

Selection process #TT-T1099-P001

## **TERMS of REFERENCE**

### **Consultancy for regulations and policy recommendations**

Trinidad and Tobago

TT-T1099

*Improving Mobility in Trinidad and Tobago*

#### **1. Background and Justification**

- 1.1** The Republic of Trinidad and Tobago (T&T) is a two-island country in the Caribbean Sea located in the northern edge of the South American mainland, just 11 kilometers (km) from Venezuela, and 130km south of Grenada. Trinidad, the southern and larger island, has 4,828 square km of land, whilst the northern island, Tobago, which is comprised of 300 square km. Its population is just over 1.2 million inhabitants.
- 1.2** Trinidad and Tobago (T &T) is heavily dependent on roads for internal transportation on the islands, while ocean and air connects the twin island state. On the island of Trinidad administrative, financial, and commercial centers are located in Port of Spain (POS) the capital, requiring a large number of road trips into the city on a daily basis as citizens' travel from the housing areas in the suburbs and other towns/cities to access jobs, services, and shopping.
- 1.3** The road network in Trinidad and Tobago is extensive and well developed, connecting all regions of the country. In Trinidad, the road network comprises of 9,638 km of paved roads and 300 km of unpaved roads of which 2,024 km are classified as main roads, 5,590 km are classified as secondary roads and 2,324 km are classified as tertiary roads as well as 1,059 bridges. In Tobago there are 700km of main roads and a total of 1,600km of secondary and agricultural access roads. Regarding the condition of the roads, 30% are classified as in fair condition and 32% are classified as in poor or critical condition, as determined from a 2009 Road Condition Survey conducted by the Ministry of Works and Transport. This indicates some inefficiency in the sector given that road maintenance takes up to 13% of total capital expenditure.
- 1.4** The major road system in T&T is extensive and comparatively well developed, although much of the roads are narrow and follow difficult alignments. Connection among major centers consists mainly of a north-south highway and three main east-west corridors which become congested in peak hours due to overcapacity. These deficiencies in the major road system are particularly acute in the urban areas (250,000 vehicles entering POS daily in 2012) where inadequate parking facilities, pedestrian movements, vehicle loading and unloading, and intersection conflicts create challenges to free movement thus affecting overall mobility of the people and goods. In addition, increased economic prosperity and rising household incomes within recent years has herald a rapid rise in private ownership of vehicles which has grown from 518,831 in 2010 to 786,202 in 2021. Complement of these factors has been the steady decline in the patronage of public transport, decreasing by 26% between 1996 and 2005 since for many residents driving a private car is a more attractive option than using public transit. These phenomena have conspired to create inadequacies in the road transport system leading to widespread deficiencies in mobility costing users an

estimated of US\$267 - US\$345 million annually in lost time, reliability, and fuel. High rates of urbanization and motorization combined with inactivity on the policy, planning and investment side has resulted in high levels of congestion, pollution, and low level of mobility in LAC countries as is the case with T&T.

- 1.5** As previously stated, 30% of the roads in T&T have been classified as in fair condition and 32% have been classified as in poor or critical condition. The reasons for this low level of condition lie with the institutional arrangements for asset management and road maintenance which has been sporadic, inefficient, and costly (US\$5,152 / km annually compared to US\$2,000 / km annually in the region). The World Bank (WB) carried out a study covering ten years of roads funds (1995-2005) that concluded that success of legislative, institutional, and financial reform in the delivery of road maintenance in developing countries had only been moderate. The International Road Federation (IRF) reported greater success in Latin America, particularly in the smaller countries such as Honduras, where the "user pays" approach has been introduced and has been more upbeat with respect to the potential success of road funds and privatized road maintenance in the region. Nevertheless, the WB and IRF are of the same opinion that appropriate implementation of legislative, institutional, and financial reforms leads to improvements in the efficiency and quality of road maintenance and an overall reduction in the costs of managing a nation's road network.

