobility Policy. Steering Committee of **MobiliseYourCity** approved the application in [Date]. [Implementing Partner] then proposed to [Country] to fund the elaboration of a NUMP, as a measure undertaken in the country under the framework of **MobiliseYourCity**. This study will be funded by a grant made available by [Implementing Partner] to support **MobiliseYourCity** programs in [Continent]. [Implementing Partner] will be in charge of the procurement and of the follow up of the contracts needed to elaborate a NUMP in [Country].

3. General description of the assignment

3.1. Scope

As an important step for the Initiative in [Country], [Implementing Partner] on behalf of the government of [Country] is calling for consultancy services to support the whole preparation and elaboration processes and adoption of a National Urban Mobility Policy (NUMP) applying to the entire area of the country, the overall goal of which is to set-up a tailor-made framework enabling the transformation to sustainable urban mobility.

[If relevant, add other objectives for the NUMP according to specific context]

The expected main outcome of the assignment is a draft National Urban Mobility [Policy and/or Investment program] (NUMP) including a monitoring and reporting system, and which should be ready for adoption by the [Country] government. The plan emerges through a co-construction approach involving political decision-makers, actors of the urban mobility, as well as citizens of [Country]. The draft NUMP will build on a diagnosis of urban mobility issues of [Country] jointly identified and agreed, and propose jointly selected measures to address them. This participatory dimension is very central, so it will have a special weight in the evaluation of the consultant's technical offers. The draft NUMP must be in line with **national priorities** for sustainable urban mobility, and be established in coherence with other related sectoral **policies**, particularly spatial development and energy. It must include a concrete and timely-efficient **action plan** for the implementation of the recommended measures on a long term horizon (ten to twenty years), and be **financially viable**: proposed measures shall be aligned with expected financial resources.

The geographical scope of the assignment will cover the entire area of [Country].

Key reporting years for the entire process will be 2030 and 2050.

3.2. Main Phases and Calendar

The NUMP Cycle consists of 4 Phases Phase and 15 key Steps mentioned in the **MobiliseYourCity NUMP Guidelines** (issued in 2020). It is important to note that several of the Steps are connected and influence each other, i.e. a NUMP preparation is **not a routine process that starts with one step and moves in a fixed sequence through the others**. Still to facilitate appropriation, operational development of NUMP projects can be schematically presented as follow:



More specifically, the four Phases are:

- **Phase 1: Inception of the NUMP process**

This phase includes High-level commitment, initial assessment, and establishment of a NUMP Steering Committee.

[To be kept if Mobilise Days are envisaged: In addition, initial **Mobilise Days** will bring together local key stakeholders and a joint understanding of the NUMP development process will be formed].

■ **Phase 2: Preparation of Detailed Diagnostic of Performance Issues**

An in-depth diagnostic will build on collected data and other information, and bring light into the strengths, weaknesses, opportunities and threats (SWOT) of urban mobility at national scale. Initial stakeholder consultation and communication plan, and other activities, will contribute to strengthen political and organisational backing of the NUMP process.

■ **Phase 3: Co-constructed Vision, Goal Setting and Action Plan** (“Vision” & “Strategy”)

This Phase develops a joint vision for urban mobility at national scale and sets up targets & indicators to measure success during implementation (wide stakeholder consultation). Future development scenarios will be built. Core part of the NUMP is setting up integrated packages of measures in line with strategic objectives. 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. A road map for NUMP development will be set in a strategy document.

■ **Phase 4: Preparing the NUMP implementation**

The measures, developed and assessed in Phase 3, will feed into a Budgeting & Finance Plan that: reflects different budget scenarios, and identifies high priorities and quick-wins. This Phase 4 sets-up a steering structure and implementation mechanism, monitoring and reporting framework [and develops detailed technical and financial studies].

These **activities** are to be carried out over a period of [X] months, with a start of the services foreseen in [month] [year].

3.3. Management and Co-Construction Framework

The preparation of the NUMP usually raises some essential issues of concern for several ministries and established policies. This justifies the particular emphasis from MobiliseYourCity on a co-construction approach of a NUMP process. **Management structure of the NUMP must be organized before Phase 1 starts.** This structure presents as follow:

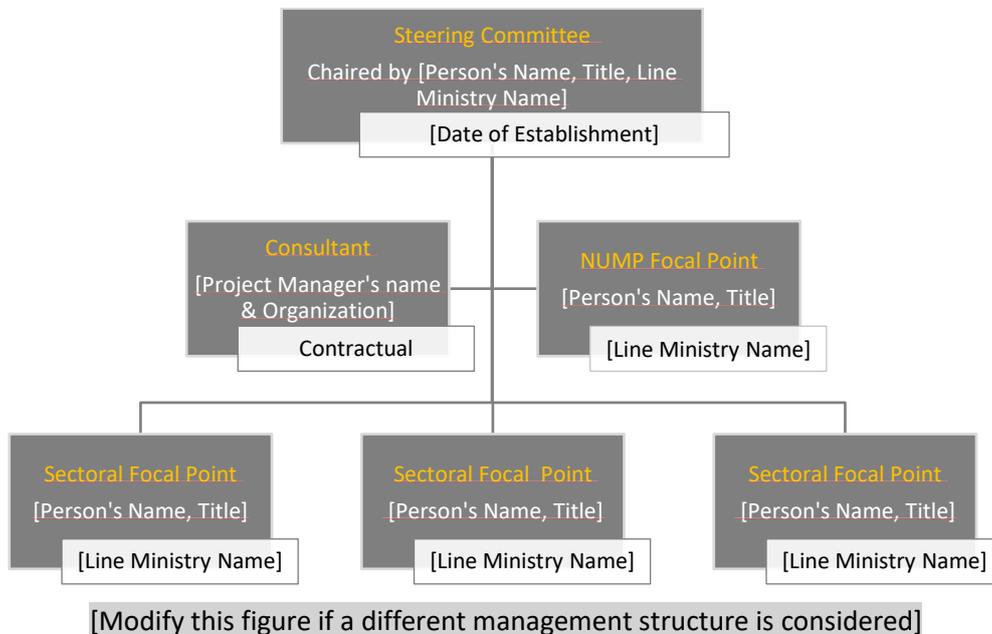
- **Key NUMP Focal Point:** the government of [Country] designates [person’s name and position] from the Ministry of [Transport] as the lead person on the government side for the elaboration of the NUMP. [Person’s name or denomination] is the Consultant’s key focal point for the project duration, he will pre-validate Consultant’s deliverables and provides with necessary information, mandates and contacts to implement activities under this contract.
- **Sectoral Focal Points:** the government of [Country] designates sectoral focal points that will support Consultant’s task and engage stakeholders in respective Ministries. The designated focal points are the following:
 - [person’s name and position] for the Ministry of [Urban Development]
 - [person’s name and position] for the Ministry of [Energy]
 - [person’s name and position] for the Ministry of [Environment]
 - [person’s name and position] for the Ministry of [Municipalities or Local Governments]
 - [Etc... List-out all sectoral focal points].

- **A Steering Committee:** to which attendants are senior managers of key ministries & public agencies concerned with urban mobility, elected officials, funding and technical partners and qualified experts. It is in charge of the NUMP political steering. It discusses and indorses political decisions related to the elaboration of the NUMP and submits the Draft National Urban Mobility Policy to the Government, as reflected in final deliverables submitted by the Consultant. The Steering Committee is chaired by [person’s name, preferably an elected official] and composed of:
 - [Develop here the list of Steering Committee attendees].

After political validation and submission by the Steering Committee, the main constituent elements of the NUMP must be approved at government level. This is foreseen through a **Restricted Ministerial Council** [National Commission for Urban Mobility envisaged as a permanent inter-ministerial commission] which brings together, at the highest level, the key ministries concerned with urban mobility, and which can ensure the political support for both the adoption of the NUMP and its future implementation. The Consultant may assist the Steering Committee in considering the creation of the [Restricted Ministerial Council] [National Commission].

- **Consultant’s Project Manager,** from [Consultant] and located in [Country], will assists the NUMP Focal Point for the project technical coordination and successful delivery, validation and communication of all deliverables, maintaining adequate links with [Implementing Partner] and the MobiliseYourCity Secretariat. [See additional information in Box below]

Diagram 2: Management Structure of the [Country] NUMP Project



[Box 2: Detailed Tasks of the Consultant's Project Manager]

The Consultant's Project Manager is responsible for timely execution of work processes, for quality and consistency of all the project outputs, and the delivery of deliverables. He shall in addition ensure that the principles of the NUMP concept, the participatory approach and monitoring system, are taken into account in the development process of the project and in the plan itself. He will co-construct with and submit outputs to [Steering Committee], submit draft and final versions of deliverables to [Implementing Partner] and transmitting final version of the NUMP report and other listed deliverables to the **MobiliseYourCity** Secretariat through the Online Knowledge Platform: <https://mobiliseyourcity.net/>

Main generic tasks of the Project Manager:

- **Assess the composition of the Steering Committee** and make recommendation if needed, in terms of capacity building or needs for additional human resources.
- **Ensure excellent cooperation among key stakeholders** in the development of the NUMP of the [Country].
- **Organize, moderate and monitor the project** - internal meetings, stakeholder workshops and working group meetings of the NUMP Core Team.
- **Assist the NUMP Steering Committee** in discussions and negotiations with potential international, national and sub-national partners, private sector partners as well (potential public-private partnership) and in financing options for the NUMP implementation.
- **Provide information, report and advise stakeholders** of the [Country] on the development and conduct of the National Urban Mobility Policy and Investment Program and the NUMP concept. Partners of the **MobiliseYourCity** Partnership provide technical inputs and some templates to the Consultant.
- **Encourage and coordinate the participation of the NUMP Steering Committee** members in the **MobiliseYourCity** Community of Practice, which provides a forum for the exchange of good practices and feedback from **MobiliseYourCity** partner countries and cities.
- **Update on new methodological developments** and other innovations in the field of sustainable urban mobility policies and programs, and support the revision of key project documents accordingly.
- All along the NUMP development process, **coordinate and conduct interviews** with a wide range of stakeholders and local experts to gather comments, opinions, and suggestions and where appropriate, obtain feedback on project outcomes or documents.
- **Engage the Steering Committee in the elaboration process of the listed deliverables and other project results**; complement, format and finalize all these outputs before formal delivery.
- Upon request, **provide the NUMP Steering Committee** with supporting documents and presentations for the internal and external communication of the NUMP project.

- **Present deliverables and other project results** to national and international workshops, conferences and any key impactful event for the NUMP project, upon request of the [Country].

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 NUMP Steering Committee** 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 country's vision for sustainable urban mobility;
- The objectives, targets and indicators identified;
- The list of priorities for the NUMP measures;
- The draft final report.

[Box 3: Optional Additional Management Bodies]

In case circumstances require to strengthen the NUMP project management organization, it is possible to consider establishing a **NUMP Core Team** and a **NUMP Technical Committee**.

The NUMP Core Team

Consultant shall coordinate and manage all components and missions of the NUMP process in an optimal manner. Operational management of the NUMP process involves at least the following two positions [this can be adjusted according to the needs]:

- Consultant's Project Manager**, from [Consultant] and located in [Country], will assist the Local Program Manager for the project technical coordination and successful delivery of all deliverables, maintaining adequate links with [Implementing Partner] and the **MobiliseYourCity Secretariat**.
- Local Project Manager**, based in [Country] and placed under responsibility of the NUMP Focal Point of Ministry of [Transport] of [Country], will be in charge of the general operational management.

The Core Team is responsible for tasks of two orders:

■ General management

- Plan the activities and guarantee the follow-up of the Calendar;
- Contribute to the coordination of the Steering Committee;
- Draw up the minutes of the meetings of the Steering Committee.
- Manage relations with governance bodies;
- Ensure budget monitoring;
- Ensure communication around the NUMP Project;
- Ensure reporting on the project to the [Implementing Partner] and the **MobiliseYourCity Secretariat**;

■ Technical management

- Ensure delivery of deliverables, implementation of all planned and agreed activities;

- Ensure the consistency of deliverables and final proposals made within the framework of the various activities;
- Ensure the distribution of deliverables to stakeholders and consolidate comments from stakeholders and partner institutions of the Program
- Assist the authorities in the validation process.

3.4. Deliverables of the Assignment

For each activity, the deliverables are described in the specific sections.

Information to be submitted by the Consultant include:

- **Minutes of interviews and meetings** (two weeks after completion), together with PowerPoint presentations and other detailed documents used or distributed for all meetings;
- **Workshop reports** (two weeks after completion) including summary of discussions and key findings and conclusions, list of participants, PowerPoint presentations and other detailed documents used or distributed during the workshop.
- **Copy of other available document or information** to report on the progress of the Programme to [Implementing Partner] and the **MobiliseYourCity** Secretariat.

Consultant shall also read related specifications mentioned in Chapter 5 of this document.

