MID-TERM EVALUATION OF THE GEF/UNDP PROJECT "SUSTAINABLE MOBILITY IN THE CITY OF BRATISLAVA"

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FINAL REPORT

Submitted by

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EXECUTIVE SUMMARY

Project Description

The project "Sustainable Mobility in the City of Bratislava" was approved by GEF on 29 July 2009. Project implementation started on 1 August 2010, after signing the agreement with the Energy Centre Bratislava (ECB), which acts as the national implementing partner of the project.

The project is supervised by UNDP through its Bratislava Regional Centre (UNDP BRC), and the Ministry of Environment of the Slovak Republic (MoE) acts as the executing agency, responsible for the overall management and audit of GEF resources. The project is implemented adhering to UNDP national execution (NEX) project requirements.

The delay from project approval to implementation was mainly due to changes in the identification of the appropriate national project implementing partner. The initial choice was to have the Municipality of Bratislava for this role, as the main stakeholder of the project, but negotiations did not succeed, and in May 2010 the mayor of Bratislava officially decided not to play that role. UNDP started the process for selecting a national project implementing partner in an open competitive process, and Energy Centre Bratislava (ECB) was selected for that function in July 2010.

The project objective is to reduce CO2 emissions from road transport in Bratislava: by the end of the project (year 4), 65,000 tons of CO2 are expected to be saved, of which 30,800 tones would be attributable to pilot activities within the project. Further savings of 360,000 tons of CO2 would be added during 10 years after project completion.

The project is organized in 5 operational components, plus one additional component for project management. The project results framework (PRF) (Annex 9) identifies 5 outcomes, which correspond to those components. The total number of indicators associated to the project's objective and outcomes within the Project Results Framework is 13. The five outcomes are described as follows:

- Outcome #1: Parking Policy. The Municipality of Bratislava adopts and implements new on-street parking policy.
- Outcome #2: Public Transport. The Bratislava Public Transport Operator implements a priority system for trams. This priority system would be implemented in the Vajnorska corridor, according to the initial project approved by GEF. At the inception workshop a second corridor (Racianska) was added.
- Outcome #3: Non-Motorized Transport (NMT). An increased number of people use bicycles for daily trips.
- Outcome #4: Car sharing and car pool (CS+CP). The Municipality of Bratislava adopts a policy to promote car sharing and car pool.
- Outcome #5: Monitoring and Evaluation (M&E). Monitoring enabling more accurate calculation of emissions from transport in Bratislava.

A project website is included within the project's component #5 (monitoring and evaluation). It has been operational since 2011 at the address http://udvb.sk.

The mid-term evaluation was initiated by the UNDP Regional Center for Europe and CIS at Bratislava (UNDP RCB), which holds the project assurance role and is responsible for project oversight and result-based monitoring, in November 2012. It aims to evaluate the results of the project to date and to provide recommendations for improvements to the project, in order to more effectively and efficiently achieve the expected results. It also helps to provide advice on how to best replicate the results of the project. The mid-term evaluation should also provide elements for learning and accountability to project management and project stakeholders.

The evaluation was carried out between 13 November 2012 and 28 February 2013. As part of the evaluation, two missions were undertaken to Bratislava on 19-21 November 2012 and 21-22 January 2013.

Evaluation rating table- Summary of Evaluation Ratings

Monitoring and evaluation	**Rating**
M&E design at entry	Moderately Unsatisfactory
M&E plan implementation	Moderately Unsatisfactory
Overall quality of M&E	Moderately Unsatisfactory
IA&EA Execution	**Rating**
Quality of implementation (ECB)	Moderately Satisfactory
Quality of execution (MoE)	Moderately Unsatisfactory
Overall quality of implementation/execution	Moderately Satisfactory
Assessment of Outcomes	**Rating**
Relevance	Relevant
Effectiveness	Moderately Satisfactory
Efficiency	Satisfactory
Overall project outcome	Satisfactory
Impact	**Rating**
Overall	Significant
Sustainability	**Rating**
Financial resources	Moderately Likely
Socio-political	Likely
Institutional framework and governance	Likely
Environmental	Moderately Likely
Overall likelihood of sustainability	Likely
OVERALL RATING	**MODERATELY SATISFACTORY**

MONITORING AND EVALUATION. Although the project's design is solid and consistent with its objectives, the basis for monitoring and evaluation is too weak, and is not clearly linked to the actions considered within the project. The monitoring and evaluation design at project entry is rated as moderately unsatisfactory. Mainly due to the lack of transport demand data in Bratislava, the project design has established a monitoring and evaluation framework which has proven to be difficult to implement and which, in fact, is not operational yet.

The leading institution for monitoring, the Slovak Hydro-Meteorological Institute (SHMU), has produced some working materials, it has not been able to define a viable plan for the collection of the information

needed, and has lacked the support from the relevant stakeholders and the project management to do so. The monitoring and evaluation plan and its implementation are rated as moderately unsatisfactory.

The overall quality of project management and evaluation is therefore rated as moderately unsatisfactory. It is absolutely critical for the project to improve its performance on monitoring and evaluation, with a stronger involvement of the project manager and the local technical coordinator, and the hiring of a local monitoring consultant.

IMPLEMENTING AGENCY AND EXECUTING AGENCY EXECUTION: This evaluation section revise the roles of the Ministry of Environment (Executing Agency) and of the Energy Centre Bratislava (ECB, national implementing agency), including their relationships with the UNDP BRC. The fact that the national project director appointed at the Ministry of Environment has not accepted to carry out his duties has resulted in a poor overall supervision of the project by the Executing Agency, with limited- if any- efforts to increase cooperation and networking among the national and local institutions concerned. The quality of execution by the executing agency is rated as moderately unsatisfactory. The city of Bratislava, as the main beneficiary of the project has played a more active and relevant role than initially expected in project implementation for all its components except monitoring and evaluation. None of the formal governance structures of the project have been functioning as initially designed, and have not formally been replaced by alternative ones. ECB has been extremely successful in reacting to the city's requests and to keep the project moving forward with a strong beneficiary-oriented approach. However, it has failed to make sure that the project will continue to be consistent with its 2014 objectives and targets, and it was unable to urge the institutions involved about the need to establish adequate governance platforms. Overall, its role can be rated as moderately satisfactory. The ECB's lack of a strong transport background may have had an influence in keeping a low-profile technical role vis-à-vis the city and the other institutions.

A decision-making framework based on a strong leadership by the city is indeed desirable for an urban transport project, but it should be formalized with stronger networking with other institutions and with a stronger involvement of stakeholders. Although there seems not to be any relevant discrepancies among stakeholders, they should be encouraged to get more involved in the project as a whole. The overall quality of implementation and execution is rated as moderately satisfactory.

