

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES

Selection # as assigned by e-Tool: RG-T3397-P003

Selection Method: Simplified competitive

Country: Trinidad and Tobago

Sector: Housing and Urban Development

Funding – TC #: RG-T3397

Project #: ATN/OC-173131-RG

TC name: Support to the Cities LAB Activities to Promote Urban Experimentation and Civic Innovation in LAC Cities

Description of Services: Consultancy in the Design, Testing, and Evaluation of an Urban Mobility Solution for Port of Spain

Link to TC document: <https://www.iadb.org/en/project/RG-T3397>

The Inter-American Development Bank (IDB) is executing the above mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest. Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (<http://beo-procurement.iadb.org/home>) by: *27 June 2019* 5:00 P.M. (Washington D.C. Time).

The consulting services (“the Services”) include [Design, Testing, and Evaluation of an Urban Mobility Solution for Port of Spain in the second semester of 2019](#)

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work](#) - GN-2765-1. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described below in the [draft summary](#) of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: [Robin Rajack robinr@IADB.ORG](mailto:Robin.Rajack@IADB.ORG)

Inter-American Development Bank

Division: [Housing and Urban Development](#)

Attn: [Robin Rajack](#)

TERMS OF REFERENCE

Consultancy in the Design, Testing, and Evaluation of an Urban Mobility Solution for Port of Spain

Trinidad and Tobago

ATN/OC-17313-RG

RG-T3397

<https://www.iadb.org/en/project/RG-T3397>

Support to the Cities LAB Activities to Promote Urban Experimentation and Civic Innovation in LAC Cities

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social, and institutional development in Latin America and the Caribbean (LAC). It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.
- 1.2. The complex urbanization processes in LAC increasingly require platforms capable of promoting the transfer of knowledge and the development of collaborative interventions and management tools between the sectors and the different disciplines involved with cities and urban issues. Considering that most of the cities in the region have low institutional capacity, experiences that can strengthen the institutions involved in urban management, improve productivity, and innovate public management are valuable. The cities of the region also face great challenges due to the inadequate planning and the radical recent changes in our environment. But, there are also possibilities opening within the fields of emerging technologies and innovative business models. To be able to transmit this dynamic knowledge and these innovative experiences and respond to a growing demand from the Bank's client cities in the region, the Housing and Urban Development Division of the Climate Change and Sustainable Development Sector established the Cities LAB in 2017 to develop, disseminate, collaborate on, and experiment with, innovative models and practices of urban development and urban management with the cities of the region.
- 1.3. Port of Spain is the capital of the Republic of Trinidad and Tobago (T&T), a two-island country in the Caribbean Sea located in the northern edge of the South American mainland, just 11 kilometers (km) from Venezuela. Trinidad, the southern and larger island, has 4,828 square km of land, whilst the northern island, Tobago, is comprised of 300 square km. The country's population is close to 1.4 million inhabitants. Trinidad is heavily dependent on roads for internal transportation on the islands. Since Port of Spain is the administrative, financial and commercial center, a large number of road trips into the city on a daily basis are required as citizens' travel from the housing areas in the suburbs and other towns/cities to access jobs, services and shopping.
- 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 routes which have become congested in peak hours due to overcapacity since 2005. These deficiencies in the major road system are particularly acute in the urban areas (vehicles entering POS daily was 260,000 in 2007) 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.
- 1.5. 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 at the present time. Also contributing to congestion is the growth in employment (unemployment declined from 5.9 in 2010

to 3.7 in 2013) and associated movement of goods (goods and service expenditure increased by 38% between 2008 and 2019). Further aggravating the situation has been the steady decline in the patronage of public transport, decreasing from 50% to 32% between 1996 and 2008. 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. There is a gap in information between the mid-2000s and present; however, the existing data does support the identification of the problems.

