

Module D. Examples of Terms of Reference (TORs) for local organizations

I. Sample TOR for a local NGO distributing bicycles through a credit scheme

The primary goal of the contract is to distribute cycles to beneficiaries in the project area. In rural environments, distribution through revolving credit schemes is likely to be the best option. In urban contexts where the many low-income people are wage-laborers, employer-based saving schemes should be considered as a viable option. Individual credit schemes to work directly with the bicycle suppliers may work under certain circumstances. The consultants will:

1. Hold informational workshops in the target communities, thoroughly explaining costs and benefits of cycle ownership.
2. Define and identify local disadvantaged populations as intended project beneficiaries
3. Devise an appropriate credit facility to distribute ____ number of cycles to intended project beneficiaries. While the final form of the credit facility will need to be adapted to prevalent local conditions, the following issues need to be addressed:
 1. Define who will provide the credit and how access to it will be ensured.
 1. Preferably involve a local or national financial institution in the administration of the credit.
 2. Train special staff and prepare written (i.e. to be read out) materials on the specific setup of the credit facility. (Decide whether these special representatives should or should not be employees of the local partner financial institution.)
 3. Make sure the target communities can access the credit facility through a conveniently located branch office that also has convenient opening hours.
 4. If the above is not available, bring mobile units to the communities or use local communal centers
 5. Ensure that credit administrators speak local languages
 6. Make the facility friendly to women and low-income people (e.g. non-intimidating surroundings, female staff, etc.)
 2. Define eligibility criteria
 1. If appropriate, devise a scheme for directly selling bicycles to individuals
 1. Define maximum and minimum income and asset levels for project participation, targeting economically disadvantaged groups.
 2. For easier project setup and administration, consider initially limiting project participation to individuals in particular neighborhoods.
 3. Assess people's monthly saving potential, accounting for advantages that access to the bicycle facilitates, such as a) savings on transit fares b) additional income generating potential by using the bike for cargo transport and vending, c) time savings.
 4. Give particular consideration to women applicants, and any special concerns and difficulties they may have.
 2. If appropriate, devise a parallel scheme for selling the bicycles to community groups and other cooperatives, giving particular attention to the option of revolving credit funds.
 1. Pay attention to issues of legal and

financial liabilities of the groups both towards the creditors and the participating individuals.

2. groups Consider directly targeting women's groups
3. If appropriate, devise an employer-based saving scheme where applicants can apply and pay for the bicycles at their place of employment.
3. Establish repayment procedures
 1. Consider that repayment can be anywhere from 6 months to two years, depending on a) the purchasing individual's or group's ability to derive additional income from the use of the bicycles and b) other economic resources they may have.
 2. Consider that individuals generally should not pay more than 15-20% of their monthly income towards repayment.
 3. Provide convenient payment locations so that people do not have to spend much time and effort making payments.
 4. For employer-base schemes, consider directly dedicating a certain percentage of monthly paychecks towards repayment
4. Set up promotion and outreach on the credit facility
 1. local radio messages
 2. newspaper advertisements
 3. posters in local businesses, offices, communal facilities etc.
5. Establish monitoring and evaluation procedures
 1. Establish an oversight committee that monitors performance.
 2. Collect and analyze data on number of approved and rejected applicants by gender, race, income and location.
 3. Carefully document all response and feedback received from the local communities regarding the structure and organization of the credit facility.
 4. Carefully document feedback regarding other technical, logistical and attitudinal constraints to cycle ownership and use.
 5. Pay particular attention to the obstacles that women face to cycle ownership and use.
 6. Do an interim assessment after the first four months of project operation in order to assess local response to the project.
6. Make necessary adjustment to the facility over time
 1. Based on the above information, make necessary adjustments to structure and organization to the credit facility.
 2. Complete the distribution of cycles in the allotted time period or, if there were unexpected holdups, provide a detailed account of the problems encountered.
4. Coordinating and supervising arrangements with the bicycle suppliers
 1. Make sure the supplier is in fact delivering the quality and number of bicycles specified in the contract.
 2. Immediately report to the pilot project supervising agency if problems with the correct supply of the bicycles is expected
 3. If necessary, secure safe storage facilities for the project bicycles near the target communities for easier distribution.