4. Expected activities

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

4.1.1. Objectives

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

- **Identify and involve all stakeholders concerned by the development of the NUMP.**
- **Support the Steering Committee with advice and appropriate assistance, to ensure the appropriate engagement of target groups**
- **Support the Steering Committee in all aspects of citizen and stakeholders participation as well as communication and awareness during the development of the NUMP**
- **Anticipate and manage conflicts mediation between different interest groups**
- **Organize information and consultation sessions**
- **Evaluate the participatory process at the end of the mission: sharing feedback and lessons learned in the framework of the NUMP.**

4.1.2. 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.

Task 1: 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 programs, potential risks and contributions to the development process of the NUMP.
- 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 assistance on the design and promotion of participatory online tools, also during the data collection process (OpenStreetMap community type).

Task 2: Develop a participatory process at the institutional stakeholders level

Accompany the Steering Committee in the organization of extended consultations and feedback at local or national level: The Consultant shall, at the request of the Steering 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 national level: sectoral ministries concerned, international donors.
- At the local level: Regional and City authorities, security forces.

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 NUMP process. The tools and instruments of participation should be designed in the national language of the [Country].

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 advice to the Steering Committee, explaining how to mediate in possible complex conflicts, will help negotiate with interest groups and specific stakeholders (professional unions, operators, etc.) and will assist in managing major problems of the NUMP process (protests against public transport rising prices, etc.).

Task 3: 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 NUMP process. The Consultant will develop a participation strategy that engages citizens and other stakeholders throughout the various phases of the NUMP to ensure a wide ownership and a strong support for this strategy. During the NUMP elaboration phase, the Consultant will (re)evaluate and ensure the inclusion of all relevant stakeholders in close coordination with the Steering Committee.

Task 4: 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 NUMP establishing, taking into account the feedback and contributions of relevant stakeholders.
- Inform on guidelines concerning future updates of NUMP 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.

Task 5: Communication

The Consultant will support the elaboration of a communication strategy, in order to construct the right narrative and the right design to get people “on board “.

The Consultant will thus:

- Identify relevant Target Groups (all groups of people who need or will be informed about the NUMP or which are crucial to the NUMP’s successful implementation;
- Identify Unique Selling Point (goals, mission, vision of the NUMP, etc.).

- Design a communication strategy on how to approach specific target groups, citizens, media to support and enhance the national discussion on the development of the NUMP. This includes the communication on the expected participation of the population. Discuss and agree on the communication strategy with the Steering Committee and the communication or public relations departments.
- Design a communication plan for the entire development process of the NUMP, which includes a strategy and timeline for the interactive engagement of all relevant stakeholders in the NUMP development in [Country] as well as an overall strategy for public relations and media activities. It will also include 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 [Country]. This communication plan must be co-constructed with and adopted by the Steering Committee.
- Implement the communication plan. The Consultant will indicate in its methodological offer the communication activities (events, documents, video, website...) that he could consider to implement during the NUMP process and a global budget for these activities. The proposals will be reviewed and confirmed by the Steering Committee at inception stage of the NUMP 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.

4.1.3. Deliverables

To be delivered at the end of Phase 1 (Inception):

- **Stakeholders Engagement Plan and participatory processes** including a mapping of stakeholders
- **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 NUMP. This includes the communication on the expected participation of the population.
- **A communication plan** for the entire NUMP process, adopted by the Steering Committee: identity and logos, key messages, schedule of actions at each stage of the process in relation with the communication team of [Country].

To be delivered from Phase 2:

- **Communication activities** as per Consultant's methodological offer reviewed and confirmed at inception stage of the NUMP.
- **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 NUMP process, intended for the general public. These notes are designed as communication documents, with great attention to graphics.
- **A Note on lessons learnt** from the process of citizen participation as part of [Country] NUMP elaboration, taking into account the feedback and contributions of relevant stakeholders.

4.2. Cross-cutting mission: Capacity Development of [Country] to implement the NUMP measures

The promotion of sustainable urban mobility requires the implementation of support measures to strengthen the capacity of public and private actors. To build such a program, it is necessary to have a clear image of the technical capacities existing in the country and what has been achieved in recent years in [Country] in terms of capacity building and also professional training in the field of mobility (organizations existing, specialties, training cycles, etc.).

4.2.1. Objectives

- Assess existing systems and needs
- Plan future activities during NUMP development stage (ex-post)

4.2.2. Consultant's tasks

Task I: Assessment

- The Consultant will assess the training programs, according to the existence of it and information accessibility; the existing standards (methodological guide, standardization of survey methodologies, etc.); research and cooperation sectors. See the list of elements that can serve as example in [Appendix n°6.3](#).
- The Consultant will assess the availability and quality of [Country] methodological benchmarks and the tools essential to the implementation of a National Urban Mobility Policy. Thus, it will present the actions already carried out in the following areas:
 - Methodological guidelines,
 - Survey and collection methods to ensure the reliability and comparability of the data collected,
 - Databases and observatories of urban mobility, (taking into account disaggregated data if available)
 - Traffic and demand forecast models / town planning - transport models,
 - Monitoring and evaluation tools allowing local authorities to measure the degree of achievement of their objectives,
 - Level of education in sustainable urban mobility,
 - Staff resources in the departments responsible for mobility within local authorities,
 - Existing training programs and university courses, and adequacy with the needs of local and national players in terms of sustainable urban mobility,
 - Research programs and centres,
 - Existence of resource centre (s) and / or expertise on urban mobility,
 - Existence of expert networks and analysis of the state of mind and practice of exchanging knowledge and experiences,
 - Decentralized Development Cooperation programs,

- Awareness campaigns on the main challenges of sustainable development and the promotion of more environmentally friendly mobility behaviours among the public and private actors concerned, and the population, taking into account differences in access and practice of mobility (gender, age, culture, ...), and both the overall and specific benefits one may expect from a sustainable approach.
- Existence and suitability of local consultancy firms

Task 2: Propose a capacity development plan which horizon is a decade ahead

Capacity development should be a core area of attention of any NUMP. An efficient implementation of a NUMP typically requires the national government to invest into strengthening the capacities of municipal stakeholders. The focus of the capacity building approach corresponds to the type and scope of the NUMP but should include at least some strategic sustainable urban mobility planning phases.

- On the basis of activities carried-out along **Phases 2 and 3**, the Consultant will identify capacity development needs for the NUMP implementation. Typical skill gaps that need to be covered are:
 - **Technical skills** in mobility demand assessments, mobility provision and urban mobility policy development and implementation;
 - **Legal skills**, particularly in terms of contracts between public authorities and private operators; and
 - **Financial skills** in urban mobility project development and implementation.
 - **Management skills** related to urban mobility policies and projects, as well as resilience considerations which concern many actors, some of which are not directly linked to mobility

The capacity building approach should take advantage of additional actors such as the ministry of education, universities and professional associations. Capacity building can come in different forms such as formal education or continuous education.

- The Consultant will provide the Steering Committee with a first draft of a **Capacity Development Plan**, which should particularly focus on:
 - Publication of guidelines, recommendations, and the compendium of good practices to **contribute to the implementation of more sustainable urban mobility policies and projects;**
 - Development of specific tools and methods at the national level to **ensure the coherence of local urban mobility policies;**
 - Strengthening the capacity of all actors involved, whether national or local, public or private, for the **effective NUMP implementation;**
 - Raising awareness on the major challenges of sustainable urban mobility and **promoting more environmentally friendly mobility behaviour;**
 - Establishment of a Resource Centre (online resource and training centre), expertise & knowledge hub on urban mobility, to strengthen local capacities and **promote the National Urban Mobility Policy and Investment Program.**

The proposal for a capacity development plan should specify, for each action envisaged:

- Timetable for completion
- Financing plan
- Human and technical resources to be mobilised

Basing on this plan, the Consultant and the Steering Committee will select the priority measures that will constitute the capacity development plan, including short, medium and long term phases. Priority measures will then be formulated in corresponding terms of reference for the Steering Committee to decide which measures it will favour as part of the **MobiliseYourCity** operational support phase. See **MobiliseYourCity NUMP Guidelines**, section 5.1 for additional information.

4.2.3. Deliverables

Specific results

- **Capacity development plan** including all specified outputs
- **Resource Centre** for capacity development

Workshops and working group meetings

- **2 training sessions** conducted with [Country]'s relevant administrative bodies 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.).

4.3. Phase 1: Inception of the NUMP process

4.3.1. Objectives

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

- **Interviewing main NUMP stakeholders, starting with the already designated [Country] NUMP Steering Committee members;**
- **Carrying out field visits;**
- **Collecting available data;**
- **Confirm assignment scope, work plan and data collection methods for the entire assignment.**

4.3.2. Consultant's tasks

Task 1: Kick-Starting the Mission

The Consultant will identify and meet most local key stakeholders in urban mobility. This will be done in the perspective of establishing work relations with counterpart's team, and also mapping stakeholders, describing institutional framework and responsibilities.

The Consultant will also establish a first list of relevant project-related areas to visit in the country and plan the visits. He will then carry out the field visits according to his own methodology and prepare a corresponding report.

The Consultant will start collecting available data, and any other relevant project-related information. Scanning those, he will prepare a request list for future provision or access to data, information and relevant studies.

On the basis of available information and his own analysis and perception, the Consultant will consolidate a written situation brief on the current urban mobility situation in the Country. The Consultant will then prepare a work plan for the entire assignment, including reviewed methodology and calendar and discuss it, at least with the Key Focal Point and [Implementing Partner] validated by Steering Committee.

Task 2: Support [Country] in the Organization of a Kick-off Event

This meeting will initiate a first stakeholder dialogue, communicate the work programme for upcoming phases and help collecting input from key actors. To this end, the Consultant will engage with and interview key urban mobility stakeholders in [Country] with a priority set on engaging with representatives from:

- Cities and groups of municipalities
- (Metropolitan) Transport authorities
- Relevant Ministries
- Operators (passengers and logistics)
- User associations and NGOs

The Consultant shall propose an agenda, draft a presentation and ensure logistic organization of the meeting.

The kick-off event can be organised as a “**MobiliseDays**”, which are to be understood as a series of coordinated communication and technical actions, committed and planned by the [Country], intended for the general public, the population and the administration of the [Country]. These actions are concentrated in a relatively limited period of time, making it possible to generate a real kick-off effect of the NUMP process. The **MobiliseDays** are a crucial step that carries a strong political message, setting in particular the participatory process.

Box 4: MobiliseDays

Rationale for MobiliseDays

A central pillar of the **MobiliseYourCity** approach is to ensure the participation of citizens and stakeholders. The aim is to use the NUMP process as a liaison element to involve all actors in the design, monitoring and evaluation of public policies related to National sustainable urban mobility policy and investment program. 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 [Country] in its will to act concretely, quickly and continuously on the major issues of sustainable urban development.

Objectives of MobiliseDays

- Raise awareness of stakeholders regarding urban mobility challenges and priorities;
- Engage simultaneously political and technical processes and anchor it for the entire duration of the project;
- Display the political ambition of [Country] to intervene on its initial strategic objectives, and keeping on international commitments;
- Engage institutions & key stakeholders in the [Country]'s NUMP approach;
- Initiate first communication & public relations actions;
- Initiate the necessary technical collaboration between institutional authorities and relevant actors in [Country].
- Start collecting and producing data if necessary;
- If available, prepare, present and validate a first-level diagnostic of national urban mobility.

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, Open Streets for pedestrians, 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 NUMP process.
- Launch a photography (or other media) contest on "traveling today in my city;
- Collect useful data from the city services
- Demonstrate new clean vehicles and offer experimental driving

MobiliseDays deliverables

Workshops/meetings

- Organization of Mobilise Days event and other activities, and the internal and external communication associated with them.

Reports

- Mobilise Days report, detailing the implemented events/actions and outcomes, detailed documentation participation, speaker's presentations, results, conclusions and endorsements.

4.3.3. Deliverables of Phase I

- **Inception Report** listing-out all activities led during the Inception Phase, including:
 - An initial assessment report on the current urban mobility situation, including comprehensive documentation of all interviews and stakeholder meetings conducted under this phase;
 - A first stakeholders map and a first description of institutional framework and responsibilities;
 - Site visits reports, including first analytical conclusions, observations and recommendations;
 - A detailed work plan for the NUMP development to be refined with Key Focal Point and [Implementing Partner/Agency] and validated by steering committee;
 - A detailed request for data, information, and previous relevant studies.

The report will be submitted to [Implementing Partner/Agency] and the Partner Country.

- **MobiliseDays deliverables** (if implemented)

4.4. Phase 2: Preparation of a Detailed Diagnostic of Performance Issues

4.4.1. Objectives

This Phase will identify how much urban mobility performance and issues may differ on the basis of city size and other pertinent factors. This is analysed through a detailed diagnostic of urban mobility in the country. The analysis will be carried out on the basis of existing data and studies as well as interviews with key actors and stakeholders. Visits in country's cities are particularly important activities for the elaboration of the diagnostic.