- 1.6. 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. Comprehensive and integrated public transport systems are needed to reduce congestion by shifting trips away from the private car to mass transit and other less polluting modes such as bicycles and foot which also have a significant potential to improve air quality and reduce congestion times.
- 1.7. Furthermore, to shift away from private cars, commuters need to change an already formed habit. Previous research in the formation of healthy decisions such as food consumption, exercising and commuting has shown that individuals are reluctant to change, and they tend to prefer the status quo. Therefore, any intervention that aims to successfully shift Port of Spain's commuters' habits will need to understand and rely on behavioral design based on elements of social incentives, information and nudges to achieve its goal.
- 1.8. The problem of mobility in and out of Port of Spain points to the need for an integrated approach to mobility that considers land use management and planning, the infrastructure deficit and maintenance, large vehicle population, provision of good quality public transportation, safety, demand management and institutions to provide mobility solutions. The Cities LAB aims to provide support to the Bank's Transport Division's long-term goals and existing Technical Cooperation on transit (TT-T1065) through the design and implementation of a short-term pilot project to test solutions that can contribute to reducing congestion and air pollution and increasing the public's use of public transportation systems.

2. Objectives

- 2.1. The objective of the consultancy is to design, operationalize and evaluate a demonstration Pilot Project of a Park-and-Ride initiative for the greater Port of Spain area along the main East-West and North-South transit corridors using parking infrastructure (e.g. sporting stadia facilities) and tools of behavioral economics in order to modify commuters' choices. The results of this "proof of concept" project should be evaluated to inform a broader mass transit strategy through recommendations for scaling up and lessons learned.

3. Scope of Services

- 3.1. The scope of the consultancy is to assess the current constraints to urban mobility and usage of public transportation along the two main urban corridors (east-west and north-south), design a pilot project to increase the usage of public transportation along those corridors, monitor its implementation making real-time recommendations to improve its performance during implementation, and evaluate the pilot experience upon its conclusion making recommendations for improving its efficacy and scaling-up if advisable.
- 3.2. This requires a relevant task of pilot design in coordination with the Cities LAB and an IDB behavioral specialist; managing a process of communication, agreements, and interaction with various actors (local and national authorities, civil society, private sector, community members, etc.); analysis of available preexisting information and data; designing the experiment (or proof of concept) of a park-and-ride initiative, considering, among others movements of people, cars, buses, and other vehicles, access to and from facilities, and security of both cars and facility patrons; and providing technical support to the government in monitoring, and evaluating the design of the experimental pilot during its implementation in the field for a period of time to be determined with counterparts. The proposal should include the design and

implementation of instruments that allow for the collection of aggregated data and more importantly micro data (individual choices) in terms of commuting choices. It is anticipated that the proposed experimental pilot will be evaluated over the basis of the outcomes obtained by this newly collected data in comparison with preexisting data and benchmarks established at earlier stages of pilot implementation. The experimental design and key parameters will be adjusted throughout the pilot project cycle through an iterative design process with Cities LAB and the IDB behavioral specialist. A fundamental element of the pilot will be the inclusion of a behavioral treatment that could be implemented by differential communicational strategies across days or weeks of the pilot study. Treatments on the communicational strategy should be consistent with the measuring tools and aim to promote the initiative and engage stakeholders and gain feedback on the project. It is hoped that the pilot can serve as an education tool for citizens, raising the level of consciousness of sustainable practices/behaviors within the area of transit. The pilot will be operationalized by the Ministry of Works and Transport, who will be responsible for its implementation.

4. Key Activities

The main activities are divided into 5 categories:

1. Diagnosing the situation and gaining a user-centered perspective on the problem to inform the solution
2. Designing the experiment ("proof of concept")
3. Testing the design
4. Evaluating and monitoring the project
5. Communicating the project

More specifically:

Component 1: Diagnostic.

This component includes the following activities:

- Initial meeting with the main counterparts: IDB and Ministry of Works and Transport.
- Coordination with the Port of Spain City Corporation, Ministry of Works and Transport, and other authorities for collection and surveying of data, and the development of data; review of the existing policy documents and studies related to the transit situation in Greater POS, and more specifically any past attempts with park-and-ride and/or other mass public transit schemes.
- Coordination with IDB office in Port of Spain and the TSP Division on on-going or completed transit studies or evaluations done (economic and financial feasibility studies for park-and-ride under the TC TT-1065), including analysis of potential HOV (high occupancy vehicle) or priority lanes in the North-South corridor.
- Rapid diagnosis of the current situation related to transit in the Greater POS area, establishing a baseline situation of traffic volumes and public transit usage, existing sports stadia parking facilities situation and characteristics, among others; identifying regulatory framework applicable to the establishment and operation of a park-and-ride system; and mapping stakeholders involved.
- Design of a survey instrument to collect information from potential users of Park and Ride facilities and coordination with a cell-phone service provider(s) to administer the survey and analyze the data (frequency of using public transportation, reasons for not using public transportation more; current travel times; interest in a potential park and ride facility; preferred locations; etc.).
- Design of an App that is offered to respondents of the cellphone survey (including incentives to encourage use of the App) as well as analysis of more detailed data received from the App (actual travel routes, actual travel times, real time feedback etc.).