RELEVANCE: Overall, the project is rated as relevant. The project is rightly working on 5 components which, together, should contribute to a successful transition towards sustainable mobility in Bratislava. If the strategy and actions that the project has being developing are implemented by the city of Bratislava and other stakeholders, a significant reduction of CO2 emissions would be achieved. However, at this point no significant actions have been implemented, and no CO2 savings can be attributed to the project, which in this respect lags significantly behind the emission saving targets included in the Project Results Framework. Furthermore, the project will deliver some CO2 emission savings only during its last year, and not during three years as initially expected. At this point, it remains unclear to what extent the necessary investment will be mobilized and the recommendations made by the project will be implemented.

The strategic approach of the project is highly relevant primarily for the transport policy of the city of Bratislava, but also for the other partners involved in the project. For UNDP, it should deliver significant lessons for the implementation of similar strategies in other cities in the region; for the Ministry of Environment, it should provide an effective strategy for the reduction of urban mobility-related emissions in the country. For the Ministry of Transport, it should bring an opportunity to strengthen the commitment

of national transport policies and strategies with sustainable mobility; furthermore, it would converge with the current attempts within the strategic institute of the Ministry of Transport to give a renewed attention to urban issues. An example of this attention is the participation of the Ministry of Transport at the integrated transport system to be established in the region of Bratislava.

EFFECTIVENESS: The effectiveness of the project to achieve its expected outcomes is moderately satisfactory, due to the fact that the actions recommended by the technical experts have not achieved implementation and are not operational yet, as the necessary investment decisions have not been finalized by the relevant actors. In spite of the delays for implementation, all the components of the project are on track, and some of the outcomes have been revised, in order to better fit the expectations of the Municipality and to better adjust to the complexity of the decision-making framework. While the new outcomes are consistent, the estimates of quantitative targets on mobility and emissions (as included in the Project Results Framework) seem to be too optimistic and unlikely to be achieved. This should not necessarily be considered as underperformance of the project, but rather as the consequence of scarce data availability during project preparation. Whereas it was foreseen to start the implementation of the pilots in the second year of the project, two years have already passed without any action on the field, as the technical studies and the complexity of the decision-making framework in Bratislava, showed that many details had to be properly worked out before achieving the implementation stage. Furthermore, it is well-known from experiences in many cities that, once new measures have been implemented, it takes some time to get significant impacts in terms of mobility behavior and emission reduction. This means that even if the project successfully reaches the implementation of the recommended actions, the effects at the end of the project (July 2014) will probably be much lower than initially estimated.

EFFICIENCY: The efficiency of the project is rated as satisfactory. In fact, most of the management thus far has been extremely efficient, although it has failed in anticipating the emergence of new risks, and in revising and updating the project's goals and targets accordingly. These limitations could still be corrected, as the implementation of the pilots has not started yet.

The project management has been successfully adapted to the new conditions, which followed the election of a new administration in the Municipality (November 2010) and in the National Government (March 2012). This has resulted in a central role for the Municipality (mainly through its Chief Transport Engineer, appointed in February 2011), closer to the original idea of acting as the national implementing agency, and has stayed in close contact with ECB, the formal national implementing agency, the project manager and the local technical coordinator. The role of the Ministry of Environment has substantially declined so that, although its duties as the executing agency have been carried out (through regular informal meetings with ECB and UNDP within so-called project board meetings), it has not been influential in the project progress, and has not established any links with national policies. The Ministry of Transport has not had an active role in the project, although in the last months it has shown more interest, and is now participating through the Ministry's "Strategic Institute".

The outcomes of the four technical components have changed, following the Municipality requests, but this has not been reflected in the Project Results Framework yet (Annex 9). Under the new approach, the technical assistance provided by the project has focused on making a sound case for the reforms (for convincing reluctant decision-makers, technicians and stakeholders) and providing technical guidelines, rather than implementing the pilots originally identified by the project. This technical support is being

effective in supporting the City efforts to convince relevant stakeholders about the need for policy reform in the areas of parking, public transport, biking and car sharing and car pool.

It is not surprising that all these circumstances have made the consensus-building phase longer than initially expected, and that the project is running considerably behind the initial schedule now. The pilots have been downscaled, except for the parking component, but none of them have been fully implemented yet. Although the new approach is probably the best one to get sustained reforms in urban transport policy, and to get valuable long-term results, it is unlikely that it will deliver significant CO2 emission reductions within the project life, as they will be running during a too short period of time.

Resources have been used prudently, but the project has failed thus far to mobilize the expected co-financing from the various partners. No effort has been made to either monitoring those co-financing efforts, or for revising and making them consistent with the new approach. In fact, this is one of the major current challenges the project is facing, as there is a major uncertainty about the actual contents of the measures that will be materialized by the end of the project.

Monitoring is an additional source of concern: the monitoring component of the project, led by the Slovak Hydro-Meteorological Institute (SHMU) has not been able to provide, thus far, an accurate tool for monitoring and evaluation, and has failed to collect reliable data about the 13 indicators identified within the project framework. Until now, it could be argued that this is not critical, as no measures with an impact on the indicators have been implemented in the city yet. However, it must not be forgotten that the initial baseline (2007) may have changed for reasons external to the project, such as changes in the social and economic environment, and that it would be urgent to gather reliable baseline data as soon as possible, and to put in place a reliable monitoring system soon enough to monitor the measures that are expected to be implemented in the next months. The technical reports prepared within the project provide some ideas on this, and they could be taken as a basis to establish an updated set of indicators for monitoring the impact of the various components until the end of the project.

Overall, the activities of the project, although running behind the initial schedule, are expected to be completed by the end of the project: in fact, as new local elections are expected at the end of 2014, any extension of the project would probably be ineffective, as any changes in the local administration would probably impose further substantial delays with no advantages in terms of increasing the number and ambition of the measures to be implemented. The fact is that any measures, if actually implemented, will be running for a much shorter period than initially expected (less than one year instead of 2-3 years). The project is being delivered with participation of the various stakeholders initially identified, but is not following a clearly formalized decision-making and participatory structure.