- **Data collection**
- **Diagnostic on urban mobility situation, planning & statistical data**
- **Defining best options to implement the NUMP**
- **Initiating broad stakeholder participation**
- **GHG Emissions data and analysis** (Data should be collected and analyzed for the [current year], which will serve as reference year for future projections).

4.4.2. Consultant's Tasks

Task 1: Analyse basic means of action to implement the NUMP

The implementation of a national urban mobility policy can be carried out using a number of basic means of action such as:

- Governance & legislation
- Financing and taxation
- Land use and territorial planning policy
- [Choice of technical or technological priorities]
- [Resilience aims and management]

Analysis provided by this Task 1, will define these basic means of action in [Country] and the expected results. It will aim, among other things, to answer following questions:

- What links exist between the national industrial strategy and urban mobility (regarding the construction of infrastructure by local companies, technology transfer, and local vehicle assembling...)?
- Have norms, standards and technical or technological regulations been implemented in the country in order to favour a national policy of urban mobility?
- How are Intelligent Transport Systems being developed in the country? In particular regard to ticketing phases, operating aid system and passenger information, etc.
- What links exist between the national digital strategy and urban mobility (place made for innovation in the field of emissions, data, ticketing, favouring connectivity, etc.)?
- How can the mobility strategy improve the resilience of country's urban and territorial systems?

The consultant will produce a synthesis presenting at least the basic means of action listed-out below, and potential additional ones if relevant. This synthesis will include a SWOT analysis for each of the basic means of action.

■ Governance & legislation

Within the general theme of “governance”, Consultant will analyse several means of action constituting the legislative, regulatory and normative framework which facilitates the implementation at local level of the Sustainable Urban Mobility Policy. Consultant will also analyse the “institutional landscape”, namely entities and administrations involved in the definition and implementation of mobility policies, the distribution of responsibilities and competences, in law and in practice, etc. Consultant will analyse governance framework already in place and its recent developments, to establish which way these have served the country's mobility policy, and in particular:

- **Law on the organization of (terrestrial) transports** and Application Decrees : Consultant will analyse reasons for possible blockings; the ongoing review process of this law, its stakeholders, the obstacles to such a review, etc. ;
- **The institutional management of the organization of urban mobility** and the definition of the corresponding territorial perimeter in the Capital City and other cities in the country, and the main competencies of key actors in the mobility field.
- **Mobility planning itself**: Consultant will produce a first collection of main strategies and plans in the country, and identify which stakeholder is leading and which other ones are involved (such as service operators, civil society, City, urban planning or transports...).

■ Financing and taxation

Experience has shown that sound financial engineering and the development of a robust financial design is crucial for long-term success of any NUMP. This topic needs to be addressed at several stages of the process. Under **Phase 2**, the consultant will carry out a detailed diagnostic of current financing situation of urban mobility sector in [Country]. This will constitute a solid working base for the proposals and scenarios to be developed and refined in **Phases 3 and 4**. In order to achieve this financial assessment, Consultant will analyse following points and produce a SWOT, and integrate the analysis and outcomes in the general diagnostic report:

- The provisions of **Law [reference]** and its implementing decrees relating to the financing of the urban mobility system;
- The use made of **tax, assigned taxes**; the limits of the measures taken since 2004 and those which have been abandoned or have not been implemented.
- The use made of the use of **other sources of funding** (so-called "indirect" beneficiaries, advertising, partnerships, etc.)
- The use made of the use of **donors and other international donors**;
- The use by the State of **tax or financial incentive systems** (scrapping bonus, tax exemption, etc.), relating to public transport, soft modes, as well as to individual vehicles (and fuels);
- The use by the State of **tax or financial incentive devices** (scrapping bonus, tax exemption, etc.)
- The **measures taken to change the allocation of resources** dedicated to urban transport (including road and road): Infrastructure, services, investments, operation, maintenance,

expenditure / revenue, etc. The consultant will thus analyze the management of infrastructure and operations by the ministries concerned during the last 10 years as well as the plans (if any) for the next 5 years.

- The **role of local authorities in recent years** (municipalities, governorates) and the "delegation of funding" in Tunisia: what types of funding are taken over (in whole or in part) by communities? In what type of projects (public transport infrastructure / roads / service ...)? With what budget? What changes have already taken place in this distribution? Those to arbitrate? Have any transfers of skills been subject to a transfer of the associated funding sources? This analysis will be put in perspective of a simplified analysis of the resources of the communities and their possible mobilization for the financing of transport.
- The **measures historically implemented by the State to ensure or restore the financial balance of private and public transit companies** (including financial consolidation plan for the latter), and the effectiveness / sustainability of its measures
- The **funding schemes chosen in recent years for urban transport systems** (infrastructure projects in particular) by type: public funding only, PPP in the context of investments AND operation or simply operation of a network, perception of network revenue by the operator / public body, etc.

■ Land use and territorial planning policy

Land use and urban planning policies, which underpin - more broadly - the pattern of urbanization in recent decades, have had a strong impact on urban mobility systems. While policies and institutions promoting sustainable and compact urban development do exist, the general trend observed is nevertheless that of rapid urban sprawl in the popular fringes of large cities, which creates new mobility needs, but also makes it difficult to serve peripheral areas by public transport. The Consultant will therefore recall the major trends in urbanization over the past decades, and will especially analyse the policies carried out in terms of land use and territorial planning in urban areas, in connection with mobility policies. We can cite in particular:

- The methods of territorial planning and planning of land use (decision circuit); the enforceability of urban planning documents and their link with transport planning;
- The methods and rules of operational town planning;
- The role and actions carried out by Urban Planning Agencies (if relevant) in terms of territorial planning, land use, transport planning;
- The ongoing procedures aimed at the creation of urban planning agencies in all the major cities of [Country];
- The role of the Observatories (if relevant);

The SWOT analysis should make it possible, in particular, to understand: (i) how the urban policies carried out in recent years could - or did not - contribute to creating an urban framework conducive to sustainable mobility, (ii) how urban development (in particular sprawl) has impacted mobility practices and therefore the policy of the authorities or operators in this area; and (iii) what are the opportunities/threats for future coordination of urban planning and mobility policies.

■ [Choice of technical or technological priorities]

The technological choices made at national level can have a strong impact on the implementation of the urban mobility strategy. An analysis (SWOT) must therefore highlight the technological choices made and the directions initiated for (and by) the urban transport sector in the country, for instance:

- National transport standards and regulations,
- Development of local industrial sectors in the field of urban transport,
- Establishment in the country of international industrial operators, technology transfer policy
- Activity and dynamism of local companies and consultants specializing in areas related to transport,
- Innovation promotion policy,
- Technology and innovation present in the field of emission reduction,
- Technology and innovation present in the field of safety and security,
- Development of new transport systems in addition to traditional means (bus, taxi): high capacity bus, tram, metro, artisanal transport,
- Development of new vehicles or their components clean powered
- Develop new mobility services and associated technologies (car sharing, car sharing, mobility centers, consolidation centers),
- Technology and innovation in the field of data (big data), and more broadly digital services for mobility (applications for Smartphones, in particular),
- Existence of a policy in terms of Intelligent Transport Systems (ITS) and digital development for mobility,
- Coordination with the ministries of industry, energy, research.]

■ [Resilience aims and management]

Resilience is the ability of an organization to resist when being affected by an event or the ability to return to an acceptable level of performance in an acceptable period of time after being affected by an event. For infrastructures, resilience is also the capability of a system to maintain its functions and structure in the face of internal and external change and to degrade gracefully when this is necessary.

The Consultant will therefore recall the major trends in natural risks and any dysfunctions over the past decades, and will especially analyze the policies carried out in terms of crisis management and results in urban areas, in connection with actors concerned. We can mention in particular:

- The lessons from past crises: causes, management, crisis recovery, possible improvements, the methods and rules of operational city planning;
- The resilience planning and stakeholders coordination during crisis (if relevant) in terms of controlling, operating, initiating or varying transportation systems;
- The ongoing procedures aimed to resilience planning and management;
- The role of the Observatories (if relevant);
- Cooperation using; upgrading of the required skills and participatory approaches among those involved.

To do that, the consultant should use the **ISO 37101 Resilience Matrix** to check, on the line “community infrastructures” and “mobility”.

Action areas	Governance,	Education	Innovation,	Health	Culture	Living together	Economy	Living environment	Security	Infrastructures	Mobility	Biodiversity
Purposes												
Attractiveness												
Preservation and improvement of environment												
Resilience												
Responsible resource use												
Social cohesion												
Well-Being												

ISO 37101 Purposes and Action areas

Task 2: Diagnostic of Existing Urban Mobility Planning at National and City Level

■ Inventory of Urban Mobility Statistical Data

The objective is to be able to identify existing databases and sources of data with a view to developing, subsequently, an Observatory of Urban Mobility [at least] at national level [and local level].

Consultant will carry out a detailed **diagnostic of statistical data** relating to mobility research and which can be used for the Monitoring and Reporting System and the calculation of transport GHG emissions (inventory for a base year, see **Erreur ! Source du renvoi introuvable.**). This includes the type, nature, availability, quality and methods of collection, processing, storage and use of statistical databases relating to mobility in [Country], particularly:

- Data at international level : International Monetary Fund, World Bank, Eurostat, etc.;
- Data at national level: Ministry of Transport, Institute/Office of Statistics, etc.;
- Data at local level: data from surveys, transport companies, municipalities, urban planning agencies, other operators, etc.

■ Analysis of the key policy documents

The Consultant will analyze practices in urban mobility planning through an inventory of plans, strategies, other political documents, as well as projects and initiatives at city level: National Transport Plan, Regional transport plans, City-level Mobility Plan (SUMP), traffic plans, etc.

This task aims for Consultant to find answers to the following questions:

- What is the national strategy or “vision” for urban mobility? (Is there a national vision of urban mobility?) Are there related strategies, visions, policies in other sectors (for example in the field of urban development, economic development, etc) in place in [Country]? If so, what good practices to replicate and mistakes to avoid?

- If an implicit or explicit national strategy for urban mobility exists, what are its strengths and weaknesses?
- What are the environmental, economic, social and societal challenges of the evolution of urban mobility in the cities of the country considered in such a strategy? On the contrary, those who are not taken into account (and who can be critical)?
- What are the national objectives for urban mobility, if they exist (at different horizons, if possible), including those regarding modal split, reduction of GHG emissions, accessibility of the population to basic urban services?
- What are the links between mobility strategies and environmental and energy strategies?
- Are the above elements gathered in a specific document? Are they disseminated in more general documents, laws, international commitments?
- What strategies, policies and plans from other sectors need to be integrated?

■ **Iteratively with Task 1 (particularly “Financing and taxation” part) the Consultant will complement the analysis by carrying-out a diagnostic on institutional/legal framework financing schemes and available financing for urban mobility, including information on:**

- The contracting authority (client) entity and the person who pilots the process within it;
- The method of financing;
- The contract holder (if applicable), and his project manager, if applicable
- The development and implementation process (actors involved, phasing, calendar, etc.)
- The main themes and objectives of the plan
- The actions planned and carried out
- Integration of plans with other planning documents (land use)
- The relationships/interlinkages between national and local mobility plans, but also their possible articulation with any existing urban and regional plans (prioritization, enforceability)
- Ex-ante and / or ex-post evaluation of plan’s results. This includes ex-post evaluation and identification of success/failures causes of main already implemented policies/reforms or programme/project.
- Mapping of current policies that relate to urban mobility: strategies, policies and plans from other sectors should be integrated in this inventory. Therefore, Consultant will assess implicit or explicit national strategies for urban mobility, its strengths and weaknesses, determine the environmental, economic and social stakes of the urban mobility evolution in the cities of the country and identify national targets for urban mobility at different time horizons.

An important conclusion of the diagnostic required for this Task would cover the following aspects:

- Identification of existing policies and strategies, planned programmes and initiatives and global National policy framework for urban mobility, energy production and distribution;
- Confirmation of the institutional landscape, key stakeholders and their responsibilities;
- Assessment of the links between urban mobility and other sectoral policies;
- Financing schemes and available financing;
- Possible measures which are within the range of authority and competence of the central government.

Task 3: Calculation of GHG Emissions Related to Urban Mobility in the Country

This task is a pre-requisite for Task 3, **Phase 3**, which uses the emissions calculations in the BAU scenario and in the proposed NUMP scenarios within the NUMP territory.

The expected analysis aims at giving an overview of the existing information on transport GHG emissions in the country, which includes:

- Previous GHG inventories (in the context of reporting to IPCC)
- bottom up or top-down analysis of transport GHG emissions
- potentially GHG emissions of specific transport modes within the country

Past and current values can be reported in order to derive a past trend.