## **2. Objectives:**

- 2.1** The overall objective of this consultancy is to conduct a comprehensive review of the public transport policy, legal framework and regulations governing public transportation, also considering the taxes act in Trinidad and Tobago. The outputs include a set of strategies, tools, public policies, and legislation proposals to address the following specific objectives.
- i. Creation of a Transit Agency for the public transportation, to improve planification, coordination, and quality of services among different modes existing in Trinidad and Tobago
  - ii. Reduce pollution and implement charging fee in downtown of Port of Spain
  - iii. Comprehensive parking solution and digital parking charge in downtown of Port of Spain
  - iv. Incorporation of HOV Lanes in north-south and east-west corridors
  - v. Implementation of Tolling System in the same corridors above indicated
  - vi. Identify the maximum amount that could be increased the land real estate tax
  - vii. Identification of additional levies and/or other taxes to increase revenue for the Public Transportation System

## **3. Scope of Services:**

- 3.1** This Terms of Reference will be used to select and hire a Consultant for developing a Public Transportation Policy and Legal Review and Update for Trinidad and Tobago and to define additional revenues source for road maintenance program. The scope of the services includes but is not limited to:
- i. Shaping of the policy and legal framework to create a Transit Agency to control the whole public transportation system, including water-taxis, maxi-taxis, taxis, Public Transportation Service Corporation (PTSC) and other public means
  - ii. Shaping a legal framework to let the implementation of a congestion fee, parking solution, and charging on-street in Port-of-Spain downtown, during Monday to Friday from 6:00 am to 5:00 pm

- iii. Shaping a legal framework to include HOV lanes and Tolling system in the highways of Trinidad and Tobago
- iv. Proposal of land real estate tax, levies and other taxes in service or products related to transport to cover road maintenance budget

#### **4. Key Activities**

**4.1** The Consultant shall perform the following tasks as part of achieving the objectives of the contract, without detriment to those other tasks that in his/her judgment and experience are considered relevant to achieving those objectives.

##### **4.1.1 Review of existing information**

- i. Identify stakeholders within Ministries, local governmental and other governmental organizations that are active in the public transportation policy, legislation, regulation, and enforcement
- ii. Conduct meetings with key personnel of the identified stakeholder organizations to understand the current position of policy, legislation, and organization with respect to public transportation in Trinidad & Tobago
- iii. Collect all existing information on legislation, regulation, diagnostics, data, and reports for their respective analysis and better understanding of the characteristics of the sector
- iv. Check over tax act to see potential gap on products/services related to Transport and real estate

##### **4.1.2 Gap analysis and Benchmarking with other countries**

- i. Identify countries in the region that: (i) overview the planification, management, operation, and maintenance of the public transportation; (ii) have implemented a congestion fee -in this case it can be considered also developed countries; (iii) charge parking on-street; (iv) use HOV lanes; (v) have implemented a Toll system under non-stop scheme; and (vi) use specific taxes to finance the public transportation system
- ii. Prepare a gap analysis matrix, considering the different components and different schemes in the countries identified above vis-à-vis Trinidad and Tobago
- iii. Make a recommendation to be considered for each of the components

##### **4.1.3 Public legislation to incorporate Transit Authority, congestion fee, on-street parking charging, HOV lanes and tolling system in highways.**

- i. Evaluate the legal framework, policies and instruments related to public transport
- ii. Identify the legal gaps and requirements for assuring an institution to cover the whole public transportation system
- iii. Propose institutional organization arrangements and measures to complete the legal Framework.

## 5. Project schedule, deliverables, and milestones

- 5.1** The Consultant shall consider the following products to be developed in the mentioned timeframe (estimated contract start date in September 2021):

Products	Timeframe <sup>1</sup>
Product 1: Analysis of existing information	4 months
Product 2: Gap analysis and Benchmarking with other countries	5 months
Product 3: Report of legal framework adjustment to incorporate Transit Authority, congestion fee, on-street parking charging, HOV lanes and tolling system in highways.	9 months

## 6. Qualification Requirements

- 6.1** The consultancy will require the service of a team of experts with skills and experience in urban/public transport policy analysis and development, urban planning/project preparation, public administration, and tolling system. The Consultant needs to comply, at least, with the following key technical personnel.

- 6.1.1. A project manager:** The Project Manager shall have specific experience in working with public transport policy and legislation in developing countries. Master's degree in Economics, Urban Transport, Civil Engineering, City Planning, or related fields with a related professional experience of at least 10 years and specific experience assessing development countries at least five years.
- 6.1.2. A specialist in public transport:** University degree in Economy, Transport, Civil Engineering, or related disciplines with at least Master's degree in assessment, planning of public transport systems, involvement of private sector and with at least 10 years of practice experience and must have served in similar capacity in at least 2 assignments of similar nature. Comprehensive mastery of public transport system, planning techniques and tools generally used in this discipline are also required.
- 6.1.3. An ITS expert:** University degree in Engineering with at least 5 years of professional experience. Experience in design and deploy of tolling system and ITS solution in highways with at least one completed assignment of a similar nature.