IMPACT. The project has excellent prospects to achieve a significant impact in terms of redirecting urban mobility in Bratislava towards more sustainable patterns. It is difficult to identify to what extent this will primarily be the merits of the project itself or whether it will rather be the result of the new policy implemented by the city and by the national government, among other relevant partners. In fact, both have reinforced to each other: the municipality has found in the UNDP/GEF project the resources necessary to mobilize the expertise required to convince key players within and outside the Municipality (at the technical, political and socio-economic levels), and the project has provided vital technical guidelines and support to facilitate the preparation of new projects by the municipal technical services and to better articulate the local policies. On its side, the UNDP/GEF project has found a most committed partner in the

Municipality, which has facilitated the progress of the project, although with significant (and generally well justified) changes compared to what was originally planned. A very significant impact of the project seems to be its capacity to influence decision making and to mobilize technical services/ experts within the Municipality: this could have a long-term influence in terms of the local institutional culture. Furthermore, the project has served to articulate a coherent vision of the Municipality on sustainable mobility, shared by the technical services and decision-makers, and to strengthen cooperation among the Municipality and the local boroughs.

SUSTAINABILITY. Overall, the long-term sustainability of the project is considered as likely. The project can be rated as "likely" in two sustainability subareas (socio-political, institutional framework and governance), and as moderately likely in two subareas (financial resources and the environment). The long-term sustainability of the project will mainly rely on the evolution of the socio-political and institutional framework, whereas the financial commitments of the city and other partners will mainly affect the speed of the transition towards a decreasing use of private cars.

Financial resources: There are no clear plans for the financing of the measures that will be necessary to further improve the transport system beyond the completion of the project. This is particularly critical for the implementation of priority measures for the public transport system and for the expansion of biking infrastructures. Furthermore, the current lack of details in the co-financing efforts and implementation of the necessary measures foreseen within the project raises doubts about the capacity of the city and other local stakeholders to cope with the necessary investment levels in the next years. This dimension of the sustainability of the project is rated as moderately likely.

Socio-political: The long-term acceptance of the new policies and of the sustainable mobility vision lying behind them can remain unclear, although the current prospects are favorable. Overall, the current focus remains on each of the components (mainly parking and to a lesser extent public transport priority). Success in the implementation of the new parking scheme is critical for the continuation of the strategy, but the follow-up plans are not clearly defined. Furthermore, it is unclear whether the "supporting" coalition built around the Municipality will be strong enough to keep pushing forward. This strategy will probably be made explicit within the Local Transport Master Plan currently under preparation within the Municipality, which should build upon the main contributions of the UNDP/GEF project. Further involvement of the UNDP/GEF project in the Master Plan could serve to strengthen the sustainability of the project. Furthermore, awareness raising and public involvement will probably be a more relevant issue in future than it has been thus far, and a much more detailed understanding of the different users' mobility needs and expectations will be necessary. This dimension of the sustainability of the project is rated as likely.

Institutional framework and governance: Key challenges for the sustainability of the project include cooperation between the Municipality and the boroughs, the availability of resources to keep improving the public transport system (including the integration of the system in the whole region), and cooperation with the national government in order to get some key legislative changes approved and to get some key infrastructure investments financed, particularly for rail. This dimension of the sustainability of the project is rated as likely.

Environmental. The project has created a much needed basis for implementing a consistent policy aiming at reducing car use and promoting sustainable transport modes. However, the efficiency of the transport

system, rather than environmental considerations has dominated the project design and implementation. Crucial environmental issues, such as the quality and walkability of the urban public space, are not being addressed by the project. This dimension of the sustainability of the project is rated as moderately likely

Summary of conclusions, recommendations and lessons

- The project is clearly not on track to meet its main goal of reduction of 65,000 tons of CO2 transport emissions by its completion. This is due to a combination of facts, including too optimistic estimates at the project design, the changes made in the project's measures, in order to accommodate them to the approach proposed by the new decision-makers at the municipality and to the recommendations of the technical experts, and to delays in the implementation of the measures.

- This is compatible with the fact that the new approach is more consistent and better adjusted to the complexities linked to reforming urban transport policies than the initial one. This approach is being effective in building consensus and support from key stakeholders and also from local technicians, in charge of implementing the measures. Once this basis has been established, the achievement of the 65,000 ton reduction goal is feasible, but only at a much slower pace and depending on the investment of the required financial resources by the city and other stakeholders.

- Getting significant changes in urban mobility is difficult, as many of the relevant local actors tend to perceive it is a politically risky area, and as it is difficult to align the perspectives of decision makers, technicians and socio-economic actors. The UNDP/GEF project has been quite effective in addressing these challenges, and particularly for keeping a strong commitment of the Municipality at the highest possible level and for achieving a good degree of cooperation among decision-makers, technicians and at least a part of the relevant socio-economic actors.

- The national implementing agency, Energy Centre Bratislava (ECB) has successfully managed the critical project kick-off stage during the transition to a new local administration in the municipality. Ironically, with the new local administration the city is playing a role quite close to that of a national implementation partner, which it refused in 2010. In this quite particular context, ECB has been focused on implementing the city's immediate requests, and it has lost some scope about the whole project cycle and the final expected outcomes and goals. While ECB's management has been highly valued by the beneficiary and by all those involved in the preparation of the technical reports, this lack of attention on the implementation phase and on the project's final targets has created a significant uncertainty on the achievements to be expected at the completion of the project.

- The active role played by the city raises questions about the need to keep a national implementing agency for the remaining of the project, instead of formally assigning this responsibility to the city, under the direct supervision of UNDP. In fact, one of the major challenges the project is facing is to achieve effective implementation of the measures foreseen, and this task should be better monitored and completed by an external actor like ECB, provided it focuses its efforts in this direction for the remaining of the project. In fact, local transport officials are likely to be requested by other priorities, such as the preparation of the Local Master Transport Plan, and will certainly need the external support and monitoring provided by ECB to keep the necessary focus on the implementation of the UNDP project. Eventually, UNDP RCB could replace ECB, and conduct these project management activities directly with the municipality, but at this stage it would require a significant effort for

transferring the technical know-how produced within the project. Furthermore, the close monitoring of the actions that should be implemented in the next months by different local actors within the city will require extensive and time-consuming dedication from the project manager, an activity for which UNDP may not be well suited.

- The project has provided valuable international technical expertise to the beneficiary: it has identified useful "best practices" from abroad, which have been successful in fighting local skepticism; it has developed technical guidelines (rather than concrete project designs) to be included in local practices (and thus helping to mobilizing local technical services); and it has strengthen trust between decision makers and the local technical services, as they have both shared and discussed the contributions of the international expertise at the various workshops organized within the project.

- Urban transport policies are influenced by various technical and decision-making areas within any municipal structure. This fragmentation makes it difficult to adopt innovative policies aiming at radical change. The municipality of Bratislava has been successful in dealing with this problem by centralizing all interaction with the project in a reduced number of local officials, close to the mayor, who have interacted with the relevant municipal services as necessary. Furthermore, the mayor has been involved in the project progress, interacting with some of the technical experts and providing information to the local media, at some critical stages. This kind of high-level endorsement is necessary to remove the internal barriers, which are present in all complex bureaucracies.