The Consultant will calculate current transport emissions i.e. transport GHG emissions inventory within the NUMP perimeter, in line with **MobiliseYourCity** approach to monitoring and reporting of GHG emissions, and taking into account (i) the mandatory use of the GHG Calculation tool (see Note below), and (ii) the expected availability of data.

The data to be gathered concerns (a list of the input data for the GHG emissions inventory is given in section 6.8 of this document):

- Mileage of the different transport modes
- Vehicle types
- Fuel consumption

The Consultant shall submit its methodology to NUMP Steering Committee for sharing and validation.

The Consultant shall submit its methodology to NUMP Steering Committee for validation. If an MRV GHG system and a national urban mobility monitoring system are already set up at the national level, Consultant may have to adapt the existing methodology to ensure the coherence with the MYC requirements (e.g. scope, emission factors, etc.).

The consultant will find necessary information and guidance in the publication **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions (2020)**, particularly Chapter 4 and Annex 3.

IMPORTANT NOTE

MobiliseYourCity has developed its own **GHG Emissions Calculator** to estimate the GHG emission reductions that can be expected with the implementation of the NUMP. The use of this tool to calculate this estimate is mandatory. The consultant should pay special attention to identify all required information to use the tool and identify and conduct the necessary surveys to collect data.

Tool: <https://mobiliseyourcity.net/mobiliseyourcity-emissions-calculator>

User Manual: <https://mobiliseyourcity.net/user-manual-mobiliseyourcity-emissions-calculator>

[This requirement may be adapted to allow a simplified use of the GHG Calculation tool with the collection of only part of the data required for the tool and use assumptions for the remaining data].

Task 5: Diagnostic of Urban Mobility Documents and Situation (Passengers and Goods)

The consultant will carry out **detailed analysis on available information** which will inform key dimensions of urban mobility in the country (research & technical studies, various documents, visuals & maps, reports and articles on discussions in progress, aforementioned data, etc.). This information will feed into Consultant's diagnostic of the situation of urban mobility in the country.

The following elements can guide the Consultant's work:

- **Economic data** (national, regional, cities level): growth, income, labour force, unemployment, etc.
- **Sociodemographic data** in the main cities (population, jobs, living standards, other explanatory parameter of mobility behavior, etc.);
- **Urban morphology** of main cities of the country: density, types of buildings and urban fabrics, land use patterns and their segregation / mix, urban sprawl, urbanization trends (and any other parameter potentially influencing mobility behavior, transport service, relevance and use of different modes, etc.);
- **Travel demand and mobility behavior**: modal share for travel in urban areas and their changes, analysis of the reasons (limited to the main reasons for travel) and the types of travellers, also limited to the main characteristics. Analysis of the duration and length of trips, their frequency, based on existing sources. This is not about carrying out a household survey at the national level;
- **Fleet and vehicles technologies**: the specification on the fleet such as age, type of fuel consumed, alternative fuel vehicles, refuelling infrastructure, possibly data on fuel consumption
- **Household motorization** and its evolution, the explanatory factors for this;
- Assessment of the key externalities associated with urban mobility (accidentology, local pollution, etc.) [Note that the issue of greenhouse gas (GHG) emissions is dealt with in previous Task 3].
- **Urban transport supply**: analysis and characterization of the modes of urban transport available in the country, whether they are collective (suburban rail, tram/metro, bus, non-regular passenger transport in urban areas, etc.) or individual (private vehicles, bicycles, walking, etc.); analysis of supply volumes, productivity, attendance and associated trends; analysis of operating modes, and management types (private operator, etc.);
- **Use of cycling, walking and other active modes and non-motorized transport**: share in modal split, sociology of users, counts if available;
- **Informal or artisanal transport** ("non-regulated transport") in all its forms, in particular artisanal collective transport, but also carpooling (if common practice);
- **Use of urban transport**: evaluation of modal shares in urban areas at the country level and synthesis of strategic improvement points (tariff integration, competition between public transport, organization of taxis, etc.);
- **Urban transport expenditures**, for investment and for operations, and budgeting and budget implementation methods;
- **Urban transport weaknesses**: analysis and characterization of past events and dysfunction. Links with urban systems and services which should structure cities and make them resilient.

- **Coordination and integration of transport modes** (physical, ticketing, fare integration, etc.), intermodality;
- **Current practices concerning sharing of road space** in various cities of the country;
- **Traffic management**
- **Parking**
- **The performance of the urban mobility system**, including operating costs, affordability, availability and ease of access, and travel times;
- **Congestion**: carry out an assessment reporting on the key externalities associated with congestion in various cities of the country;
- **Use of digital technologies in the transport field** (in particular Smartphone applications used to move around). Some qualitative interviews may be necessary to identify current practices and detect future trends.
- **Gender aspects**: analysis of the differentiated use by men and women of public transport, and of the obstacles to the use by women of the latter (insecurity or even violence in public transport or on the road, accessibility, etc. and the alternative solutions envisaged, in particular depending on the level of income). Analysis of women access to transport sector jobs.
- **Inclusiveness**: analysis of the specific issues encountered by various categories of vulnerable users, particularly the poor and the persons with reduced mobility.
- **The institutional organization, the legal and regulatory framework of the sector**: the consultant will carry out a detailed diagnostic which will constitute a solid working base for the proposals and scenarios to be developed later, and will be fully integrated into the general diagnostic here requested;
- **Master road networks**: identify and analyse existing and projected master road networks in urban planning documents of the main cities of the country.
- **Transport infrastructure**: quality of the streets, pavements and sidewalks, quality of the signage, carparks and parking places.
- **Energy distribution infrastructure**: quality of the distribution, stakeholders, power, energy mix, standards, regulations and legal aspects.
- **Assessment of different mobility systems roles during crisis, natural risks events, financial or human crisis**: Safety priorities, financial considerations and stakeholders' management.
- The Consultant will review and analyse: Carbon emission data and analysis, all existing data on GHG emissions by urban transport sources, the current systems and on-going projects at the city level for their impact on traffic and reduction of GHG emissions.

As part of this diagnostic, Consultant is strongly encouraged to visit a representative sample of the country's cities. Consultant would also suggest and lead specific field visits.

An important conclusion of the diagnostic would cover the following aspects:

- Dysfunctions and negative externalities generated in cities by the current mobility system
- Key challenges for the transition towards a sustainable mobility system;
- Main issues and approaches to addressing them, including financing and investment needs;

This diagnostic must be carried out on the entire mobility chain and from a “user” perspective. This refers to the needs of the user, accessibility to essential services like: work, education, health, etc. The Diagnostic should therefore not only focus on transport systems but be based on a **multisector analysis** (institutional, urban development, economic and governance constraints, etc.), in order to give a global vision of the status of the urban mobility system in [Country]. This diagnostic will complement the Inception report produced by Consultant in **Phase 1**.

Task 6: Initiate broad stakeholder participation

The involvement of interested parties is a key success factor for any NUMP and MobiliseYourCity places strong emphasis on stakeholder engagement. The Consultant is expected to engage [Country] stakeholders extensively in the development of the National Urban Mobility Policy or Programme. See Please refer to the **Cross-cutting Mission Participatory Process** for detailed specifications to plan and implement this task.

Box 5: Stakeholders

Key stakeholders include:

A central pillar of the **MobiliseYourCity** approach is to ensure the participation of citizens and stakeholders. The aim is to use the NUMP process as a liaison element to involve civil society in the transformation for sustainable urban mobility.

- [MobiliseYourCity working group of partner country]
- Ministry of Transport, Dept. XXX (as main counterpart)
- Ministry of Finance, Dept. XXX
- Ministry of Energy XXX
- Ministry of environment XXX
- A set of cities reflecting a variety of urban mobility situations in [country]
- Other local or regional governments, Dept. XXX
- Local Steering and Technical Working Groups
- Other relevant decision makers
- Other relevant public institutions]

Other potentially relevant partners may include:

- [Ministry of XXX, Dept. XXX]
- University of XXX
- XXX Consulting
- Selected private sector stakeholders and associations
- Civil society representatives / important NGOs
- Logistics operators representatives
- Energy distribution representatives
- Public Transport Authorities of important cities of the partner country
- Lobby groups or associations linked to specific transport modes

- Lobby groups or associations linked to specific transport themes (road safety, ITS; smart cities, etc.)
- Transport worker union
- National city network
- Development banks
- National financial institutions
- Research institutes and think tanks
- Representatives from metropolitan regions, counties, provinces, states as applicable to [country]
- Media representative
- If not already mentioned above, third parties, which have delivered preceding strategic planning in the partner city/country]

The Consultant is expected to select the most relevant stakeholders from the above groups and, if necessary, engage other relevant stakeholders of [Country].

4.4.3. Deliverables of Phase 2

Reports

- **Data collection in pre-structured excel data mining sheet** plus collection of sources/documents
- **Policy inventory** (document collection)
- **Diagnostic Report**, including:
 - Inventory of available data, documents, studies and current approaches on mobility, including details on the exact progress of these, a chronogram of availability of the outputs, and an analysis of the interfaces to be provided with the NUMP development plan;
 - Transport GHG emission inventory for the base year of the NUMP (see **Erreur ! Source du renvoi introuvable.** Task 1)
 - State of the art report and diagnostic on urban mobility in [Country]. The report must contain all of the above-mentioned analyses, as well as the list of people interviewed and the list of references and sources used.
- **Evaluation report** on the use of the different levers of action for the implementation of the national urban mobility strategy (governance, financing, capacity building, transport technologies, urban policy etc.).

Workshops & Trainings

- Full-day workshops with key stakeholders
- Full-day working group meetings
- Training sessions

4.5. Phase 3: Co-constructed Vision, Goal Setting and Action Plan

4.5.1. Objectives

The vision, goal setting and measure selection (**Phase 3**) builds upon the diagnostic work carried out as part of previous **Phases (2 and 1)**. Main outcomes are: the strategic vision and the strategic direction for urban mobility in [Country].

This phase aims at following objectives:

- **Elaborating a shared and agreed long term Vision** to improve urban mobility [and gender equality in mobility,] particularly in large and medium-size cities of the country;
- **Elaborating a shared, agreed and feasible set of strategic measures (the “strategy”;** cf. Task 4) to be implemented in the future.



[The co-constructed “Vision” document should be submitted and endorsed by the Government, jointly with the Strategy.]

4.5.2. Consultant’s Tasks

Task 1: Co-Construct the Vision and Long Term Goals with Stakeholders

■ Vision

The Consultant will assist the Steering Committee in the formulation of a common long term (ten to twenty years) “**vision**” for sustainable urban mobility. Although focused on urban mobility, this document should also be related as much as possible to the country’s vision for its broad economic and social development as well as for improvement of its cities.

■ Goals & performance indicators

The corresponding **long term goals** for urban mobility (e.g. market shares or % of GHG emissions reduction), which should be simple, concrete, and, if possible, measurable, will be described in detail in the vision document. These goals can be developed:

- Quantitatively;
- By sub-sector : public transport, active modes, individual mobility, shared modes, parking, mobility digitization, etc. ;
- By technology : electric vehicles, autonomous, thermic, mass transit systems, digital apps, technologies for shared mobility, etc ;
- Making the difference between national-level measures (detailing on technological standards, regulations, etc) and local-level measures.

The Consultant will assist the Steering Committee to identify a set of simple, specific and – wherever possible – measurable **performance indicators** against which progress towards the vision and objectives can be measured and allow accountability among the public and private stakeholders. This task must be carried out considering data availability. The MobiliseYourCity Partnership has defined “**core impact indicators**” for NUMPs to facilitate the selection of indicators (full information in: **MobiliseYourCity Core Indicators and Monitoring Framework** Publication available online: <https://mobiliseyourcity.net/knowledge-products>); Consultant and the Steering Committee shall refer to this publication and agree on at least the **impact & investment indicators** which are the minimal indicators to be used for a NUMP.

Indicators should be based – wherever possible – on available public data and data already employed in other policy fields (e.g. GHG reporting) in order to enhance policy integration and facilitate reporting on the NUMP progress.

■ **Targets**

If needed, clear **time-based targets** will be specified for each of the objectives, which, whenever possible, will be quantified. To increase policy coherence, targets should be financially feasible. They should relate or contribute to existing targets, for instance: from the climate policy (e.g. NDCs); land use and infrastructure development; mobility system resilience; targets for market penetration of low-carbon mobility technologies or targets for the access to public transport and affordability.

■ **Drafting of the “Vision” document**

The consultant will prepare the **first draft of the co-constructed “Vision” document**. As appropriate, the consultant will also review the draft with specific groups of stakeholders in focus group discussions. The focus groups could include a broad spectrum of politicians and technicians at central and local governments’ levels, urban transport beneficiaries (including passengers, commerce and industries), representative non-government organizations (including environmental groups, and other organizations, youth groups for example, which have a legitimacy to speak for users), transport operators, and other civil society actors (such as academics, consultants, and the media). Gender equality should be core in all the focus groups, so that women have a voice in the decision making.