---

<sup>1</sup> Time counting since signature of the contract

## 7. Schedule of Payments

7.1 Payment terms will be based on project milestones or deliverables.

7.2 The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
1. Product 1	25%
2. Product 2	40%
3. Product 3	35%
<b>TOTAL</b>	100%

Selection process #TT-T1099-P002

## **TERMS of REFERENCE**

### **Consultancy for developing a Priority Vehicles Routes (PVR)**

Trinidad and Tobago

TT-T1099

*Improving Mobility in Trinidad and Tobago*

#### **1. Background and Justification**

- 1.1** The Republic of Trinidad and Tobago (T&T) is a two-island country in the Caribbean Sea located in the northern edge of the South American mainland, just 11 kilometers (km) from Venezuela, and 130km south of Grenada. Trinidad, the southern and larger island, has 4,828 square km of land, whilst the northern island, Tobago, which is comprised of 300 square km. Its population is just over 1.2 million inhabitants.
- 1.2** Trinidad and Tobago (T &T) is heavily dependent on roads for internal transportation on the islands, while ocean and air connects the twin island state. On the island of Trinidad administrative, financial, and commercial centers are located in Port of Spain (POS) the capital, requiring a large number of road trips into the city on a daily basis as citizens' travel from the housing areas in the suburbs and other towns/cities to access jobs, services and shopping.
- 1.3** The road network in Trinidad and Tobago is extensive and well developed, connecting all regions of the country. In Trinidad, the road network comprises of 9,638 km of paved roads and 300 km of unpaved roads of which 2,024 km are classified as main roads, 5,590 km are classified as secondary roads and 2,324 km are classified as tertiary roads as well as 1,059 bridges. In Tobago there are 700km of main roads and a total of 1,600km of secondary and agricultural access roads. Regarding the condition of the roads, 30% are classified as in fair condition and 32% are classified as in poor or critical condition, as determined from a 2009 Road Condition Survey conducted by the Ministry of Works and Transport. This indicates some inefficiency in the sector given that road maintenance takes up to 13% of total capital expenditure.
- 1.4** The major road system in T&T is extensive and comparatively well developed, although much of the roads are narrow and follow difficult alignments. Connection among major centers consists mainly of a north-south highway and three main east-west corridors which have become congested in peak hours due to overcapacity. These deficiencies in the major road system are particularly acute in the urban areas (vehicles entering POS daily was 250,000 in 2012) where inadequate parking facilities, pedestrian movements, vehicle loading and unloading, and intersection conflicts create challenges to free movement thus affecting overall mobility of the people and goods. In addition, increased economic prosperity and rising household incomes within recent years has herald a rapid rise in private ownership of vehicles which has grown from 518,831 in 2010 to 786,202 in 2021. Complement these factors has been steady decline in the patronage of public transport, decreasing by 26% between 1996 and 2005 since for many residents driving a private car is a more attractive option than using public transit. These phenomena have conspired to create inadequacies in the road transport system leading to widespread deficiencies in mobility costing users an estimated US\$267 - US\$345 million annually in lost time, reliability, and fuel. High rates of

urbanization and motorization combined with inactivity on the policy, planning and investment side has resulted in high levels of congestion, pollution, and low level of mobility in LAC countries as is the case with T&T.

- 1.5** The condition of the roads as determined from a 2009 Road Condition Survey conducted by the Ministry of Works and Transport, 30% of the roads were classified as in fair condition and 32% are classified as in poor or critical condition. The reasons for this low level of condition lie with the institutional arrangements for asset management and road maintenance which has been sporadic, inefficient, and costly (US\$5,152 / km annually compared to US\$2,000 / km annually in the region). The World Bank (WB) carried out a study covering ten years of roads funds (1995-2005) that concluded that success of legislative, institutional, and financial reform in the delivery of road maintenance in developing countries had only been moderate. The International Road Federation (IRF) reported greater success in Latin America particularly in the smaller countries, such as Honduras where the "user pays" approach has been introduced and were more upbeat with respect to the potential success of road funds and privatized road maintenance in the region. Nevertheless, the WB and IRF are of the same opinion that appropriate implementation of legislative, institutional, and financial reforms leads to improvements in the efficiency and quality of road maintenance and an overall reduction in the costs of managing a nation's road network.