- The beneficiary has requested substantial changes compared to the initial contents of the technical assistance provided by the project. The national implementing agency (ECB) and the technical experts have proven to be flexible and quick in adapting to those demands. Effective interaction started in February 2011, once the new local administration was in place following the autumn 2010 elections and the new position of chief transport engineer had been filled. This has increased the "local ownership" of the project, and has been highly valued by the beneficiary, especially when compared to the complexities and rigidities of the programs other international institutions.

- The materialization of the required investments, which are expected to be provided through co-financing, is the key issue at stake for a successful continuation of the project. Co-financing was expected to attain $4.47 million, including in-kind contributions from various institutions and the grants committed by the municipality and by the borough of Petrzalka. As the project contents have changed, these contributions have to be reassessed, in accordance with the new actions to be implemented; however, this update has not been done yet. The project is now facing a huge challenge to achieve the implementation of the measures envisaged, mobilizing the necessary resources. This situation is shared by all the project's technical components:

    - Parking is usually one of the cornerstones of any urban mobility policy, and this is the case also in Bratislava, as the only restriction to car use will be provided by the new parking regulations. For the implementation of the proposed scheme in four boroughs, some key legal barriers remain, and should be removed: they refer to the relationship between the city and the boroughs, the respective competencies (who would be managing the system within each borough) and the distribution of fares among them. The implementation of the new parking regulations would require some investments from the boroughs, the manager and the city, which have not been identified in full.

  - The public transport sector usually requires significant investments to attain results and attract users from private cars. Current investments within the project (improvement of 2 intersections) are necessary, but will not produce significant gains from the users' perspective. It is not clear whether some of the other actions identified within the final report of this component or currently under consideration by the city could be included within the project's timeframe (such as some additional investments for vehicle management and vehicle modernization, or the integrated transport system, which is expected to be operational in the whole region within 2013). Otherwise, there would be no impact of this component, in terms of modal change and CO2 emissions reduction.

  - Improvement of the biking infrastructure network is crucial for increasing the modal share of cycling. The technical report for this component focused on design guidelines, and to have an impact on users' modal choice, they should be applied to the actions to be implemented by the city, the municipal company STaRZ and the boroughs in those biking lanes and parking slots with a higher potential to influence citizens' behavior.

  - Implementation of any car sharing services, even with a modest scope, will probably require some municipal subsidies to the operator and the preparation of some basic infrastructure, such as reserved parking places.

- The project lacks a high profile within the city, and even an image of unity. It has rather been a source of alternative, high level technical support for the municipality. This is not necessarily a concern, and in fact the opposite could have been a problem (e.g. conflicting technical views between the Municipality and the project). Using a UNDP project as a tool at the service of a particular policy makes sense, provided that the local policy is clearly stated and is well aligned with the GEF objectives.

The recommendations cover five main areas:

- Corrective actions for the design, implementation, monitoring and evaluation of the project.
- Actions to follow up or reinforce initial benefits from the project.
- Proposals for future directions underlining the main objectives.
- Best and worst practices in addressing issues relating to relevance, performance and success.
- Budget revision.

RECOMMENDATION #1
Monitoring and Reporting System. Revise the monitoring system of the key quantitative indicators of the project, and align them with a revised project results framework (PRF). Identify adequate indicators for the revised technical components, propose revised targets and revise basic assumptions for CO2 estimates, in accordance with the project experts' views. SHMÚ has to be effectively directed by the project manager, and supported by a local monitoring expert familiar with data availability and survey methods. This action requires concrete plans for data collection. Technical validation of the revised project results framework should be made by the international experts that were involved in the various project's components. SHMU should, under the supervision of the project manager and by April 2013: - Update the calculations prepared for the initial approval of the project. - Assess the impact of the actions that are expected to be implemented until the end of the project. - Validate those estimates with the support of the international experts involved in the project. Subsequently, a working group for monitoring should be established, under the leadership of the project manager.
RECOMMENDATION #2
Detailed Project Implementation Plan. The Project Manager needs to dedicate at least 50% of his time to the project, in order to facilitate the implementation of its various actions. He should update the Project Results Framework and establish a detailed implementation plan for the remaining of the project, focusing on the actions to be undertaken by the Municipality and other stakeholders. The implementation plan should clarify the co-financing commitments and the expected dates for implementation for the various actions. The revised Project Results Framework and Implementation Plan should be presented to the project steering committee for approval by April 2013. At this stage, it does not seem that a project extension will be justified, as the project would overlap with the next local elections (see recommendation #15).
RECOMMENDATION #3
Working Group on Implementation. The project manager should establish a working group on implementation, including the main municipal agencies in charge of the implementation of the actions (STARZ, DPB, MEPASYS and the four boroughs initially active in the implementation of parking regulation: Petrzalka, Staré Mesto, Nove Mesto, Ruzinov). This working group would support the project manager in preparing the implementation plan (recommendation #2) and, more crucially, to regularly monitor its progress.
RECOMMENDATION #4
Clear Governance Structure. A clear and effective project governance structure has to be put in place, updating the structure proposed in the inception report. For this: - Membership of the Project Steering Committee should be clearly defined, and the PSC should be convened at least twice in 2013 and once in 2014 (and at least twice a year if the project is extended). Effective interaction and discussion should be facilitated during the meeting. The PSC should consist of 10 core members for decision taking. Other stakeholders could be invited as observers, but their participation should not be essential for the PSC to meet. - For the remaining of the project, the Project Implementation Unit should be composed by the key players: the project manager (ECB), the national project director (Ministry of Environment), and the municipality (chief transport engineer); the UNDP BRC (country office environment focal point) should also participate at the PIU, at least during 2013. As the Strategic Institute at the Ministry of Transport is showing an increasing interest in the project, it could also be invited to join the PIU.