On the basis of the comments received and on behalf of the Steering Committee, the Consultant will prepare a **revised draft document**.

Depending on the country’s decision making processes, the “Vision” document may be presented to the highest authorities for validation together with the “Strategy” (cf. Tasks 5 & 6). To this extent, the Consultant may have to prepare a **Political Note** that will facilitate the transmission of the contents to high-level political representatives.

Task 2: Agree on Priority Areas and Priority Measures

This task requires iterations with tasks included in this **Phase 3**.

■ **Identify priority areas**

On the basis of task 1, the Consultant will assist the Steering Committee in identifying priority area(s) of the NUMP (such as electric mobility, high quality public transport, parking management, promotion of SUMP, etc.).

■ Identify priority measures

Consultant will assist the Steering Committee in formulating and adopting a feasible set of priority measures to be implemented in the future (cf. box 4 below). These measures shall cover all relevant aspects of urban mobility and should stand within the range of authority and competence of the central government. The strategy should thus be seen in principle as providing a complete framework within which the cities would decide on their own Sustainable Urban Mobility Plans (SUMP).

Iteratively with other Tasks of **Phase 3**, the Consultant will assist the Steering Committee in selecting the priority measures for which he will write a corresponding description, based on the country's specific circumstances and previous experience as well as international best practices. For the latter, the Consultant would refer to the MobiliseYourCity methodological framework and examples published on the Knowledge Platform, and to relevant international publications, for example: the 2015 *SSATP Report* and the World Bank's 2014 report entitled "*Formulating an urban transport policy – Choosing between options*".

Consultant must (again) make sure selected measures are coherent with the **MobiliseYourCity** Core Indicators detailed in the **MobiliseYourCity Core Indicators and Monitoring Framework** Publication:

1. Transport-related GHG Emissions
2. Access to Public Transport
3. Road Safety
4. Air Pollution (optional)¹
5. Modal Share of Non-Motorized and Public Transport
6. Affordability of Public Transport
7. Investment

Box 6: Generic types of priority measures

Listed-out types can be precise and tailor-made to the specific needs of the country:

- Improvements in the legal and institutional framework and the capability of concerned institutions;
- Improvements in the capability and incentives for sound urban mobility planning in the broad context of city development strategies and land use planning;
- Financial mechanisms for urban transport systems, including mode-specific subsidies and other means of financial support;

¹ As mentioned in the aforementioned MobiliseYourCity publication, it is not mandatory for Beneficiary Partners to report on the Air Pollution indicator in case no road based air pollution monitoring system is in place prior to the inception of the NUMP.

- Legal and financial mechanisms for promoting efficiency in the use of private vehicles in cities, including incentives for car renewal, for car sharing, etc. and policies/ taxes on oil prices;
- Human resources development;
- Monitoring and reporting of urban mobility in general and **GHG emissions** in particular;
- Modal policies (non-motorized transport, public transport organization and regulation, provision and operation of infrastructure, transport demand management, etc.);
- Development of efficient public private partnerships;
- City logistics;
- Road safety;
- Access to public transport
- Gender aspects: economy, facilitated and equal access, ergonomics, training, public space quality, anti-harassment strategies, fighting stereotypes ;
- Resilience crisis and management during unforeseen events and crisis events
- Transport technologies (national standards, clean motorisations, innovative infrastructure, new vehicles and components.)
- New mobility services, and digital technologies, etc.;
- Environmental and social measures, if not covered by the above.

(For more information, see **MobiliseYourCity** NUMP Guidelines, section 4.3)

Task 3: Climate & NUMP Scenarios Analysis

[Important note to ToR writer: generally, scenario analysis is a useful support to decision-making regarding planning and development activities. Still, in some NUMP processes, scenarios would focus on impacts in terms of GHG emissions reduction as a lead factor.

Still, experience shows that some of the most key measures will need to be done in any scenario (i.e. institutional reforms, capacity building, improvement of urban mobility funding, coordination with urban development, social sustainability, etc). Their impact, although demonstrated by international best practices, often cannot be assessed quantitatively.

Additionally, the types of analysis that can be done (in particular for GHG emissions reduction) will depend very much on the availability of data and can be time consuming, costly, and beyond the time frame and the budget allocated to the Consultant. Thus, for GHG emissions reduction, the actual ToR will vary substantially depending on available funding and specific situation of the country for which the NUMP will be prepared.]

This component is particularly linked with Task 3, Phase 2 of this document.

■ Scenario elaboration

Coherently with the Vision, priority areas and priority measures, and jointly with the Steering Committee, 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 harmonized reporting).

For each scenario, the Consultant shall:

- Assess the volume of expenditures needed (investment and operational subsidies, if any) and ensure that such volume is coherent with the ability to mobilize funding for the country [taking as reference the 10 past years].
- Propose a detailed implementation calendar.

The scenarios will serve as a starting point to identify transition pathways towards desired outcomes, and pay specific attention to the social, environmental and economic objectives. **MobiliseYourCity NUMP Guidelines** (Section 4.3) provides guidance on the use of scenario approach.

[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].

The Consultant shall build the scenarios in close coordination with the stakeholders. He will organize a workshop to involve relevant stakeholders in the definition of the scenarios, discussing assumptions, including GHG emissions reduction, quantitative analysis and data used.

In order to evaluate the expected impact in terms of GHG emissions of the NUMP, it is necessary for the Consultant to calculate a so-called “Climate” scenario. The planned measures should be bundled according to their impact areas: Avoid, Shift or Improve, and their impact in this three areas derived. Details on the methodology are given in **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions**. The input data required for the calculation of the climate scenario are given in Section 6.8 (Table 3).

■ Scenario analysis

The Consultant will carry-out a comparison analysis. To this end, the Consultant will assess the **impacts of the scenarios on and mobility situation and GHG emissions reduction** reported in CO₂eq. The GHG emissions must be calculated with the MYC emissions calculator and following the methodology presented in the publication **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions** (particularly Chapter 4, section 4.3) for additional guidance. If the expected impacts of scenarios are not satisfactory (for instance: too low or too high reduction of GHG emissions), then the Consultant may organise a second workshop and adjust the BAU and policy scenarios.

The Consultant will lead the selection action of the preferred scenario and establish the monitoring indicators for the preferred scenario. To this end, the Consultant will base on **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions** publication to build his assessment and monitoring methodology, particularly regarding GHG emissions. The **MobiliseYourCity NUMP Guidelines** also provide guidance for comparison and selection of a preferred scenario.

Additionally, the Consultant will produce a SWOT analysis aiming at identifying possible sources of resistance to the implementation of the preferred scenario, and to identify coherence and discrepancies with country’s capacity to effectively implement the scenario. This will complement the set of specifications included in this document (cf. **Cross-cutting mission: Capacity development**).

Consultant will present results from SWOT analysis using diagrams, figures and other appropriate visualization tools.

For all activities related to this task, the Consultant will present his methodology to the Steering Committee, which will validate the outputs. The Consultant will eventually gather all elements related to policy scenarios, analysis and choice of the preferred scenario in a Scenario Report.

Task 4: Elaboration of the “Action Plan” and Drafting of the “Strategy” Document

■ Action Plan

The Consultant will break down the measures of the preferred scenario into individual activities, and organize them as an Action Plan (table), which modalities will be defined according to country and international best practices. **The Action Plan is a key outcome of the whole NUMP process**, it is also used to estimate NUMP costs for national government, so it should be carefully formulated. The Steering Committee will also validate this output. For each action, the Consultant shall provide an Action Sheet, which will include at least the following elements:

- Reference objective,
- A programmatic description,
- Prioritization level including “Quick Wins”,
- Estimated budget,
- Monitoring indicators and dashboard (cf. MobiliseYourCity Core Indicators and Task 1, Phase 3),
- Tentative calendar for implementation,
- Related responsible organization,
- The MobiliseYourCity Implementing Partner.

[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.]

■ Strategy document

The Consultant will prepare a formal draft Strategy document, the “**Vision & Strategic Framework for Sustainable Urban Mobility in [Country]**”, which would include:

- The [updated] *Vision Note* (cf. Task 1),
- A description of the NUMP objectives and priority areas (cf. Task 2);
- The *Action Plan*;
- Performance indicators, including GHG emissions impact assessment for the anticipated NUMP impact;
- The financing plan.

As appropriate, the consultant will review this draft document with key stakeholders and focus groups.

The Consultant will also produce an additional short and punchy note (5-6 pages) summarizing the diagnostic, the strategy, and the key short term priorities. This note would be aimed at the Minister in charge of NUMP preparation [and, possibly, the Prime Minister]. Examples are accessible online:

<https://mobiliseyourcity.net/knowledge-products>

Task 5: Submission and Approval of the [Country] NUMP.

Consultant will then support the Steering Committee organizing a **national seminar [or conference]**, and engage all stakeholders on a broad and thorough debate on the **draft Strategy document** (and, at the same time, present the Vision since it is the foundation of the Strategy). If it is decided to hold such a seminar, the consultant will prepare and deliver key presentations. On the basis of comments received, the consultant will prepare a **revised draft of the Strategy Document**. The draft will again be adjusted and, depending on the country's decision making processes, it may be presented to the highest authorities for approval. The consultant will support this approval process in whatever appropriate manner. The Consultant will eventually finalize the **"Vision & Strategic Framework for Sustainable Urban Mobility in [Country]"** document, which will stand as the **MobiliseYourCity country NUMP and Consultant's Final Report**.

The Consultant shall upload on the MobiliseYourCity Knowledge Platform all key deliverables and knowledge products elaborated or gathered during this NUMP process, according to the Guidelines for information uploading (cf. <https://mobiliseyourcity.net/guidelines-uploading-knowledge-products-mobiliseyourcity-knowledge-platform>).

[The Consultant shall deliver an additional note (for instance: *Note on the Conduct of the NUMP Process in [Country]*), describing the contributions of the Consultant and possibly other relevant stakeholders to **MobiliseYourCity** activities during the course of the assignment, the connection with **MobiliseYourCity** Secretariat, and any relevant element related to the NUMP process, monitoring and impacts.]

4.5.3. Deliverables of Phase 3

Documents and reports

- **Report on scenario building and analysis**, presenting the variants and rationale
- **Strategy document: "Vision & Strategic Framework for Sustainable Urban Mobility"**
- **Brief summaries after the completion of each mission**, including a summary of mission activities, findings and conclusions, people met, PowerPoint presentations and other detailed documents for all meetings and training sessions, and documentation of all interviews and stakeholder meetings conducted during the mission
- **[Note on the conduct of the NUMP process in [Country]]**

Workshops and meetings

- **At least 04 large Workshops with the Steering Committee and stakeholders to co-construct** the draft vision document and the strategy;
- **At least 04 Focus group meetings** with a broad range of stakeholders for discussing the draft vision document and strategy;
- **Scenario workshop**
- **National seminar** (if relevant) to present the Vision and Strategy for national urban mobility;

4.6. Phase 4: Prepare the NUMP Implementation

The NUMP process being iterative, this Phase 4 includes specifications for additional activities that must be led before the approval of the final NUMP document (cf. Phase 3) [unless requested by operational ToR], so they should not be subject to any official adoption or voting process. Those practical activities aim at detailing or strengthening some areas, not extending any. Outputs can be joined to the final MobiliseYourCity country NUMP document as Appendix or separate documents, only between the stages of final drafting and official adoption. If some of these activities are required by project owner, then in his offer the Consultant will have to suggest a specific organization and integrated schedule to implement these activities together with the ones from previous Phases.

4.6.1. Objectives

- Establish NUMP ex-post monitoring and reporting system
- Establish NUMP steering structure & implementation mechanisms
- Detail financial design
- Detail design of measures with technical studies

4.6.2. Consultant's tasks

Task 1: Elaborate and Establish the NUMP (Ex-post) Monitoring and Reporting System as the [Country] Observatory on Urban Mobility Data and GHG Emissions

[If an MRV GHG system and a national urban mobility monitoring system are already set up at the national level: Consultant will make sure information related to existing national urban mobility monitoring system is refreshed and methodologies are coherent with the MobiliseYourCity methodological framework (tools, emission factors, etc.).]

This task is linked with activities led under **Phase 3**, particularly Task 2 and 4. It bases on the **MobiliseYourCity Monitoring and Reporting Guidelines for GHG Emissions** (Chapter 5, particularly Section 5.1), and **MobiliseYourCity NUMP Guidelines**, chapter 7, Measuring & Reporting Greenhouse Gas Emissions. It establishes the NUMP monitoring & reporting system. This system must be aligned with MobiliseYourCity approach. The intention is to facilitate data accessibility and databases maintenance, through the establishment of an Observatory that will help updating the baseline scenario and monitor indicators on the longer term, against which NUMP measures are tracked. The Consultant will provide the Steering Committee with this monitoring and reporting system. It shall at least include the mandatory indicators detailed in **MobiliseYourCity** Publications. Consultant will suggest adequate distribution of responsibilities, budget and schedule of the monitoring and reporting system. The monitoring system and the allocated human, material and financial resources will eventually stand as the [Country] **National Observatory on Urban Mobility Data and GHG Emissions**.