- Identification and prioritization of 2 feasible sites for implementing the pilot project. The sites identified should generate the most potential impact on expected outcomes as attraction of users, good connectivity, and travel times and congestion reductions in Port of Spain.
- Identification and definition of 'first and last mile' complimentary measures to enhance the potential usage of Park and Ride facilities.
- Identification of potential business models for the successful implementation of a park-and-ride system given local context.
- Delivery of the initial report and presentation of same to project counterparts.

Note, the Consultants will not be responsible for collecting primary data on the baseline situation of commuting volumes, commuting times, and extent of usage of public transportation. 2019 data on these variables derived from an ongoing IDB-financed Study will be supplied to the Consultants as an input to this Consultancy. However, the Consultants will be responsible for collecting baseline data on attitudes towards public transportation and a potential Park and Ride service.

Component 2: Design of a mobility experiment in 2 selected sites.

Based on international best practice and with stakeholder participation, facilitate agreement on a pilot routes and parking facilities for park-and-ride initiative and design/formulate and schedule with the existing bus service resources a pilot demonstration initiative for the approval of the oversight team.

The design of the pilot should consider a collection of two types of variables: aggregated variables such as pricing (car park and/or bus service as well as cost of first and last mile services, analyzed in an integrated manner and considering both the existing costs that commuters currently pay and the true operational costs of the services included in the pilot), charging model (automatic totems, manual cashiers, smart phones, prepayment cards, optical recognition system and/or wireless devices), pedestrians and vehicle flow (i.e., analysis of entrance and exit to the main routes), weather conditions for each route, average commuting times for and pedestrian and traffic management inside the different transportation modes, facilities), surveillance in the car facilities, number and frequency of buses. But also, it should include a strategy and a method, like a smartphone application, to collect individual micro-level commuting choices data as well as individuals' beliefs and perceptions of the different transportation modes. All these variables should be collected previous to the pilot, during the pilot and for a sequence of weeks after the pilot is conducted. The previous analysis of the aggregated and individual variables would provide a baseline and a set of measures to evaluate and analyze the pilot and inform about timetable and occupancy rate. A flexible and iterative process of communication between the consulting firm and the IDB specialists will allow for a better experimental design and fine-tuning throughout the implementation period. To achieve this, this component includes the following activities:

- Meetings with potential partners and operators of the pilot from both private and public sector (Maxi Taxi Association)
- Proposal for financing mechanisms
- At least 2 public workshops or town halls (representing the two transit corridors) to gain public opinion and feedback on the concept of park-and-ride and experiment design ideas and considerations
- Meetings with the IDB Cities LAB and behavioral specialist to agree on the experimental design
- Experiment design and proposal; roles of different stakeholders in the proposed experimental design should be clearly defined; business and operating plan should be elaborated and included
- Implementation planning of the test of the experiment; consideration should be given to length of experiment, and possible phasing for iterative testing
- Proposal for agreement with operating partners
- Meetings for design validation with the local counterparts and IDB
- Assist Ministry of Works and Transport as necessary with documentation/ presentations for government endorsement to proceed with demonstration project.

Note, the Consultant will receive technical guidance on the behavioral change elements of the pilot design and implementation strategy from the IDB behavioral economist and are not expected to formulate those elements of the design on its own. Other aspects of the design, including data collection and analysis methods, selection of Park and Ride facilities, configuration of services to be provided at the facilities, configuration of any services to be provided in the first and last mile, monitoring and evaluation strategies etc., are the responsibility of the Consultant, but will benefit from feedback from the IDB and Government.

Note, in order to appropriately design the implementation modalities, incentives for participation, services at the Park and Ride facilities, first and last mile services, feedback collection via a potential partnership with one of the cell phone companies, and communications strategy, the Consultants will be advised in advance of the budgetary and manpower resources that the IDB and Government will allocate to operationalize those parts of the pilot, separate and apart from the compensation offered to the Consultants for professional services and associated expenses.