RECOMMENDATION #5
Project Manager at 50%. The experience has shown that the current 25% time commitment of the Project Manager has been insufficient to anticipate and solve the challenges the project is facing for implementing the various policies. A stronger involvement of the project manager will be required for the remaining of the project, and it is estimated that at least 50% time commitment is required, meaning 2 ½ days per week every week is absolutely critical. If budget constraints make it difficult to realize this increase, consideration should be given to decreasing time commitment of the local technical coordinator from 100% to 50%. The project manager should become the key actor in pushing forward the different actions, and anticipating the barriers that may arise, at the technical, institutional and financial levels. This role should not require hiring additional technical support. It is not recommended to hire a consultant for these activities, as s/he would probably overlap some of the project manager's functions and introducing an unnecessary additional layer in project management and implementation. If the project manager is unable to commit 50% of his time to the project, then consideration should be given to appointing a new project manager. The project manager should meet every two weeks with UNDP BRC to discuss the progress of the project.
RECOMMENDATION #6
Project Workshops. The workshops organized with the international technical experts have been instrumental in smoothing the initial opposition or skepticism of certain institutions and technical services (such as the police, some boroughs…). The working group on implementation (recommendation #3) should keep using this approach in future, and organize ad hoc technical briefing meetings and workshops among the relevant partners and international experts if major technical controversies arise during the implementation stage. A maximum of three workshops should be envisaged (and budgeted) for the remaining of the project, and their dates should be agreed as soon as possible, once the implementation plan has been prepared by the project manager.
RECOMMENDATION #7
Improved communication. Improve communication and further open the project to the participation of citizens and social groups. A local communication consultant (25% to 50% time) should be hired for providing this support (eventually as a follow-up to the activities made by PONTIS within the non-motorized transport component), including regular update of the website and quick answers to the citizens' requests. The regular update of the project website should be part of the ToR for this position. As a result, the project's website should become a local reference as an entry gate to information and participation on the municipality mobility policy. The project website needs to be updated more regularly, and linked to the UNDP BRC website, as well as optimized in search engine results. As part of the improved communication, the project may wish to consider commissioning a small video to share its results and successes.
RECOMMENDATION #8
Regular meetings. In addition to the regular meetings between the project manager and UNDP BRC (recommendation #5), the project should establish clear links with the preparatory process of the Local Transport Master Plan. The project working group on monitoring (recommendation #1) could become a key instrument for the initial phase (diagnosis and data collection) of the local transport master plan. For this, it is recommended to establish a regular working link between the team in charge of the local transport master plan and the working group on monitoring.
RECOMMENDATION #9
Interaction with other cities is crucial for local governments implementing sustainable transport policies. The role played by international experts during this project could be consolidated and streamlined with a more active presence of Bratislava in international cities' networks and international projects. As an initial step, sharing experiences with other UNDP/GEF sustainable transport projects in the region could facilitate information sharing, benchmarking and networking. It is recommended to organize an international workshop with the participation of cities within the region participating in these projects, and inviting other international networks of cities activities in this field, like the EU Civitas Initiative (www.civitas-initiative.org), the cities for mobility network (www.cities-for-mobility.net) or the EMBARQ global network for sustainable transport in cities (www.embarq.org).

RECOMMENDATION #10
The implementation of actions in the remaining of the project is an excellent opportunity to better understand the needs, expectations and constraints of the different users' groups, with a focus on those who could be more benefitted by the new policy, such as young people or women, and their support to the new policy. A detailed understanding of modal choice is critical for the success of the strategy and could be initiated within the project, providing useful information for the preparation of the Local Transport Master Plan. This could be done by citizens through a survey template within the project's website. Some minor advertising at the relevant pilot sites would be necessary (on the new bike lanes, on the DPB vehicles going through the new-equipped intersections, on the regulated parking signs…) for data collection. Assessment of this information could be studied by the local communication consultant, and results could be discussed at the relevant municipal participatory committees, and published on the website.
RECOMMENDATION #11
Medium-Term Vision. A detailed picture of the medium-term vision of the transport system is necessary to support the demonstrations and pilots of the project. The current presentation of the project remains too technical, and is not providing a strategic vision, which should be consistent with the future Local Transport Master Plan. It is recommended to prepare this vision within 2013, in parallel with the launching of the local master plan. This vision should be based on the conclusions of the awareness raising activities and be prepared by the local communication consultant (recommendation #7), in close cooperation with the communication experts of the municipality.
RECOMMENDATION #12
Memorandum of Cooperation. The project manager, with the support of the national project director and the UNDP BRC environment focal point, should lobby the relevant local, regional and national government institutions (municipality, regional government, ministry of environment and ministry of transport) in order to establish within 2013 a three-way memorandum of understanding for cooperation among the Ministry of Environment, the Ministry of Transport and the Municipality of Bratislava, as a natural expansion of this project. This cooperation could initially be based on the preparation of a mobility observatory providing quantitative information on how Bratislava is moving forward towards sustainable transport. The working group on monitoring proposed within recommendation #1 could serve as a key information provider for this observatory. This platform could also serve as a means to clarify the potential links of the project with key national strategies (transport, regional development, climate change, and energy efficiency) and the prospects for further cooperation among the relevant national institutions (Ministry of Transport, Ministry of Environment) and the city. Furthermore, this observatory could serve to establish cooperation between the institutions involved and key transport research groups in Slovakia.
RECOMMENDATION #13
Budget Revision. In accordance with the recommendations above, a revision of the project's budget should the undertaken, in order to cover the following additional needs: Hiring of a local communication consultant/manager (recommendation #7) and hiring a local technical consultant for monitoring and data collection (recommendation #1). Once the project results framework is revised and the implementation plan is established, it could be necessary to revise the budget for conducting up to three implementation workshops (recommendation #6), with participation of the international experts, for organizing one international seminar, and for supporting the implementation of the pilots.
RECOMMENDATION #14
Lessons Learned Report. The project manager should prepare a lessons learned report by January 2014. The lessons learned report should outline all the lessons that have been learned in the implementation of this project, and recommendations for improvements on future UNDP/GEF sustainable transport projects.

RECOMMENDATION #15
Project Extension. At this stage, it does not seem that a project extension will be justified for two main reasons: current difficulties to get the actions implemented are not due to any need for further technical studies, but to political and legal circumstances, and, if extended, the project would overlap with the next local elections and the uncertainties linked to them. Therefore, July 2014 remains a reasonable deadline to assess what the project has been able to deliver and to close it. However, although unlikely, it cannot be excluded that the preparation and monitoring of the implementation plan could provide new elements for considering the need for a project extension, to be adopted at the end of 2013 once the path of implementation is better known. This extension would be justified, for example, if new measures with substantial investment from the city would be implemented beyond July 2014, with a significant potential for changing modal split and decreasing CO2 emissions, and if the successful implementation of these measures would benefit from its monitoring by the UNDP/GEF project.

1. INTRODUCTION

1.1. Purpose of the evaluation

In accordance with the Terms of Reference, the objective of this Mid-Term Evaluation is to measure the effectiveness and efficiency of project activities in relation to the stated objective, and to produce recommendations on how to improve the management of the project until its completion in July 2014. The Mid-Term Evaluation Report is expected:

- To assess whether the project is on track to meet its planned objectives.
- To assess the feasibility of achieving the project main goal (*Reduce GHG emissions from road transport in Bratislava*) and objective (*By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 360,000 tons during additional 10 years after the end of the project are expected*).
- To provide recommendations on how to strengthen the project implementation over the second half of the project, including through undertaking adaptive management and improved monitoring of the project.
- To assess how to enhance organizational and development learning.
- To provide advice on how to mainstream and replicate the project's experience.

