

## Module C. Guidelines for assessing the capacity of local organizations to participate in bike project design and implementation

---

Bicycle components will often be a relatively small part of a transport loan and large organizations such as the World Bank are rarely in an ideal position to manage such components directly. Therefore local organizations will normally have to be involved, particularly for those parts of the project which require local knowledge and the ability to work with local communities. However, it should also be noted that bicycle projects do not necessarily have a smaller geographical focus than the overall project, i.e. even limited bicycle interventions may target people across the entirety of an urban or rural area.

### 1. General Issues:

The required capacities of the local organizations depend on the exact project goal and content. Generally speaking, a local organization that can successfully participate in the design and implementation of a bicycle project will normally have to satisfy the following conditions:

1. **ties** to the target community and the respect of local people?  
(Does the organization have offices located in the target communities -- provided those are specified? Does it have prior project experience?)
2. **a focus on low-income** people? (What is the organization's mission statement?)
3. **an organizational commitment to promoting gender equality?**
4. (Are there any women working in the organization? Are they in senior level positions?)
5. **the capacity for doing extensive community outreach?** (How many staff? How many volunteers?)
6. **staff fluent in local languages?**
7. **staff with a personal commitment to promoting cycling?**  
(How do they travel? Do they drive cars everywhere?)
8. **the capacity to document interventions in official World Bank languages** (English, French or Spanish)?
9. **adequate accounting** skills to manage and administer the project?
10. **the ability and willingness to closely cooperate with government agencies?** (How do the government agencies perceive the group? How well does the group presently communicate with officials?)

### 2. Special skills and issues for particular project elements

#### Skills required for conducting feasibility studies and project design:

11. **Make sure to bring in experienced bicycle experts** to specify which bicycles, accessories and which infrastructures will be appropriate for local conditions. This is more difficult than it sounds and absolutely key to project success. This expert may have to come from outside the community and partner up with a local NGO.
12. **For carrying out surveys, emphasize interviewing, writing and language skills** at local NGOs.
13. **Check with local universities and places of higher learning** to identify potential partners. Government agencies will also be able to recommend institutions that have received previous research contracts. However, the bicycle components will likely require a variety of skills beyond surveying.
14. **Request writing samples** (on the topic of transportation) and financial reports to assess the suitability of organizations. Access to communication facilities should be secured, though not necessarily in the group's office.
15. **Before making a final choice for the local partner NGO, get**

feedback from organizations with whom they work and from the local communities.

**Selecting groups to manage revolving credit funds for bikes:**

16. Focus on community-based and women's groups, especially in rural areas.
17. Favor groups with previous experience with revolving credit funds. - Emphasize intimate personal knowledge of the target communities.

**Selecting groups to manage other credit schemes for bikes:**

18. Emphasize administrative and accounting skills for the group signing the credit contact with project beneficiaries.
19. Seek out a group with good promotional and community outreach skills to disseminate information about the scheme.
20. Note that this may mean selecting two separate groups. If so, make sure these two will cooperate well.

**Selecting organizations to conduct training courses and capacity building:**

21. Make sure the selected trainers will be both technically and pedagogically qualified to do the courses.
22. Favor groups who can also provide women trainers.
23. Make sure training can be held in local languages and in a manner sensitive to local customs.
24. If little local experience on bicycle skill and safety training is present, encourage the group to bring in an NMT specialist from outside to help design and set up the initial training program.
25. Consider the planned location of the training. Will it be difficult to get to for people? Would it be possible for the organization to hold mobile workshops in a variety of places?

**Other special skills which may be required:**

26. Experience in outreach, publicity and dissemination. This was one of the major problems plaguing the Lima bicycle pilot project.
27. Experience in managing repair facilities and availability of basic mechanical skills. This is particularly important where the project design may require small attachments or modification to the bicycles and/or where service facilities may be needed to handle large numbers of bikes.
28. Experience with monitoring and evaluation to (help) prepare assessments of the pilot projects.