II. Sample TOR for a local NGO increasing bicycle use among local businesses

The primary goal of this contract is to increase cycle use among local employers. The consultant will:

5. Do a market survey on already existing and potential uses of cycles for:
 1. Distribution of locally manufactured goods
 2. Distribution of daily consumption items (soft drinks, ice cream etc.)
 3. Service delivery (especially mail)
 4. Waste paper collection and other recycling materials
6. Evaluate the survey and put together a general strategy for expanded cycle use
7. Identify two to three medium size employers as pilot project candidates
8. Interview employees at the sites to assess likely responses.
9. Given positive feedback from both employers and employees, work with the employers to devise a plan for
 1. The acquisition of an appropriate fleet of workcycles
 2. Secure storage of the fleet
 3. Training the workforce in the use of the fleet
10. Implement the plan, by
 1. working in close cooperation with the administrators of the bicycle credit facility and the bicycle skills trainers
 2. helping with the sourcing and purchasing of the cycles
 3. helping with the hiring of a guard for the storage facility
 4. paying particular attention to the recruitment of women in the hiring and riding skills-training of the employees using the cycles.
11. Document the economic effects of increased cycle use.
12. Publicize the pilot project in local media.
13. Carefully document the pilot project and its results in a final report.

III. Sample TOR for a Non-Motorized Transport (NMT) specialist to participate in bicycle training

The primary goal of this contract is to provide bicycle training to intended project beneficiaries. The consultant will:

14. Identify and hire 2-3 local staff with good bicycle riding and mechanics skills to help with below tasks.
15. Identify a suitable facility as a base for the training courses and storage of the training materials.
16. Acquire 5-10 training bicycles and sufficient sets of tools for trainee groups of 10-20 people.
17. Acquire some basic, illustrated teaching manuals, and if appropriate, translate them into local languages

18. Recruit trainees for the courses through local businesses and community development organizations.
19. Provide a series of 5 to 10 week training courses on
 1. riding skills
 2. basic mechanical skills (changing flat tires, fixing brakes)
 3. traffic safety and traffic education
20. If possible, integrate some credit and budget management training into the courses, or else bring in a skilled person from another organization who can provide this training to the participants.
21. Hand out course completion certificates to all participants who successfully complete the course
22. Carefully document information on
 1. total number of persons trained, listed by age and gender
 2. what were the most successful recruiting schemes
 3. difficulties encountered
23. Work in close cooperation with
 1. the administrators of the bicycle credit facility
 2. local community-based organizations and businesses
 3. existing bicycle repair shops
 4. the local bicycle distributors

IV. Sample agreement between a donor agency and a government for a

bicycle promotion project -- including TOR for the NGO contracted to execute the project (modeled after the World Bank's Beira, Mozambique pilot project)

SECTION I: Overall Objectives

The overall objective of the project is to promote the use of bicycles as a means of transport for the disadvantaged (urban or rural) population.

Expected Outputs:

The following results are expected at the end of the project:

- Improved mobility for target groups, as a result of the sale of bicycles
- Establishment of mechanisms for acquisition of bicycles to the poor, sustainable after the termination of the pilot project
- Improved awareness of the benefits of bicycle use on the part of decision-makers and the general public
- Creation of a Unit for Planning and Management of Non-Motorized Transport within [the local government agency], with staff appropriately trained in

management and promotion of non-motorized transport

SECTION II: TOR for the NGO implementing the project

Specific objectives of this contract:

- To improve the mobility of the local population through provision of ___ number of bicycles;
- To introduce and establish mechanisms for the acquisition of bicycles by local low-income people;
- To increase the receptivity to non-motorized transport and improve the awareness of decision-makers and the public of the benefits of bicycle use;
- To create basic capacities for planning and managing non-motorized transport at the local government level

The contribution of the NGO

- The NGO will provide consultant(s) and administrative support necessary for the execution of the project. The NGO will submit the consultants' CV, which will be evaluated. The consultant(s) should fulfill the following requirements:
 - Experience in the promotion of non-motorized transport
 - Experience in project management and implementation
 - Working experience in developing countries
 - Experience in community education
 - Fluency (one of) the local official language(s)
 - Working experience with NGOs

Specific activities to be carried out:

The services to be provided by the NGO will include the following activities:

39. **Design of a credit or savings mechanism which will enable the sale of bicycles to the local disadvantaged population. The established mechanism must ensure that the use of present funds guarantees the replenishment of the stock of bicycles for sale**
- a. Definition of target groups
 - i. the NGO will help [the local executing agency] with the identification and characterization of target groups
 - ii. this definition process will include meetings with community and civic associations, employers, co-operatives and, if appropriate, traditional authorities
 - iii. special care will be taken to include women as potential project beneficiaries
 - b. Mechanisms for the sale of bicycles
 - . the initial stock of bicycles will be procured and purchased by [an appropriate technical unit at the local executing government agency], using credit funds provided through the pilot project
 - i. [the same government unit] will also be responsible for the delivery of the bicycles to the NGO in fully assembled form
 - ii. the bicycles must be sold at full cost price, including import duties but excluding

- interest rates
- iii. it is suggested that credit schemes are carried out through employers, civic associations and/or traditional authorities
- iv. saving schemes are also recommended
- v. procedures for sale and distribution are subject to approval by [the responsible local government agency]

40. **Management of the sale of bicycles to the local disadvantaged population**
- . the NGO will be responsible for secure storage of the bicycles, as well as for managing and administering the process of sale and distribution to the target groups
 - a. financial management of the sale of bicycles must be such that further stocks of bicycles can be procured
 - b. new stocks of bicycles will be procured by the NGO, subject to approval by [the responsible local government agency] and review by [the donor agency]
 - c. the NGO will prepare a proposal for future management of the fund after the pilot project is concluded
41. **Design and implementation of community education campaigns to promote the use of bicycles. This campaign will inform the public about the advantages of bicycles use and of basic traffic safety rules.**
- . the education campaign is to include the following elements:
 - . promotion of bicycles as affordable means of transport
 - i. promotion of bicycles as appropriate mean of transport for all populations, including women and girls
 - ii. dissemination of road safety rules for cyclists and drivers
 - iii. introduction of rules and codes of conduct for drivers
 - a. the campaign will use the following methods of dissemination
 - . broadcasting of propaganda and radio announcements
 - i. workshops in schools and other educational facilities
 - ii. advertisement promoting bicycle use in public places
 - iii. preparation and realization of cycling competitions
 - b. the educational content of the campaign is to be kept simple and is subject to approval by [the local implementing agency]
 - c. the NGO will help [the local implementing agency] with the process of issuing licenses for cyclists
42. **Provision of support to [the local government agency implementing the project] in designing and establishing a Unit for the Planning and Management of Non-Motorized Transport**
- . Depending on the existing capacity of [the local government agency implementing the project] for managing non-motorized transport, the NGO will provide
 - . recommendations for the planning of NMT
 - i. manuals on management and promotion of NMT in local languages
 - ii. on-the job training
 - iii. special training on gender issues and NMT use
43. **Quarterly preparation of reports on the progress of the activities.**
- . the NGO will provide quarterly report on project activities and additional reports as deemed necessary

SECTION III: The contribution of the government and [the donor agency]

[The donor agency] will

- provide \$_____ for the implementation of the project,
- including the purchase of
 - the initial stock of bicycles
 - community education
 - staff training
 - cost of personnel
 - cost of administration and logistics
- **not** provide funds for the purchase of equipment and project vehicles

The [national government] will be responsible for

- dealing with customs procedures
- importation of the bicycles the payment of customs duties and other direct costs of the

The [local implementing agency] will

- provide the relevant information for the implementation of the project
- facilitate articulation with other relevant bodies and agencies
- provide office space for the NGO team
- provide transport for project activities

ADDITIONAL PROVISIONS:

Reports

- The NGO will prepare quarterly progress reports and a final report (4 copies each, both in [English, French, or Spanish] and [the local official language]) which will be submitted to [the local executing agency] and the project implementation unit of [the donor agency].

Supervision

- The project will be supervised by [the local executing agency] with the support of the project implementation unit of [the donor agency].

Place of Work

- The consultant and the administrative support will be based [near the target population].

Duration of the Contract

- The duration of the contract will be [e.g. 18 months], subject to the termination of [the larger donor agency project].

Supplementary information to be attached

- Overview of [the project location]

- Previous experience with bicycle use in [the project area]
- Curriculum vitae of project consultants