1.2. Scope

In accordance with the Terms of Reference of the mid-term evaluation, its scope includes:

- Project formulation.
- Project implementation, including:
    - Assessment of project performance, based against expectations set out in the Project Results Framework.
    - Key financial aspects.
    - Efficiency of project management.
    - Delivery of outputs (quality, quantity, timeliness and cost-efficiency).
- Project results. Assessment of the achievements of the project.
- Lessons learned. Assessment of the support model applied in the project.

1.3. Methodology

1.3.1. *Overall approach*

The evaluation has been undertaken in line with the evaluation policy of UNDP, considering the UNDP/GEF evaluation guidance. The findings of the evaluation are structured around the five major domains proposed within the terms of reference (ToR) of the mid-term evaluation: monitoring and evaluation; execution; outcomes; impact, and sustainability.

The assessment of the project's outcomes has included the following evaluation criteria:

- Relevance: Whether the project is keeping with its design and whether it is addressing the key priorities originally identified.
- Effectiveness: whether the agreed project results are being achieved or whether they are (on track) likely to be achieved by the end of the project.
- Efficiency: the productivity of the project intervention process. Whether the outcomes and outputs achieved are the result of an efficient use of financial, human and material resources.

The impact and the sustainability of the project have been assessed as independent areas, rather than within the outcomes. The first refers to the long-term results of the project (both positive and negative), and whether these are foreseen or expected, or not, and the second assesses whether the outcomes and positive impacts of the project are likely to continue after the project is completed.

For the evaluation criteria of relevance, the following ratings have been considered:

- Relevant (R).
- Not relevant (NR).

In accordance with the terms of reference of the mid-term evaluation (Annex 1), the following rates have been used for the areas of monitoring and evaluation, execution and the assessment of outcomes (effectiveness and efficiency):

- Highly satisfactory (HS): No shortcomings.
- Satisfactory (S): Minor shortcomings.
- Moderately Satisfactory (MS).
- Moderately Unsatisfactory (MU): Significant shortcomings.
- Unsatisfactory: Major problems.
- Highly Unsatisfactory: Severe problems.

For the evaluation criterion of sustainability, the subareas of financial resources, socio-political framework, institutional framework and governance, and environmental sustainability have been considered. The sustainability ratings are the following ones:

- Likely (L): Negligible risks to sustainability.
- Moderately Likely (ML): Moderate risks.
- Moderately Unlikely (MU): Significant risks.
- Unlikely (U): Severe risks.

In accordance with the Terms of Reference of the mid-term evaluation, the Evaluation Consultant Code of Conduct and the evaluators' experience, several additional methodological principles were applied such as (i) validation of information: different sources were systematically searched for contrasting and validating the information received; (ii) anonymity and confidentiality of individual informants, (iii) integrity, disclosing the full set of relevant information, and (iv) sensitiveness in the relations with stakeholders.

The evaluation was conducted following the steps presented in

Evaluation Task	Task Completion Date						
	16 Nov	21 Nov	14 Dec	14 Jan	22 Jan	28 Jan	27 Feb
1. Initial review of documents and evaluation work plan	*						
2. First mission		*					
3. Additional data collection - Phone interviews. - Request of documents to Project Manager							
4. Briefing on Preliminary Findings			*				
5. First Draft evaluation report				*			
5. Second mission					*		
6. Submission of Second Draft evaluation report						*	
7. Submission of Final Evaluation Report							*

TABLE 1: General Work Plan to Conduct the Mid-Term Evaluation

1.3.2. *Evaluation instruments*

The evaluation methodology has used instruments that promote an understanding of the views and contributions of the different stakeholders involved in the project with a focus on the framework conditions of their activities and the relationships with other actors. The following evaluation instruments have been used:

Evaluation Matrix: The evaluation matrix (Annex 8) follows the GEF evaluation criteria and includes the main evaluation questions, based on the Project Results Framework and the contents of the Terms of Reference of the Evaluation. It provided the overall guidance for the process, and served as a basis for the preparation of the interview guides and the documentation review.

Documentation Review*:* The list of documents reviewed is presented in Annex 5. A first set of documents were provided to the evaluator by UNDP BRC and by the national implementing agency (ECB). Following their review and the results of the interviews, further documents were added to the review process.

Face-to-face semi-structured interviews: These interviews were conducted during the first mission in Bratislava, and included most of the project's stakeholders, those persons involved in the project's implementation and management and most of the local technical experts. The interviews were based on two comprehensive questionnaires, addressed respectively to technical experts and institutional stakeholders (Annex 7). For each interviewee, a selection of key questions within the comprehensive questionnaire was chosen in advance.

Phone interviews. Phone interviews were held with those interviewees who could not been contacted in during the first mission in Bratislava. These included all the international experts, the Mayor's advisor for public participation and the local expert in public transport. Although keeping the same semi-structured approach of the face-to-face interviews, the questions were generally much more specific (Annex 7).

Focus groups. The purpose of the focus groups was to analyze the interactions among stakeholders and their relationship vis-à-vis the project's goal and approach. Participants at each focus group were invited to discuss on how the project should move forward towards implementation in the remaining months for achieving its expected targets. In accordance with their role in the project, three groups of stakeholders were organized, focusing on project management and governance, project monitoring, and project implementation. Participants received the draft midterm evaluation report in advance. The results of the focus groups helped to adjust the final conclusions and recommendations of the report to the expectations, and capacity of involvement of these stakeholders.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1. Project start and duration

The project was approved by GEF on July 29, 2009, and its implementation started on August 1, 2010. The delay from project approval to implementation was mainly due to changes in the identification of the appropriate national project implementing partner. The initial choice was to have the Municipality of Bratislava for this role, as the main stakeholder of the project, but negotiations did not succeed, and in May 2010 the mayor of Bratislava officially decided not to play that role. UNDP started the process for selecting a national project implementing partner in an open competitive process, and Energy Centre Bratislava (ECB) was selected for that function in July 2010. The project duration is 4 years, and it is due to close at the end of July 2014.

An inception workshop was held on October 21, 2010, and an inception report was prepared by ECB in the same month.

The project is supervised by UNDP through its Bratislava Regional Centre (UNDP BRC), and the Ministry of Environment of the Slovak Republic (MoE) acts as the executing agency, responsible for the overall management and audit of GEF resources. The project is implemented adhering to UNDP national execution (NEX) project requirements.

2.2. Problems that the project sought to address

The main problem that the project is addressing is the growth of greenhouse gas emissions (mainly CO2) from the transport sector in Slovakia. Transport is the third largest sector in terms of GHG emissions in Slovakia, and 98% of those emissions are produced by road transport.