## **2. Objectives**

- 2.1** The overall objectives of this consultancy are: (i) to make an assessment of the current situation of the Priority Bus Route (PBR) in Port of Spain and develop engineering studies to implement different devices, such as: OCR cameras, VMP, sensor on pavement, etc., to be integrated to the traffic Control Center in order to control that only authorized vehicles can access to the PBR, submit a penalty to those that don't have the proper authorization, and measure the speed of the public transportation in different tranches of the PBR to detect any particular inconvenient in the transit flow; (ii) to make an assessment in the North-South corridor (Sir Solomon Hochoy Highway and Uriah Butler Highway) and East-West corridor (Churchill Roosevelt Highway) in order to implement an HOV lane and two tolling lanes per carriageway under a non-stop payment system, providing the engineering studies and technical specifications that are required to proceed with the procurement process. The final output is to increase the public transportation speed.

## **3. Scope of Services**

- 3.1** This Terms of Reference will be used to select and hire a Consultant for developing engineering studies and technical specifications to implement technology in PBR to increase the public transportation speed, and to implement the HOV lanes and Tolling systems in the main corridors of Trinidad. The scope of the services includes but is not limited to:
- i. Improve the speed of the public transportation system on the Priority Bus Route in Trinidad
  - ii. Promoting technology to reduce number of private vehicles using the highways in Trinidad
  - iii. Promoting different technological means to increase revenue for public transportation system

## 4. Key Activities

**4.1** The Consultant shall perform the following tasks as part of achieving the objectives of the contract, without detriment to those other tasks that in his/her judgment and experience is considered relevant to achieving those objectives.

### 4.1.1. Review of existing infrastructure

- i. Identify operational and infrastructure inconveniences in the Priority Bus Route, that generate a reduction in the level of services of PTSC buses
- ii. Make a list of the critical points that generate bottleneck during the operation of public transportation
- iii. Check if it is possible to implement technology solution instead of infrastructure improvement in the interchanges where congestion is produced
- iv. Coordinate meetings with all key stakeholders to socialize the inconvenience and to be open to add others from the audience or a different point of view

### 4.1.2. Smart Technological Solutions

- i. Elaborate a proposal of the different technical devices and technologies that can be considered to implement the surveillance and enforcement over the PBR (i.e., OCR cameras, CCTV), information to the public about incidence (i.e., Variable Message Panel), accidents and/or travel time, and constant measure on the speed (i.e., sensor on pavement) of the traffic flow to be sent to the Traffic Control Center of the MOWT
- ii. Propose an HOV lanes scheme in the highways of Trinidad to increase number of people in the same private car
- iii. Design a Tolling System Payment in the highways and to propose a certain distance among them according to the entrance in the corridors. This system should consider a non-stop scheme and using a technology that reduces the need of civil works
- iv. Preparation of technical specifications, installations drawings (floor plans, cross sections, and longitudinal sections) and a descriptive report of the process

## 5. Project schedule, deliverables, and milestones

**5.1** The Consultant shall consider the following products to be developed in the mentioned timeframe (estimated contract start date in January 2022):

Products	Timeframe <sup>2</sup>
Product 1: Report of existing infrastructure	4 months
Product 2: Report of Smart Technological Solutions	12 months

<sup>2</sup> Time counting since signature of the contract



## 6. Qualification Requirements

**6.1** The consultancy will require the service of a team of experts with skills and experience in urban/public transport mobility, and tolling system. The Consultant needs to comply, at least, with the following key technical personnel:

**6.1.1. A project manager:** The Project Manager shall have specific experience in working in projects of urban mobility in developing countries. Master's degree in Economics, Urban Transport, Civil Engineering, City Planning, or related fields with a related professional experience of at least 5 years.

**6.1.2. An Electronic, Mechanical, Civil or Telecommunication Engineer:** University degree in Electronic, Telecommunication, Mechanical or Civil Engineering, with at least 5 years of practice experience in telecommunication and tolling system payment and must have served in similar capacity in at least 2 assignments of similar nature.