Component 3: Test of the experiment design (“proof of concept”).

This component includes the following activities:

- Operationalize the design (including a microscopic simulation of traffic) and ensure the effective planning, management, coordination and implementation of the approved pilot demonstrative initiative for park-and-ride during a defined and agreed upon length of time
- Analyze feedback on pilot from all stakeholders (including potential users), in terms of connectivity, safety, reliability, profitability etc.
- Conduct all necessary workshops, surveys and designs necessary for pilot implementation and evaluation
- Establish a seamless feedback mechanism to facilitate timely decisions by Government as well as to facilitate discussion and agreement amongst stakeholders of the issues and attendant solution which arise and which can be introduced into the demonstration pilot park-and-ride service initiative for the smooth continuous improvement of the initiative.
- Final report preparation

Note, the Consultant is not responsible for the actual implementation of the pilot. That responsibility lies with the Government. Rather the Consultant is responsible for fully briefing the Government on the pilot design and associated operational protocols, and for training all actors who will be actually implementing the pilot.

Component 4: Monitoring and Evaluation (recommendations for scaling up).

This component includes the following activities:

- Methodological proposal for evaluation and monitoring. This includes the proposition of at least a treatment and control for the experimental pilot.
- Ex ante evaluation of the pilot project. Expected outcomes, effects, and power analysis
- Preparation of the monitoring and evaluation plan approved by the IDB that includes the preparation of a results matrix and the methodology for the data collection. The execution of monitoring and evaluation that includes the identification of the database, the collection of data (focus group, questionnaires, interviews with key actors) and the formulation of a report.
- Ex-post evaluation
- Analysis of data collected during implementation and evaluation to inform final consultancy report and recommendations for scaling up or revising the project
- Evaluate the pilot initiative from the perspective of all stakeholder interests and make recommendations for a possible island-wide rollout for a sustainable world class service in terms of safety, reliability of service and profitability as well as environmentally sensitivity, gender sensitivity and sensitivity to the differently abled. Recommend international best practices of IT solutions to provide value added and reduce costs to stakeholders. Review pertinent laws and regulations and advise on any changes that may be necessary to facilitate the scaling up of the pilot.

Note, the Consultant is fully responsible for all tasks outlined above but will be expected to involve local counterparts from the Government to ensure an effective transfer of knowledge and know-how.

Component 5: Communications Strategy and Plan (socialization of the project).

This component includes the following activities:

- Preparation of the strategy and communication plan including the announcement of the pilot, documentation of the implementation processes with its respective daily protocol, the randomization of the treatments, Gantt diagrams and implementation plans should be presented.
- The field team should be trained, training material and record sheets of this training should be provided.
- Dissemination material, meetings, and additional activities should be conducted to present the pilot to the various stakeholders and audiences.
- Prepare a promotion strategy and treatments' protocols
- The promotion strategy for the whole pilot (independent of the treatments) should be documented and its goal is to inform and increase overall participation in the pilot.
- The pilot's promotion material should improve the population's knowledge of sustainable practices and behaviors related to transit. These materials should be feasible for the approval for an Internal Review Board of an internationally renowned university. Furthermore, information regarding traffic habits in POS should be supported by reliable sources and can not be deceptive.
- Assist the Ministry of Works and Transport to develop a public relations, communication and dissemination plan with social media inter alia to show and tell the benefits demonstrated through the Park-and-Ride system. Also assist counterparts with the management and strategy of press releases and responses to damaging press.

Note, the Consultant is not responsible for direct communication with the public. Rather the Consultant will prepare a communications strategy, communication materials, and real-time advice on adjustments to the messaging strategy and content.