The increase of car trips is identified as the major source of this growth. As the project states "*car trips increased from 50% to 67% while public transport went down to 33%*". However, the source of this information, and the years it refers to are not mentioned in the project.

For Bratislava, the project document states that modal split changed dramatically in 15 years, reducing the share of public transport and increasing that of car use: from 75:25 in 1993 to 59:41 in 2007. The dramatic increase in the number of privately owned cars in the city and its surrounding region explains this quick change. Commuters entering the city are estimated as high as 200,000 every day. However, it has to be stated that the source and accuracy of this information is not provided in the project documents.

Therefore, the main problems to be addressed by the project are the following ones:

- Reducing CO2 emissions from transport in the city of Bratislava.
- Reducing the use of private cars for urban trips in Bratislava.
- Increasing the use of public transport and non-motorized transport (NMT) modes in Bratislava.

2.3. Immediate and development objectives of the project

The immediate objective of the project is to reduce CO2 emissions from road transport in the city of Bratislava: "*By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 360,000 tons of CO2 during additional 10 years after the end of the project are expected"*.

The long-term objective of the project is "*to facilitate market transformation for sustainable mobility in Bratislava urban area leading to reduced GHG emissions, thus supporting the Slovak Republic efforts in meeting its commitment under UNFCCC and the Kyoto agreements".*

Under the United Nations Framework Convention on Climate Change and the Kyoto Protocol, Slovakia is committed to reduce its emissions of greenhouse gases (GHG) by 8% by 2008-2012, compared with 1990. Slovakia is well on track to meet this target, as its emissions in the base year were 72.1 million tons of CO2eq and emissions in 2010 were 46.0 million tons.

For the years ahead, the European Union has established new targets for those sectors (as transport) not included within the EU Emission Trading Scheme (ETS). Under the Effort Sharing Decision approved by the European Union in 2009 (decision No 406/2009/EC), Slovakia would be allowed to increase its GHG emissions by 13% in 2020 compared to 2005 levels.

There project's documents do no not state any specific development objectives associated to it. The UNDP project document identifies, however, a number of other national priorities and plans that could be consistent with the project, mainly:

- The "State Transport Policy until 2015". This transport policy document of the national government includes the specific goal of "decreasing the negative effects of the transport sector on the environment" and a priority for the "development of public transport".

- The National Energy Efficiency Action Plan (NEEAP). The obligation for EU member states for establishing NEEAPS was introduced by directive 2006/32/EC. In 2008, Slovakia submitted its action plan, with concrete measures for 2008-2010, targets for 2016 and intermediate targets for 2010. The goals are to get energy savings of 3% by 2010 and of 9% by 2016. Transport is expected to contribute with 22% of the total savings. However, the action plan did not include specific actions within urban transport in Bratislava and other cities, beyond the financing of public transport services. Following the requests of the EU directive, a revised action plan was presented by 30 June 2011. This second NEEAP, with a focus on 2011-2013, keeps the same main measure envisaged in the previous plan (financing of public transport services), and includes a new one for the promotion of cycling in cities, although with no financial commitments from the national government. Other measures included in the NEEAP, such as the reduction of the legal emissions limits from new vehicles, are likely to have a significant impact in the long run on transport emissions in Slovak cities.

The State Transport Policy until 2015 and the two National Energy Efficiency Action Plans can be considered as part of the project baseline, as they would take place even in absence of the UNDP/GEF project.

2.4. Baseline indicators established

The project inception workshop was held on October 21, 2010. The main conclusions of the inception report concerning the need to change some of the activities and outputs of the project resulted in two changes in the he Project Results Framework (Annex 9) in order to include:

- The fact that the baseline of the indicator "number of passengers in public transport modes in Bratislava" had to be corrected. In accordance with the official statistics of the municipal public transport company (DPB) this figure reached 250 million passengers in the baseline year (2007), instead of 215 million. The target value was modified accordingly (to 265 million), so that the absolute increase of passengers at the last year of the project would remain unchanged (15 million passengers).

- The intention of the municipality and of the public transport operator (DPB) to implement tram priority in one additional corridor. Two corridors (Vajnorska and Racianska) were therefore included within the indicator "Average travel time on the Vajnorska and Racianska corridor from one end to the other end by the second project year". Probably by mistake, this change was not included in the description of the outcome 2, which remains mentioning the Vajnorska corridor only. As these actions would be carried out by the municipality, the role of the UNDP/GEF project within this component remained unclear: it was mentioned that it could focus on another additional corridor (Ruzinovská or Karloveská), but it was concluded that "*after final approval of the city project (by the end of the year 2010), the technical details of the UNDP project will be specified to provide synergy with the measure under the city project to avoid doubling of activities".*

The inception workshop also stated that the most recent transport related surveys in the city had been carried out in 2001, and that there would be an urgent need to obtain data reflecting the current situation.

Project Purpose	Code	Indicator	Baseline	Target
Objective: Reduction of CO2 emissions	G.1	Total direct CO2 emission reduction over the project duration	0	30,800 tons CO2
	G.2	Number of passengers in public transport modes in Bratislava in last project year	250 millions	265 millions
	G.3	Average car occupancy for cars entering the city centre by the end of the project	1.2	1.5
Outcome 1: Parking policy	1.1	New policy with stricter regulation on parking	Parking management schemes with no duration limit and low hourly fares	Policy adopted
	1.2	Average on-street parking duration per car in regulated spaces by the second project year	5 hours	Less than 2 hours
Outcome 2: Priority system for trams	2.1	Average travel time on the Vajnorska and Racianska corridor from one end to the other end by the second project year	15 min	11 min

Project Purpose	Code	Indicator	Baseline	Target
Outcome 3: Bicycles for daily trips	3.1	Long-term NMT strategy prepared in participatory process to support daily use of NMT by the second project year	NMT infrastructure planned only for recreational reasons, week cooperation of stakeholders	Strategy accepted
	3.2	Number of pilot projects set up/implemented to promote NMT by the end of the project	0	2 set-up, 1 implemented
	3.3	Number of annual bicycle trips by the end of the project	500,000	3 millions
Outcome 4: Policy to promote car sharing and car pool	4.1	Active car pool programs and car share programs by the end of the project	0	2
	4.2	Percentage of car users diverting to car share/car pool program in the last project year	0	2%
Outcome 5: M&E	5.1	Monitoring enabling more accurate calculation of emissions from transport in Bratislava	Separate monitoring data from different institutions enabling only estimation of emissions from transport in Bratislava	Coordinated, regular monitoring established
	5.2	Baseline and annual measurements	2007 data	Baseline data confirmed and regular annual measurement of indicators

TABLE 2: Indicators Identified within the Project Results Framework

The Project Results Framework includes 13 indicators, which are given a code in TABLE 2 for easy reference. There are 3 indicators linked to the project's objective, 2 indicators for outcome #1 (parking policy), 1 indicator linked to outcome #2 (public transport), 3 indicators linked to outcome #3 (non-motorized transport), 2 indicators linked to outcome #4 (car sharing and car pool) and 2 indicators linked to outcome #5 (monitoring and evaluation, M&E). Seven of these indicators are quantitative, 4 refer to the actual implementation of some policies or measures and the two indicators on monitoring and evaluation refer to management, merely checking that the annual monitoring reports are produced and that at the end of the project a more accurate methodology for calculation of emissions has been established.