## 7. Schedule of Payments

**7.1** Payment terms will be based on project milestones or deliverables.

**7.2** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
1. Product 1	40%
2. Product 2	60%
<b>TOTAL</b>	100%

Selection process #TT-T1099-P003

## TERMS OF REFERENCE

### Consultancy for institutional strengthening

Trinidad and Tobago

TT-T1099

*Improving Mobility in Trinidad and Tobago*

#### 1. Background and Justification:

- 1.1 The Republic of Trinidad and Tobago (T&T) is a two-island country in the Caribbean Sea located in the northern edge of the South American mainland, just 11 kilometers (km) from Venezuela, and 130km south of Grenada. Trinidad, the southern and larger island, has 4,828 square km of land, whilst the northern island, Tobago, which is comprised of 300 square km. Its population is just over 1.2 million inhabitants.
- 1.2 Trinidad and Tobago (T &T) is heavily dependent on roads for internal transportation on the islands, while ocean and air connects the twin island state. On the island of Trinidad administrative, financial, and commercial centers are located in Port of Spain (POS) the capital, requiring a large number of road trips into the city on a daily basis as citizens' travel from the housing areas in the suburbs and other towns/cities to access jobs, services, and shopping.
- 1.3 The road network in Trinidad and Tobago is extensive and well developed, connecting all regions of the country. In Trinidad, the road network comprises of 9,638 km of paved roads and 300 km of unpaved roads of which 2,024 km are classified as main roads, 5,590 km are classified as secondary roads and 2,324 km are classified as tertiary roads as well as 1,059 bridges. In Tobago there are 700km of main roads and a total of 1,600km of secondary and agricultural access roads. In with regard to condition of the roads, 30% classified as in fair condition and 32% are classified as in poor or critical condition. This indicates some inefficiency in the sector given that it takes up to 13% of total capital expenditure.
- 1.4 The major road system in T&T is extensive and comparatively well developed, although much of the roads are narrow and follow difficult alignments. Connection among major centers consists mainly of a north-south highway and three main east-west corridors which have become congested in peak hours due to overcapacity. These deficiencies in the major road system are particularly acute in the urban areas (vehicles entering POS daily was 250,000 in 2012) where inadequate parking facilities, pedestrian movements, vehicle loading and unloading, and intersection conflicts create challenges to free movement thus affecting overall mobility of the people and goods. In addition, increased economic prosperity and rising household incomes within recent years has herald a rapid rise in private ownership of vehicles which has grown from 518,831 in 2010 to 786,202 in 2021. Complement these factors has been steady decline in the patronage of public transport, decreasing by 26% between 1996 and 2005 since for many residents driving a private car is a more attractive option than using public transit. These phenomena have conspired to create inadequacies in the road transport system leading to widespread deficiencies in mobility costing users an estimated US\$267 - US\$345 million annually in lost time, reliability, and fuel. High rates of

urbanization and motorization combined with inactivity on the policy, planning and investment side has resulted in high levels of congestion, pollution, and low level of mobility in LAC countries as is the case with T&T.

- 1.5** The condition of the roads as determined from a 2009 Road Condition Survey conducted by the Ministry of Works and Transport, 30% of the roads were classified as in fair condition and 32% are classified as in poor or critical condition. The reasons for this low level of condition lie with the institutional arrangements for asset management and road maintenance which has been sporadic, inefficient, and costly (US\$5,152 / km annually compared to US\$2,000 / km annually in the region). The World Bank (WB) carried out a study covering ten years of roads funds (1995-2005) that concluded that success of legislative, institutional, and financial reform in the delivery of road maintenance in developing countries had only been moderate. The International Road Federation (IRF) reported greater success in Latin America particularly in the smaller countries, such as Honduras where the "user pays" approach has been introduced and were more upbeat with respect to the potential success of road funds and privatized road maintenance in the region. Nevertheless, the WB and IRF are of the same opinion that appropriate implementation of legislative, institutional, and financial reforms leads to improvements in the efficiency and quality of road maintenance and an overall reduction in the costs of managing a nation's road network.

## **2. Objectives**

- 2.1** The objectives of this consultancy are: (i) to conduct a diagnostic over the organizational chart of the Public Transportation Service Corporation (PTSC), considering its vision and mission, key policies, manuals, and procedures; and (ii) to assess internationally Transit Authorities and its best practices. The outputs should be the following:
- i. Proposal of changes to be carried out in PTSC's organizational structure.
  - ii. Workshops to socialize and discuss the findings.
  - iii. A set of ad-hoc and periodical capacitation to train PTSC's personnel.
  - iv. An Organizational Structure and key responsibilities of the Transit Authority in Trinidad and Tobago.
  - v. An Implementation plan to put in place the new structure of PTSC and the Transit Authority, including risks and their mitigation plan.

