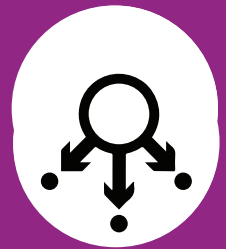


# IM-P01

## CAPACITY DEVELOPMENT STRATEGY TERMS OF REFERENCE



Template to outsource capacity building and training  
exercises for spreading awareness about TOD

*Type: TOR Template*



## BACKGROUND

The Terms of Reference for Capacity Development for TOD should provide the following background material:

- A. Existing Institutional Structure:** The Background section should provide a snapshot of the existing institutional set-up for which the capacity development strategy is being formulated.
- B. City Profile:** The Background section should also provide information on the city for which the institutional structure exists. This includes details such as city population, economy, municipal jurisdictions, transit system and other municipal services.
- C. Bibliography of Reference Laws and Acts**
- D. List of Project Stakeholders**

## OBJECTIVE OF THE ASSIGNMENT

The objective of this assignment is to conduct a technical capacity gap and needs assessment of relevant organizations involved in transportation and land use planning and related subjects in the City. This assignment will lead to the preparation of a technical capacity development strategy and action plan for building technical capacities in the respective organizations with respect to TOD planning, road safety, and supplementary activities.

## SCOPE OF ACTIVITIES

The scope of activities for the Capacity Development Strategy Study primarily consists of the tasks described below. The proposer is encouraged to provide suggested refinements to the work plan and schedule based upon experience with similar economic and market studies, and in compliance with national and state policies, where applicable.

- 1. Project Initiation:** The selected Consultant will first and foremost review relevant background material provided by the client on the existing institutional framework in the city, before scheduling a kick-off meeting. At the meeting, the Consultant will present their understanding of the consultancy, as well as the proposed methodology and guiding framework. The preliminary identification of key stakeholders should be conducted at this meeting. Based on the discussion, the Consultant will produce an Inception Report, comprising of the proposed approach including specific method(s) and guiding principles; the final proposed work plan; and identification of issues crucial to the viability of the consultancy. The Inception Report must propose guiding values for technical capacity, for eg. Number of urban planners per 1000 population, against which technical capacity shall be assessed in Task 2.
  - **Deliverables:** Inception Report including proposed approach, methods and guiding principles, work plan and identified issues and limitations.
- 2. Technical Capacity Assessment:** The Consultant will review relevant past assessments undertaken in the City, if any, to gain insight on technical capacity trends in the city or organization. The Consultant will then, as per the proposed methodology, conduct surveys, meetings or workshops to summarize the current strengths and capacity gaps of organizations under consideration, with respect to institutional arrangement, leadership, knowledge and accountability. The assessment parameters will include number of staff, operational procedures related to their mandates, technical expertise against the departments' respective mandates, and measures of accountability. In particular, the Consultant must assess the familiarity and understanding of TOD, urban street design and concepts of road safety including safe system approach among the leaders and technical staff in the organization. The Consultant must also assess the channels of communication to determine multi-stakeholder coordination challenges, if any. The Consultant will develop a baseline assessment, against which the success of the capacity building strategy will be measured at the end of the project.
  - **Deliverables:** Technical Capacity Assessment Report including identification of capacity gaps and baseline assessment.

- 3. Technical Capacity Development Strategy and Action Plan:** Based on any technical capacity gaps identified in the final Technical Capacity Assessment Report, the Consultant will prepare specific and practical strategies and associated activities to address such gaps within the expected time-frame (i.e. in-country training delivered by a think-tank, formulating a TOD hand-holding unit led by a TOD expert, workshops to disseminate knowledge about safe systems approach and safe access to mass transit led by relevant road safety experts and urban designers, sending staff members to an international conference, hiring a private consulting firm to undertake project-specific planning, transfer of employees to a technical agency to obtain relevant skills on-the-job, a short course at a regional university, etc). The Consultant will be expected to study the feasibility of the strategies proposed with respect to cost and availability, before adding them to the Action Plan. The Consultant will prepare a Capacity Development Strategy and Action Plan Report including the conclusions of the capacity needs assessment and the proposed capacity development approach for each concerned government organization and department. Building on the baseline assessment, a monitoring framework should be identified with proposed indicators, timelines and targets.
- **Deliverables:** Capacity Development Strategy and Action Plan including proposed capacity development responses to existing gaps, and time-frame for implementation.

## DELIVERABLES

TASK	DELIVERABLE	TIMELINE
1	Inception Report	M + 2 weeks
2	Technical Capacity Assessment Report	M + 2 months
3	Capacity Development Strategy and Action Plan	M + 3 months

## QUALIFICATION OF CONSULTANTS

The Consultant Team must have experience in at least:

- A. One similar Capacity Development Study  
OR
- B. At least two studies or project reports which included at least two of the following components: Technical Capacity Assessment, Planning Framework formulation, TOD Planning, complete street design (including road safety aspects).

The Consultant Team must include the following key expertise:

	KEY EXPERTS	YEARS OF EXPERIENCE
1	Project Manager and Senior Capacity Building Expert	15 years
2	Human Resource Specialist	10 years
3	TOD Specialist	10 years
4	Road Safety Expert/ Complete Street Designer	8-10 years

**Disclaimer:** The Transit-Orientated Development Implementation Resources & Tools knowledge product is designed to provide a high-level framework for the implementation of TOD and offer direction to cities in addressing barriers at all stages. As the context in low and middle-income cities varies, the application of the knowledge product must be adapted to local needs and priorities, and customized on a case-by-case basis.





San Pedro Sula, Honduras