- Confirm the scope of the GHG emission assessment

The Consultant will review and confirm the perimeter of the monitoring indicators, based on the perimeter of the NUMP (national territory), the perimeter of the selected scenario (coherent with the baseline), and the availability of data. **MobiliseYourCity** follows a territorial approach to evaluate GHG emission reductions. In addition, the "scope" includes:

- The modes of transport monitored in the NUMP (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 geographical scope of the NUMP
- The emissions under consideration (well-to-wheel or tank-to-wheel);
- The timeframe and monitoring interval.

See the **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions** for more details on the different scopes.

■ Define the NUMP monitoring and reporting indicators

Four types of indicators are monitored in the **MobiliseYourCity** MRV system:

- **Mandatory Core sustainable mobility Indicators** (cf. **MobiliseYourCity Core Indicators & Monitoring Framework**); data need for these indicators is specified in Section 6.8
- **Additional sustainable mobility indicators** according to the scope and objective of individual NUMPs (cf. **Phase 3**);
- **Specific implementation indicators according to the scope of NUMP** (cf. **Phase 3** ; and **MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions** Publication)
- **Investment Indicator 5**: The amount of mobilised public and private funding for the implementation of the NUMP in Euro (€) (cf. **MobiliseYourCity Core Indicators & Monitoring Framework**, section 9); data need for these indicators is specified in Section 6.8

Once the NUMP is in the implementation phase, corresponding results should as far as possible be monitored annually and reported in an [2-year] monitoring report. The NUMP specific implementation indicators must be identified by the Consultant jointly with the NUMP Steering Committee, in liaison with the **MobiliseYourCity** Secretariat.

Jointly with the NUMP Steering Committee, the Consultant will carry out a thorough assessment, which determines the set of indicators that can be applied to the [country] NUMP.

■ Elaborate a Model for reporting the 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 **MobiliseYourCity** indicators (described in **Erreur ! Source du renvoi introuvable. Erreur ! Source du renvoi introuvable.** – for more details please refer to **MobiliseYourCity Core Indicators and Monitoring Framework** Publication), as well as the specific implementation indicators of the Country. Data requirements that should be present in the are available in Appendix 6.8.

Data formats of the data sets collected during the Diagnostic phase and for the inventory should be used as a starting point. Any adaptation of the format between the source data and the format

required to calculate the GHG emissions in the MYC emissions calculator should be specified and pre-defined in the perspective of future data collection. The Consultant should provide a robust and applicable data collection model at reasonable cost for monitoring the impacts of NUMP over time. The set of indicators should be made open and made comparable to other set of data, especially if local indicators are pre-existing.

The consultant is encouraged to develop innovative tools and approaches to collect comparable sets of mobility data and to manage the data.

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 and the source of the data (in a separate factsheet). Ultimately, the model must allow the country's technical services to update, process, and analyse data.

■ Identify relevant institutional framework and appropriate budget needs

Continuous monitoring requires clear distribution of responsibilities. The Consultant will to identify an appropriate institutional configuration, or an adequate distribution of the responsibilities of the departments that hold, collect and process the data. The monitoring and reporting responsibilities must be agreed with the national authorities and the NUMP Steering committee in an efficient and sustainable manner. Responsibilities shall cover regular collection, analysis and maintenance of data and a database, as well as the responsibilities for monitoring results (indicators) with [Country] and the **MobiliseYourCity** Sub-Program Manager. A time frame of 1-3 years for monitoring is recommended.

Consultant will also identify additional budgetary requirements for monitoring and reporting, as well as the allocation of this budget.

A permanent and structured monitoring and evaluation system, combined with resources dedicated to interpreting and promoting its results, constitutes a **Mobility Observatory**.

The objective of the mobility observatory is to develop a governance structure which regroups all mobility actors in territory, to sustain the inventory and monitoring process of transport GHG emissions. This observatory will define a tool enable the monitoring of reference figures and analyses on mobility in a territory.

The monitoring will concern main important data (some are cited below) for specific points and will be performed at constant time intervals to give trends.

Some data that could be exploited:

- Traffic counts (roads, public transport, etc.) by types
- Results of surveys
- Mobility behaviours
- Etc.

■ Monitoring and Reporting Plan

To provide the NUMP Steering 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 staff 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 will 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.

Task 2: Agree on steering structure for the NUMP

The NUMP implementation can include a broad variety of actions such as to draft laws or decrees, to harmonise regulation and institutional cooperation, to amend contradictory or incoherent regulations, and/or to operationalise funding schemes. Cohesion among local and national strategies, plans and policy instruments towards sustainable urban mobility greatly improves their effectiveness.

The Consultant will design the management structure to ensure effective implementation of the NUMP, which could be agreed and organised likewise:

- **Formal written agreement of NUMP management structure**, including formal high-level approval by the core ministries;
- **Institutional coordination** through one or several committees, joint working groups or even a dedicated authority. The different bodies of the NUMP management structure are tasked with coordinating implementation of the different actions.

Consultant may distinguish (explicitly or implicitly) three different levels associated with corresponding bodies, when designing the management structure for such a complex endeavour as NUMP implementation:

- **Political or strategic level (Steering committee)**: Give strategic guidance, take strategic decisions, approve budget, work plan and annual report, progress reports, representative tasks;

- **Management level (Technical secretariat):** Prepare and update the action plan, implement monitoring and reporting framework, coordinate NUMP implementation, prepare annual report / progress reports, implement communication plan;
- **Operational level (working groups):** Implement specific tasks and actions of the action plan regarding selected priority measures, report to management level.

Task 3: Detailed Financial Design

This section includes complementary activities to the ones mentioned in Phases 2 & 3.

The Consultant will establish an implementation mechanism that defines the way how the NUMP achieves its formulated vision and targets, this may include: drafting laws, harmonising regulation and institutional cooperation, amend contradictory or incoherent regulations, operationalise funding schemes. If necessary, the Consultant may base on, or refine the financial phase of diagnostic established in Phase 2 and would therefore verify the sufficient funding and financing sources for the NUMP (funding from the recurring budget, grant or subsidies, and loans).

The Consultant is thus expected to: [indicative list, complementary with Tasks led in Phase 2]

- **Elaborate the budgetary and financing framework** as well as investment barriers and the concrete investment needs in [Country] to effectively implement the NUMP;
- **Carry out desk research**, including analysis and, if applicable, prioritisation of existing financing mechanisms, processes, stakeholders at the national level, barriers to invest in sustainable urban mobility in [Country], ability and capacity of the country to develop transport infrastructure in support of sustainable urban mobility;
- **Evaluate general NUMP and transport mode-specific investment needs** (and their implication for the selection of integrated packages of measures), and the financing sources (climate funds, Public-Private Partnerships, certain fiscal or market-based measures, which may be innovative in the context of the country's financing framework); feasibility of a finance law for sustainable urban mobility, and possibilities to adequately consider external costs and benefits of sustainable urban mobility in the decision making process of financing organizations and institutions;
- **Explore different financing options/sources** for the development and especially the implementation of the NUMP: Lay out a strategy for the use of concrete financing options/sources for the development and especially the implementation of the NUMP; assess and compare the new financing sources in terms of their legal, fiscal and governance implications). Possible financing sources include:
 - National financial institutions,
 - International financial institutions and multilateral banks,
 - International climate funds,
 - Private sector investment, for example via Public-Private Partnerships,
 - Use of fiscal- and market-based measures, such as road user charges, tax incentives for the use of prioritised transport modes, carbon pricing, and land value capture.
- **Carry out a SWOT Analysis** related to infrastructure development and financing in the country in order to reveal, possible budgetary shortages, insufficient allocation of funds to

- relevant ministries or departments, insufficient budget utilisation due to regulatory or institutional deficits, and creditworthiness on the national and city levels;
- **Analyse the need for financial support and subsidies** in the country for the relevant transport modes (demonstrating in particular which modes are cost centres or profit centres) and ensure that the results of the analysis are properly visualised;
 - **Determine the role and importance of international development aid** and international financial assistance in relation to urban transport and mobility in the country;
 - **Generate information for financial institutions and donor organisations** (supporting **MobiliseYourCity**) on the country's long-term ability to finance and support sustainable urban mobility and related infrastructure development in the country;
 - **Share international best practices on sustainable urban mobility financing** at workshop and working group meetings and offer webinars on the topic to the wider stakeholder community in [Country];
 - **Develop an investment support programme** in close cooperation with relevant national ministries and departments to facilitate and ensure buy-in. This task requires (constant) awareness raising efforts to manifest the understanding of the benefits of sustainable urban mobility planning. Ensure that the investment support programme is firmly established within the relevant ministries and departments, thereby facilitating that the programme becomes part of law-making procedures and eventually the relevant legislation;
 - **Explore the establishment of transport mode-specific investment programme or funding;**
 - **Explore the feasibility of and conditions for a financing a Law for sustainable urban mobility;**
 - A specific attention must be given to the legal dimension of electro mobility, for instance at short term the sale of electricity, at longer term the consequence of autonomous vehicles riding in open streets or in dedicated lanes.
 - **Explore the establishment a national financing pipeline for priority project implementation;**
 - **Support the national government in discussions with donors** on how to promote the development of National Urban Mobility Policy and secure financing. This task includes the active contribution to 2-3 half-day donor workshops;
 - **Set-up sustainable urban mobility financing working group** of 8-12 key stakeholders in [Country] to serve as sounding board and advisory group in support of the development of Detailed Proposal for a Financing Mechanism;
 - Organise, moderate and follow-up **stakeholder workshops and working group meetings.**

Task 4: Specify Measures with Technical Studies

Following **Phase 3** and the agreement on selected measures of the NUMP, detailed technical studies are then needed to specify the measures, particularly the **quick-wins** (e.g. bus modernisation programme, NMT investment programme, freight fleet consolidation etc.). For detailed guidance, please refer to **MobiliseYourCity** NUMP Guidelines, section 5.1.

Consultant will support the NUMP implementation team by drafting a prioritized list of technical studies to develop, including rationale, objectives, schedule and reference budget.

Those technical studies would include:

- **Sector baseline/status-quo analysis** (if not already conducted in status-quo analysis, or update);
- **Identification of main barriers and challenges regarding a sustainable transformation;**
- **Detailed descriptions of the measures (and technologies):**

Consultant will develop a detailed description of the measures and if relevant, including:

- Assessment of technical feasibility (incl. standards and minimum criteria for technologies);
- Options to improve policy framework and institutional set-up;
- Capacity assessment of the market and relevant stakeholders to implement measures;
- Support decision-makers on various technological solutions according to their practicability in local context, total costs of ownership, short-to mid-term availability, mobility capacities in relation to existing and expected mobility demand, emissions of GHGs, noise and air pollutants, their specific infrastructure-requirements;
- Financing analysis and development of financial mechanism;
- Impact assessment.

4.6.3. Deliverables of Phase 4

Specific results

- **An Observatory of Urban Mobility Data & GHG Emissions** including an operational and exploitable MRV-GHG system (parameters, necessary data entered, responsibilities, resources) within [Country]'s national administration bodies in charge of mobility. Including:
 - Structure organization (governance, stakeholders involved, national services, etc.)
 - Roadmap to follow for analysis reporting (time intervals, type of presentation, etc.)
 - An operational and exploitable system - associated with a GIS when it is possible- which contains necessary data and parameters to analyse and their sources.
- **Steering structure** for the NUMP including formal description of roles and responsibilities

Reports

■ **Monitoring, evaluation and reporting plan**

A report specific to monitoring and reporting activities, should include:

- A current status with the definition of the scope, the result of the inventory for transport GHG emissions as carried out in **Phase 2** – as well as the result of the diagnostic on the current state of transport in the territory, a list of institutions involved in the collection, monitoring and reporting of data and their specific roles (data management system).
- A part on Vision and scenarios, including the results of the GHG emissions of both BAU and climate scenarios as carried out in **Phase 3** as well as the relevant tools and data reporting model, a list of impact and implementation indicators proposed for the NUMP, the proposed methodology for updating MobiliseYourCity Core Indicators, including estimation methodology and relevant tools and data reporting templates.