## **3. Scope of Works**

- 3.1** This Terms of Reference will be used to select and hire a Consultant for developing an Institutional Strengthening in PTSC and to define the structure, policies and procedures of a Transit Authority that will cover the management of the whole public transportation system. The scope of the services includes but is not limited to:
- i. Identify the changes that are requiring in the PTSC organization system to improve an institution to be focus on key factors that are required in the transport system such as: reliability, convenience, comfort, safety, time, and price. All in an environment of effectiveness and efficiency
  - ii. Shaping an Organizational Chart that comply with the principles abovementioned, included policies, program, job profiles, processes, procedures, and a training program to prepare the current staff to match the new organizational chart and functions
  - iii. Identify the functions and roles that need to be addressed by the Transit Authority considering, among other activities, the best practices of countries that have this

- approach and after that, design an Organizational Chart that includes those practices but adapted to Trinidad and Tobago idiosyncrasy
- iv. Develop an implementation plan, considering mitigation action to address the risks that would appear during the process

#### **4. Key activities**

- 4.1** The Consultant shall perform the following tasks as part of achieving the objectives of the contract, without detriment to those other tasks that in his/her judgment and experience are considered relevant to achieving those objectives.

##### **4.1.1. Review of existing information**

- i. Conduct meetings with key personnel of the Public Transportation Service Corporation (PTSC) to understand the current role of all key positions, factual activities vis-à-vis indicated in procedures, and added value that these roles generate to the organization
- ii. Check over if there is any overlap among the different positions in PTSC
- iii. Elaborate focus groups with users of the public transportation to understand priority of the key factors that are wished about PTSC's performance
- iv. Search all information related to audit that have been made by General Auditor to evaluate PTSC's given service
- v. Collect all information related to responsibilities and performances of Transit Authority in other countries, to be considered as best practices in the new organization in Trinidad and Tobago

##### **4.1.2. Proposal of PTSC Organizational Chart**

- i. Indicate the vision and mission that should be considered in PTSC, according to what is established by the Ministry of Works and Transport
- ii. Prepare a SWOT analysis and do a list of the weaknesses and strength of PTSC
- iii. Elaborate a gap analysis regarding to current organization
- iv. Propose an Organizational Chart of the PTSC, indicating roles for each unit

##### **4.1.3. Dissemination of first results**

- i. Preparation of workshops to different levels of the organization to indicate the findings in the assessment of PTSC
- ii. Make proper adjustments in the Organizational Chart if there is any feedback that require to be considered to provide a better service to the users and /or better performance of the organization

##### **4.1.4. Final version of PTSC Organizational Chart and capacitation plan to personnel**

- i. Development of the final version of PTSC's organizational chart that tackle all issues detected in the process
- ii. Development of the capacitation plan to train PTSC's personnel

- iii. Identify those roles that might not be covered with training of the current staff and prepare a job profile

#### **4.1.5. Transit Authority Organizational Chart**

- i. Process the information that were obtained in the previous stages and considered the attributes that are expected for the Transit Authority
- ii. Consider the legal frameworks, policies and instrument related to the Transit authority
- iii. Hold meetings with Ministry of Works and Transport, PTSC, IDB, and other key stakeholders to present designs of the new transit authority and to be open to the feedbacks that can be raised
- iv. Present final design of the Authority Organizational Chart, including procedures and capacitation plan.

### **5. Project Schedule, deliverables, and milestone:**

**5.1** The Consultant shall consider the following products to be developed in the mentioned timeframe (estimated contract start date in November 2021):

<b>Products</b>	<b>Timeframe<sup>3</sup></b>
Product 1: Analysis of existing information	3 months
Product 2: Proposal of PTSC Organizational Chart	4 months
Product 3: Final Report of PTSC Organizational Chart and capacitation plan (including a Change Management Strategy).	4 months
Product 4. Final Report of Transport Authority Organizational Chart, operation and administrative procedures, and capacitation plan (including a Change Management Strategy).	4 months

### **6. Qualification requirements:**

**6.1** The consultancy will require the service of a team of experts with skills and experience in urban/public transport mobility, and tolling system. The Consultant needs to comply, at least, with the following key technical personnel:

<sup>3</sup> Time counting since signature of the contract

**6.1.3. Technical Expertise:** A specialist in public transport: University degree in Economics, Transport, Civil Engineering, or related disciplines with a master's degree in assessment, or planning of public transport systems, with at least 10 years of practice experience and must have served in similar capacity in at least 2 assignments of similar nature. Comprehensive mastery of public transport system, planning techniques and tools generally used in this discipline are required.

## 7. Schedule of Payments

**7.1** Payment terms will be based on project milestones or deliverables.

**7.2** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
1. Product 1	20%
2. Product 2	30%
3. Product 3	25%
4. Product 4	25%
<b>TOTAL</b>	100%