5. Expected Outcome and Deliverables

The consulting firm should present the following reports and/or deliverables to the IDB:

1. **Inception report**
2. **Preliminary report – diagnostic and baseline situation**
3. **Design of pilot, execution plan, rules of operation – report and presentation:** A detailed coordination and implementation plan and schedule for the Pilot Project including an Executive report and presentation for approval by relevant government agencies. This report should include the comprehensive project design and methodology to be used, stakeholder mapping, partners and responsible parties, rules of operation of the system, coordination with local agencies, monitoring and a detailed execution plan, etc.
4. **Evaluation and monitoring plan:** a report outlining the plan for monitoring and evaluation, to include a detailed methodology and results matrix, sample questionnaires, etc.
5. **Communication strategy report:** a report outlining the overarching strategy for communications. This plan should cover stakeholder consultations, dissemination, and communication and socialization of the project for promotion and feedback. The plan should explain objectives, methodology, proposed participants/audience, schedule/times of workshops, advertisements, social media and media campaigns, feedback sessions, public opinion surveys, apps, etc. This should also include a public relations strategy on the benefits to the public of

the pilot initiative. In addition, the strategy should consider include two blogs to be placed on the Bank's website and an active twitter account. Ideally one blog would be during the launch of the pilot, and the second blog would be after the pilot is executed and results and evaluation can be disseminated.

6. **Final report and presentation:** This report should document the entire project from start to finish, including methodology, process, results, evaluation, and recommendations for improvements to the project and next steps for scaling-up if this is deemed appropriate. A presentation (PowerPoint format is acceptable) should accompany this report summarizing the project design, results, evaluation, and recommendations.

**Bank policy GN-2765-1 does not allow the procurement of goods and related services except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value.) If it is determined that acquisition of goods is necessary by the consulting firm, please add a very detailed technical specification of the minimum requirement of said goods.*

6. Project Schedule and Milestones

1. Inception Report (Deliverable #1): **two (2) weeks** after the sign of the contract
2. Deliverable #2: **three (3) weeks** after submission of inception report (Deliverable #1)
3. Deliverable #3,4,5: **three (3) months** after submission of preliminary report (Deliverable #2)
4. Final Report (Deliverables #6): **two (2) months** after submission of Deliverable #3,4,5

✘ Please note that the estimated schedule indicated above may be subject to change.

7. Reporting Requirements

- 7.1. The reports should be sent to Robin Rajack (robinr@IADB.ORG), Team Leader copying Federica Volpe (federicav@iadb.org).
- 7.2. The written deliverables should be clearly written (precise, concise and evidence-driven), in English with excellent quality pictures and diagrams and with a clear structure for future practical implementations.

8. Acceptance Criteria

- 8.1. The IDB team will analyze and evaluate the deliverables in each progress meeting and will express its acceptance once the deliverables presented meet expectations

9. Supervision and Reporting

- 9.1. The supervision of this project will be by the Inter-American Development Bank (IDB) through the local office in Port of Spain and in coordination with the Cities LAB (HUD) team at IDB Headquarters in Washington, DC and in Barbados.

10. Schedule of Payments

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

Payment Schedule	
Deliverable	%
1. Inception Report (Deliverable #1)	10%
2. Deliverable #2	20%
3. Deliverable #3,4,5	40%
4. Final Report (Deliverables #6)	30%
TOTAL	100%

11. Qualifications of the firm for this consultancy

- Consultancy firm with more than 5 years of experience in small island urban transit systems. It is expected that the consultancy will require the service of a team of experts with skills and experience in transportation engineering/planning, experimental design, monitoring and evaluation, project management, mobile App development, and communications and marketing.
- The specialist appointed as Team Leader shall have a Master in transportation or a related field, with more than 5 years specific experience in working with and managing multi-disciplinary teams in developing countries. Fluency in written and spoken English is mandatory. The rest of the team should be multi-disciplinary and include members with degrees and experience in fields such as urban planning, statistics, economics, communications, sociology, and information technology/ App development... Core technical members of the Team should either be residents of Trinidad and Tobago or have prior relevant work experience in the country.
- Languages: English. Please provide proof of proficiency.
- Areas of specialization: transportation engineering/planning, urban planning/management, research design and implementation, behavioral analysis, marketing/communications, project management, impact evaluations, and statistics.
- Desired skills of the team: Technical, logistical and operations knowledge in the testing and experimentation of Project ideas. Transportation modelling and use of standard industry software. Capacity to organize and manage projects from preparation through execution and evaluation. Good interaction skills to manage communications with government officials and with IDB specialists including IDB behavioral economists, transportation engineers, and urban management specialists.

12. Characteristics of the consultancy

Consultancy category and modality: Lump Sum based on deliverables

Contract duration: 6 months

Place(s) of work: Port of Spain, Trinidad and Tobago