- A final Monitoring and Reporting Report to be delivered together with the final NUMP report, describing specific 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.
- **Report on Detailed Financial Design**, including following sections [select]:
 - Summary of performed activities
 - Budgetary and financing framework (including related topics)
 - Synthesis on desk research results
 - Information for financial institutions and donor organisations
 - International best practices on sustainable urban mobility financing
- **Report on the establishment of an investment support program**, including:
 - Report on the exploration of the establishment of transport mode-specific investment programme or funding
 - Report on the exploration of feasibility of and conditions for a financing a Law for sustainable urban mobility
 - Report on the exploration of establishment a national financing pipeline for priority project implementation
 - Report on the actions taken to support the national government in discussions with donors
 - Report on the actions taken to set-up sustainable urban mobility financing working group
 - Report on the actions taken to organise, moderate and follow-up stakeholder workshops and working group meetings
- **Report on Technical Studies**, including :
 - Summary of detailed technical studies
 - Detailed description of each measure including technical specifications, regulatory, engineering, financing, project managerial aspects
 - Implementation mechanism
 - Roadmap for implementation
 - List of responsibilities and coordinators (steering structure)
 - Monitoring and reporting Plan
 - Clarification note on key steps in the appraisal process and the advantages and limitations of different appraisal methods
 - Financial plan and a financing programme
 - Detailed Financial flow-chart

Workshops and working group meetings

- **Workshop on the steering structure** for NUMP implementation
- **Workshop and working group meetings** focused on international best practices regarding sustainable urban mobility financing
- **2-3 half-day donor workshops**

5. Organisation of the Services

5.1. Expert Resources Expected

Regional and technical experience in most relevant fields in MobiliseYourCity partner country are considered assets. Technical proposals should include CVs of the proposed experts. Any later change of expert profiles after project award may lead to cancellation of the assignment.

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

- **Sustainable urban transport and mobility expert as team leader (international expert or possibly long-term local expert resident in [country])**

Minimum requirements: Master's degree in economics, transport planning, transport engineering, urban planning, geography, business administration, public administration or similar; 15 years relevant job experience in sustainable urban transport planning as well as strategy development, policy advisory, sector reforms or similar; writing and speaking proficiency in [language] and English language).

- **National institutional/local government expert (resident in partner country)**

Minimum requirements: Master's degree in economics, law, political science or similar; 10 years relevant job experience in institutional development, decentralization, local finance, governance reform, or similar; writing and speaking proficiency in [language] and English language

- **National urban transport specialist (resident in partner country)**

Minimum requirements: Master's degree in economics, business administration, transport engineering, political science, geography or; 10 years relevant job experience in sustainable urban transport planning, policy advisory, sector reforms, public transport, or similar; writing and speaking proficiency in XXX and English language

- **National expert in transport technologies (resident in partner country)**

Minimum requirements: Master's degree in transport engineering or similar; 10 years relevant job experience in transport technologies, transport industry, innovation, intelligent transport, digital technologies, or similar; writing and speaking proficiency in [language] and English language

- **National expert in capacity building, training, education (resident in partner country)**

Minimum requirements: Master's degree in economics, law, political science or similar; 10 years relevant job experience in institutional development, decentralization, local finance, governance reform, or similar; writing and speaking proficiency in [language] and English language

- **Transport planning and institutional reform expert (international short-term expert or possibly long-term expert resident in [country])**

Minimum requirements: Master’s degree in transport planning, transport economics, business administration, or similar; 15 years relevant job experience in transport planning, urban mobility planning, institutional planning, regulatory reforms, policy advisory, or similar; writing and speaking proficiency in English language; proficiency in [Country] language an asset; at least 10 years of work experience in public administration; at least 5 years of work experience in a supervising role

■ **National institutional and regulatory expert / national partner consultant (permanent resident in partner country)**

Minimum requirements: Master’s degree in transport planning, transport economics, business administration, or similar; 10 years relevant job experience in transport planning, urban mobility planning, institutional planning, regulatory reforms, policy advisory, or similar; at least 5 years of work experience in public administration; writing and speaking proficiency in English language

■ **Transport economist / financing expert (international short-term expert or possibly long-term expert resident in [country])**

Minimum requirements: Master’s degree in (transport) economics, business administration, transport planning or similar; 15 years relevant job experience in financial planning, investment planning, urban transport/mobility planning, strategy development, policy advisory, master planning or similar; writing and speaking proficiency in English language; proficiency in COUNTRY language an asset; at least 10 years of work experience in public administration; at least 5 years of work experience in a supervising role

■ **National financing expert / national partner consultant (permanent resident in [country])**

Minimum requirements: Master’s degree in economics, business administration, transport planning or similar; 10 years relevant job experience in urban transport/mobility planning, investment planning, strategy development, policy advisory, master planning or similar; at least 5 years of work experience in public administration; writing and speaking proficiency in English language)

■ **Legal/policy/governance expert (international short-term expert)**

Minimum requirements: Master’s degree in law, economics, business administration, policy, or similar; 10 years relevant job experience in legal analysis, policy advisory, policy reforms or similar; writing and speaking proficiency in English language; proficiency in [Country] language an asset.

■ **National legal expert / national partner consultant (permanent resident in [country])**

Minimum requirements: Master’s degree in law, economics, business administration, policy, or similar; 5 years relevant job experience legal analysis, policy advisory, or similar; writing and speaking proficiency in English language)

5.2. Proposal Submission Details

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

Proposals must contain a tentative outline of interventions, field trips, workshops and major milestones foreseen for 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).

[To be adapted to local context and requirements]

Proposals shall contain:

- A reflection on the project and its objectives / Consultant's understanding of role.
- Comments to the Terms of Reference.
- Methodology for data gathering, surveys and focus groups.
- Methodology for implementation and staging of activities.
- Methodology for capacity development activities, including training details: number of 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

In his proposal, the consultant shall include all cost for international and national travels, accommodation, subsistence, and 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.

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
- Appendices

■ Language, electronic formats and settings

- All deliverables are generally to be provided in [English language] only. Furthermore, executive summaries of all written deliverables are to be provided in [English language] 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 [Country] and the responsible MobiliseYourCity sub-program manager. The Consultant shall in addition provide details (e.g. calculation sheets) of all calculations made for the NUMP, including calculations related to indicators (including GHG emission estimates) and financial calculations.
- 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.

■ Visibility of donors

All reports and documents produced under the assignment will mention [Agency] and EU support to the project, which will also be acknowledged by the consulting team at public communication, if any. The [Agency] representatives will be informed and invited to any public event related to the assignment.

■ The deliverables will only to be considered as complete when the following 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 power Point presentation (30 slides maximum) which should allow the local partners to rapidly take note of the content.

Submitted reports shall be provided for review to the [Country] government and the responsible [Agency] MobiliseYourCity sub-program manager. After the production of each draft report, the this manager will coordinate commenting process or acceptance with [Country] government, generally within 4 weeks after submission, 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 authorizing 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 government of [Country] on the needed revisions and the resubmission date. The new submission will then be reviewed again by [Agency] and [Government] experts to determine whether the deficiencies have been sufficiently addressed.

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 [Country].

The Consultant will identify which activities will be carried out in [Country] and the schedule for on-site presence by all the Study Team members.

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 NUMP is [350 000 to 500 000] €.

5.6. Payments Method

Invoicing shall be processed as follows:

- **Invoice 1:** [10%] of total budget (except lump sum for communication activities) upon final acceptance of the deliverables of **Phase 1**.
- **Invoice 2:** [30%] of total budget (except lump sum for communication activities) upon final acceptance of the deliverables of **Phase 2**.
- **Invoice 3:** [30%] of total budget (except lump sum for communication activities) upon final acceptance of the deliverables of **Phase 3**.
- **Invoice 4:** [20%] of total budget (except lump sum for communication activities) upon final acceptance of the deliverables of **Phase 4**.
- **Invoice 5:** [10%] of total budget (except lump sum for communication activities) upon final [adoption] [acceptance] of the **Final NUMP** [Report] [document].

Deliverables of the Cross-cutting mission (Participatory process) have to be included in the above-mentioned deliverable for each component and in the final NUMP [Report] [document] as per requirements described in Cross-cutting mission deliverables paragraphs.

Reimbursement of expenses related to communication activities may be requested by the Consultant against submission of corresponding invoices actually paid by the Consultant to third parties. The reimbursement request shall be included in one of the 5 Consultant invoices listed above.

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 submission date (in months after the beginning of the services)].

5.7. 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 [Country] and the responsible **MobiliseYourCity** sub-program manager. All deliverables are to be submitted to the responsible **MobiliseYourCity** and the 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:

5.8. 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, data, and reports shall be considered as confidential and shall not be used for any purpose not related to the study.

5.9. Duties of the Beneficiary

■ Studies, documents and data

[Country] 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. [Country] 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

[Country] 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

[Country] 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 local authorities if needed. Payments for any related costs will be the responsibility of the Consultant.

6. Appendix

6.1. Background information

It is recommended to give as much information as possible in this Appendix of the terms of reference on the existing urban mobility situation in the country (relevant to the purpose of the study) in order to facilitate the consultant's understanding (10-15 pages)

6.2. MobiliseDays

Consultant's (minimum) task related to MobiliseDays:

■ Propose outstanding participatory actions to kick-start the NUMP development process

The consultant will propose and organise a panel of flagship actions from the starting of NUMP 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).

■ Accompany [Country] in the organization and implementation of these MobiliseDays

In close collaboration with the NUMP Steering Committee, the Consultant will lead the implementation of MobiliseDays actions, after receiving validation from the [Country].

■ Ensure communication and promotion around MobiliseDays and other actions executed

In close collaboration with the NUMP Steering Committee, the Consultant will ensure the valorisation of the actions carried out in the local and national media.

■ Presenting MobiliseYourCity Partnership

- Give an overview of the MobiliseYourCity Partnership: methodology, "service line" (3 pillars: SUMP / NUMP / capacity building)
- Clearly communicate the key objectives of MobiliseYourCity, triggering support to the country – all of them mandatory phases, i.e.:
 - "12 Messages of MobiliseYourCity"
 - Actual sector strengthening and transformation towards sustainable urban mobility;
 - Ownership of responsible governments (national/local) for sector transformation;
 - Institutional analysis and further studies (if required)
 - Development and enabling of human capacities;
 - GHG emission reduction target setting, monitoring, reporting and verification (MRV-GHG system);
 - Integrated, cross-ministerial and participatory planning including active involvement of civil society and private sector stakeholders;
 - Road mapping of infrastructure projects including budgeting & finance (and financial assistance, if required).

■ Discussing understanding and expectations for the entire NUMP program:

- On the designation of focal points and the composition of Committee[s] involving representatives of other relevant ministries (inter-ministerial planning approach);

- Own contributions (in-kind or own study budgets);
- On the NUMP main features:
 - Management and implementation structure;
 - Participatory planning approach, including civil society and the private sector;
 - Budget & finance planning activities and related project implementation scheduling;
 - Study processes;
 - Formulation of clear urban mobility policy targets including quantification of GHG-emissions and intended emission reductions, based on the MobiliseYourCity methodology;
 - Formulation of the action plan, indicators and monitoring & reporting system.

■ Raising awareness of stakeholders regarding urban mobility challenges and priorities

- Create a common consciousness of the challenges to be tackled at the national and local levels;
- Motivate officials and demonstrate high-level political support;
- Develop a cross-ministerial mutual understanding of needs;
- Develop a dialogue between local and national levels.

■ Preparing, present and validate a first-level diagnostic (“pre-diagnostic”) of national urban mobility

- Collect key facts and data related to urban mobility (both at national as well as selected potential pilot cities / local level, where applicable);
- Give an overview of the partner country’s specific context;
- Firstly identify main obstacles, challenges and opportunities that national and local authorities are facing to improving mobility and accessibility;
- Getting feedback (positive and negative) from stakeholders of their experience regarding sustainable urban planning in the country.

■ Identifying main areas of work to be considered

- Based on the pre-diagnostic: create a consensus among stakeholders on priorities related to urban mobility planning and main objectives to be achieved through technical assistance,
- Calibrate the financial and technical implication of the institutional stakeholders in the steering of the process.

■ [Add any other task specific to the local context – cf. example of Mobilise Days activities below]

6.3. Technical Capacities Assessment

Example list of elements to evaluate existing technical capacities in the country:

■ Methodological references

- Guidance;
- Recommendations;
- Compendia of good practices.

■ Tools and methods

- Survey and collection methods to ensure the reliability and comparability of data collected;
 - Databases and urban mobility observatories;
 - Digital models for urban development and for traffic models, allowing testing different evolution scenarios for the urban mobility system;
 - Digital models for electricity distribution
 - Monitoring and evaluation systems and tools, enabling local authorities to assess the degree of achievement of their objectives;
 - Availability of methodologies and guidebooks of good practices for all important aspects of urban mobility.
- **Education level (target group to be determined) in sustainable urban mobility (passengers and goods) and energy**
 - **Staff resources at local mobility departments (in numbers) and main competences and skills**
 - **Training programs**
 - Initial training for technical staff responsible for the implementation of sustainable urban mobility policies;
 - Continuing training for public and private urban mobility stakeholders to update their knowledge and practices;
 - **State-to-State or City-to-City cooperation programs, to benefit from each other's experience**
 - Specific training for capacity-building to accompany the evolution of targeted actors (e.g. transport operators)
 - **Research programs and centers**
 - **Awareness-raising campaigns on the major challenges of sustainable development and the promotion of more environmentally friendly mobility behavior among public and private actors involved, among the population**
 - **Existence of resource center(s) and / or expertise on urban mobility, with the possible following missions**
 - Developing methods and recommendations, collect and disseminate good practices
 - Implementing or support training programs for urban transport specialists and decision-makers
 - Providing access to information and databases
 - Providing specific expertise missions
 - Participating in transportation research programs and disseminate the results of these programs
 - **Existence of expert networks and analysis of spirit and habit of exchanging knowledge and experiences**
 - **Existence and capability of local consulting firms**

6.4. 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 NUMP area. 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 (PM_{2.5}) level

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 rehabilitated

Standard investment indicator no. 2: km of cycleway built or significantly rehabilitated

Standard investment indicator no. 3: km of mass rapid transit system built or significantly rehabilitated

Standard investment indicator no. 4: nb of parking plots transferred under an active parking policy (including plots for which parking policy has evolved from free to charged parking)

The Consultant is requested to confirm with **MobiliseYourCity** Secretariat indicators to be taken into account in the NUMP at the beginning of the assignment. More information at:

- Core indicators publication: <http://mobiliseyourcity.net/resources/ghg-monitoring-and-transport-indicators/>
- Approach for MRV-GHG emissions: <https://mobiliseyourcity.net/knowledge-products>

6.5. 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
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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		

6.6. Proposal submission details

[Add details here]

6.7. MobiliseYourCity GHG Emissions Calculator & User guide

Emissions Calculator: <https://mobiliseyourcity.net/mobiliseyourcity-emissions-calculator>

User's Manual: <https://mobiliseyourcity.net/user-manual-mobiliseyourcity-emissions-calculator>

6.8. List of data requirements for MYC indicators

This chapter aims at giving an overview of the methodology to calculate MYC core compulsory indicators to the consultant. It is recommended to read *MobiliseYourCity Core Indicators and Monitoring Framework* for more details.

■ Indicator 1: Transport Related GHG Emissions:

This indicator should be calculated as follow: Yearly GHG emission reductions (in MtCO₂e) of a 'SUMP/NUMP scenario' against a 'without SUMP/NUMP scenario' (baseline).

The data required to calculate the GHG emissions inventory (or base year), Business-as-usual scenario (BAU) and the SUMP/NUMP Scenario in the MYC emissions calculator are listed in the tables below. Compulsory input data are specified in Table 1 and optional input data in Table 2. More details on methodological issues and sources are given in *MobiliseYourCity Monitoring and Reporting Approach for GHG Emissions*.

Table 1 List of compulsory data for the inventory and the BAU Scenario

Category/Parameter	Data required for	Unit	Sensitivity for results	Source/collection methods
Total annual vehicle kilometres travelled per vehicle category *1	Inventory	Mio km	+++	Traffic model or Counts, by section
Vehicle stock (total number of vehicles) per vehicle category *2	Inventory	Nb. Of vehicles	+++	National or regional data (owners registered)
Average annual mileage per vehicle category *2	Inventory	Km/veh/year	+++	National or regional data (owners registered)
Annual mileage growth rate per vehicle category *1	BAU	Annual %	+++	Traffic model or Counts, by section
Average mileage share by fuel type and vehicle category	Inventory, BAU	%	++	Combination of national or regional data (
Average occupancy/load per vehicle category	Inventory	Person or ton/vehicle	++	Trip surveys
Average trip length per vehicle category	Inventory	Km/trip	++	Trip surveys or origin-destination surveys
Average energy consumption per vehicle category and energy type	Inventory	L/100 km (kg for natural gas and kWh for e-cars)	+++	National (or regional data) by Environment agency/ministry
Specific emission factor of electricity production for road	Inventory and BAU	gCO2/kWh	++	National (or regional data) by Environment agency/ministry
Specific emission factor of electricity production for rail	Inventory and BAU	gCO2/kWh	++	National (or regional data) by Environment agency/ministry
Specific emission factor of electricity production in future years	BAU	gCO2/kWh	++	National (or regional data) by Environment agency/ministry

Legend: + low; ++ medium; +++ high impact; intense orange: national or regional data; orange light: national data; red: city data

*1 users have to choose between the first method called the mileage (or vehicle kilometre) approach used when a transport planning tool or traffic counts are available or *2 the second method called fleet approach based on number of vehicles to calculate the mileage within the scope.

Table 2 List of optional data and scope of input parameters

Category/Parameter	Data required for	Unit	Sensitivity for results	Source/collection methods
Population - Number of inhabitants	Inventory, BAU	Nb of Inhab.	+	National (or regional data)
Population growth rate	Inventory, BAU	Annual %	+	National (or regional data)
Gross domestic product (GDP) or Gross market product	Inventory	USD Billion	+	National (or regional data)
GDP growth rate or Gross market product (GMP) for cities	BAU	Annual %	+	National (or regional data)
Annual change in average energy consumption of vehicles in future years	BAU	Annual %	+++	National (or regional data) by Environment agency/ministry
Fuel specific GHG-emission values	Inventory	kg/TJ	+	National (or regional data) or IPCC defaults
Fuel specific GHG-emission values in future years	BAU	kg/TJ	+	National (or regional data) or IPCC defaults
Fuel consumption for road and rail sectors per fuel type in the energy balance	Inventory	1000 Toe	+	Energy balance (country)

Legend: + low; ++ medium; +++ high impact; intense orange: national or regional data; orange light: national data; red: city data

Once the inventory and the BAU scenario finalised, the GHG emission reduction can be calculated by developing the Climate scenario in the MYC emission calculator. All data are compulsory as long as the climate scenario changes the parameter in comparison to the BAU scenario (ex: if no change has been made concerning fuel efficiency, the input is not required).

Table 3. List of data and scope of input parameters for the Climate scenario (NUMP/SUMP)

Category/Parameter	Data required for	Unit	Sensitivity for results	Source/collection methods
Total annual vehicle kilometres travelled per vehicle category *1	Passenger and freight climate scenario	Mio km	+++	Traffic model
Total annual person-kilometres transported per vehicle category *1	Passenger climate scenario	Mio pkm	+++	Traffic model
Total annual ton kilometres transported per vehicle category *1	Freight climate scenario	Mio tkm	+++	Traffic model
Avoided motorized mileage by vehicle type *2	Passenger and freight climate scenario	% of the yearly mileage	+++	Result of the step by step approach
Additional mileage per sustainable transport modes *2**	Passenger climate scenario	Mio km	+++	Result of the step by step approach
Additional mileage per vehicle category *2	Freight climate scenario	Mio km	+++	Result of the step by step approach
Average occupancy rate of sustainable transport modes **	Passenger climate scenario	Passenger/vehicle	++	Traffic model or step by step approach results combined with projection of load rate
Average load per vehicle	Freight climate scenario	Tons/vehicle	++	Traffic model or step by step approach results combined with projection of load rate
Origin mode of transportation of the new public transport passengers	Passenger climate scenario	% of trips	+++	Traffic model or step by step approach results
Origin mode of the shifted tkm	Freight climate scenario	% of the tkm	+++	Traffic model or step by step approach results
Mileage share by fuel %	Passenger and freight climate scenario	%	+++	Traffic model or step by step approach results combined with projection fuel share
Average energy consumption per vehicle category and energy type	Passenger and freight climate scenario	L/100 km (kg for natural gas and kWh for e-cars)	+++	Projection of national/regional data

Legend: + low; ++ medium; +++ high impact; intense orange: national or regional data; orange light: national data; red: city data; ** sustainable transport modes for passenger transport are: non-motorized transport, minibus, bus, bus rapid transit, long distance train, urban train and metro;

The user has to choose between *1 the first method where the results of the mileage is directly given in km and pkm (as taken from a transport planning tool) or *2 the second method relies on a step by step approach to give the results of the avoid and shift packages of measures

■ Indicator 2: Access to public transport

This indicator should be calculated as follow:

$$\% \text{ with Access to PT} = 100 * \left(\frac{\sum \text{Population within 500 m buffer circles}}{\text{Total population in the covered area}} \right)$$

Category/Parameter	Data required for	Unit	Source/collection methods
Inventory of public transport stops	Population within 500 m buffer circles	Number of stops	Public transport authority; open-streetmap, transitfeed website
Population within 500 m buffer circles	Indicator 2	Number of inhabitants	local census or a population registry at neighbourhood level/ spatial data (GIS) using the Buffer Wizard
Total population in the territory	Indicator 2	Number of inhabitants	local census or a population registry at neighbourhood level/ average population density figures

■ Indicator 3: Road Safety - fatality rate

This indicator should be calculated as follow: Traffic fatalities by all transport accidents (road, rail, etc.) in the urban area covered by the SUMP, per 100.000 inhabitants, per year

Category/Parameter	Data required for	Unit	Source/collection methods
Number of road and rail fatalities in the territory	Indicator 3	Number of fatalities (potentially by mode of transport)	police and hospital statistics
Total population in the territory	Indicator 3	Number of inhabitants	local census or a population registry at neighbourhood level/ average population density figures

■ Indicator 4: Air pollution (optional)

This indicator is optional if no previous assessment as been made at the national level. If several cities are carrying out SUMP in the country, the mean annual urban air pollution of these cities may be reported in the NUMP.

■ Indicator 5: Modal Share of Non-Motorized and Public Transport

This indicator should be calculated as follow:

$$\text{Modal share of NMT and PT} = 100 * \left(\frac{\sum \text{trips NMT} + \sum \text{trips PT}}{\text{Total trips}} \right)$$

The definitions of trip, public transport and NMT are provided in detail in **MobiliseYourCity Core Indicators and Monitoring Framework**. If only pkm are available (as given in the MYC emissions calculator) a methodology to switch to modal split expressed in trips is given in the same publication.

■ Indicator 6: Affordability of Public Transport

This indicator should be calculated as follow:

$$PT \text{ affordability index} = 100 * \left(\frac{440 \times \text{average fare}}{\text{Average income of the 2nd quintile}} \right)$$

Fare affordability is measured as the proportion, or percentage, of disposable household income spent on public transport for the second quintile household group - referring to the income group just above the bottom 20 per cent who take public transport.

Category/Parameter	Data required for	Unit	Source/collection methods
Average fare of a trip	Indicator 6	Local money unit	Transport operators, public transport survey
Average yearly income of the second quintile	Indicator 6	Local money unit	Populations census and official statistics

■ Investment indicators

Table 4 Reporting on Investment Indicators

Indicator	Base Year (existing infrastructure)	Target Year (existing + new infrastructure)	Change between base and target year (new infrastructure)
KM of sidewalks planned to be built or to be substantially advanced in quality through the SUMP/NUMP			
KM of cycle lanes planned to be built or to be substantially advanced in quality through the SUMP/NUMP			
KM of mass rapid transit planned to be built or to be substantially advanced in quality through the SUMP/NUMP			
Number of city centre parking spaces (for individual cars), which are newly subjected to active parking management through the SUMP/NUMP (i.e. payment required in the future for parking, which was previously free of cost).			

■ Collection methods specifications

Collection methods	Scale	Main data obtained	Some strenght	Some weaknesses
Household survey	<ul style="list-style-type: none"> - National (country) - Regional (region) - Local (city) 	<ul style="list-style-type: none"> - Socio economic data - Mobility behavior - Household equipment - Household habits - Numbers of trips - Starting point of trip - Ending point of trip - Reason of trip - trip decomposition - trip duration 	<ul style="list-style-type: none"> - Details of data - Possible comparison - Different scales possible - National data possible 	<ul style="list-style-type: none"> - Cost of the survey - Implementation difficulty - Implementation delay - Analysis delay - Large sample needed - Answers veracity
Origin-destination survey	<ul style="list-style-type: none"> - Regional (region) - Local (city, area) 	<ul style="list-style-type: none"> - Starting point of trip - Ending point of trip - Reason of trip - Occupancy rate - Type of vehicles - Saring hour of trip 	<ul style="list-style-type: none"> - Flexibility of perimeter - Large choice of questions 	<ul style="list-style-type: none"> - Survey contruction (zones) - Implementation on site (stop vehicles) - Large sample needed
Traffic counts	Local (street, intersections)	<ul style="list-style-type: none"> - Traffic data - Vehicles type - Vehicles speed 	<ul style="list-style-type: none"> - Implementation - Cost - Delay 	<ul style="list-style-type: none"> - Data limited - Counting errors
Public transport survey	<ul style="list-style-type: none"> - National (country) - Regional (region) - Local (line, station) 	<ul style="list-style-type: none"> - Starting point of trip - Ending point of trip - Reason of trip - Fare of trip - Attendance 	<ul style="list-style-type: none"> - Large choice of questions - Details of data 	<ul style="list-style-type: none"> - Survey contruction (zones) - Implementation on site - Large sample needed