FIGURE 1 summarizes the internal logic of the project results framework, facilitating the analysis of the consistence of the indicators chosen and the identification of possible gaps.

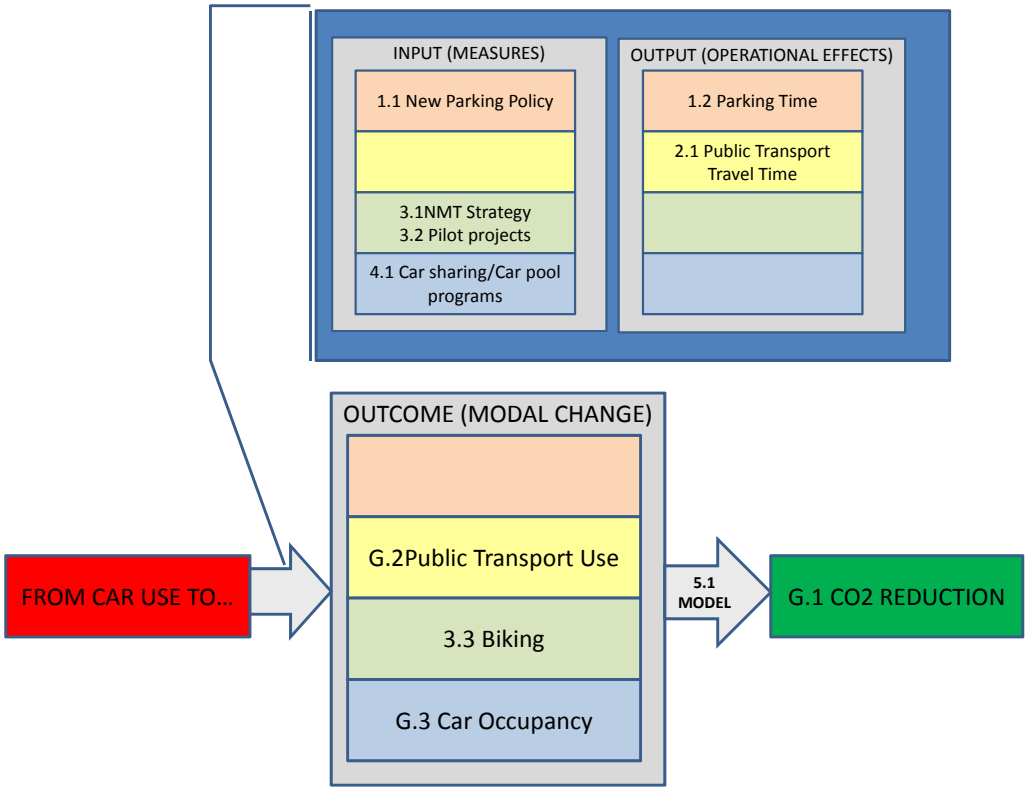


FIGURE 1: THE PROJECT'S INDICATORS LOGIC

The four "input indicators" in FIGURE 1 serve to verify whether some actions are actually implemented. The two "output indicators" should check whether some those actions have achieved particular technical results, which are considered to be necessary to increase the attractiveness of those transport modes. The achievement of the targets for input and output indicators are considered as instrumental in getting some users away from current private car users to sustainable transport solutions, but in themselves are unable to monitor whether this modal changes actually occur: this is the role of the 3 "outcome indicators", which measure increases in car occupancy, biking and public transport use. Results from the outcome indicators are the basis for the calculation of the final CO2 emission reductions, to be compared with the project's 30,800 tons target. Th indicator 5.1 will check whether the appropriate calculation model has been developed for these calculations.

FIGURE 1 is useful to identify some gaps in the current set of indicators. Mainly, the lack of any indicator to monitor what is expected to be actually done within the public transport component in order to achieve the 4 minute travel time reduction expected for indicator 2.1. In fact, the actual contents of the measures to be implemented within the public transport component have several times since the start of the project, first at the time of the inception workshop and later as a request of the municipality. Surprisingly, these changes have never been translated in a subsequent change for indicator 2.1 and for the expected modal change towards public transport. Finally, there are no output indicators for biking and car sharing/car pool, so that there are no references about the quality or functional levels considered necessary to achieve the targets for biking and car occupancy (outcome indicators 3.3 and G.3).

These gaps are relevant, as they weaken the ability of the project's managers to identify (i) what has to be done within the project once the technical studies are completed and (ii) whether the measures implemented are providing the operational improvements necessary to attain modal change.

The fact is that, thus far, none of the indicators of the project should have experienced any change as none of the actions identified by the "input indicators" have been implemented. This is also the case for the public transport component of the project, as it will be described in more detail under section 3.3.3.

2.5. Main stakeholders: Stakeholders map

A preliminary map of the relevant stakeholders can be made from the project's documents and from the attendance lists to the various workshops organized within the project. These stakeholders can be classified within five main categories:

- International and national institutions. They have (or could have) been influential in setting up the project, and keep a key role in its management. These are UNDP, the Ministry of Environment and the Ministry of Transport.

- Local institutions. They have been necessary for project design, and their relevance is increasing as the project moves forward, as they have to adopt crucial decisions for implementing the measures. These are the Municipality of Bratislava (MAGIBA) and the local boroughs (BRA-LB). Initially, two boroughs were identified: Petrzalka for the biking component and Staré Mesto for the parking component. Currently, both boroughs and two additional ones, Nove Mesto and Ruzinov have announced their willingness to implement the new parking policy.

- Public companies and operators. They have not necessarily played a relevant role during the project design, but they are crucial for a successful implementation, as they have key information and data, and will implement some of the recommendations. Three of those companies are under the control of the municipality of Bratislava: the public transport company (DPB), the parking management company (MEPASYS) and the company in charge of the design and construction of bike infrastructure (STaRZ). The Slovak Hydro-Meteorological Institute (SHMÚ), in charge of the monitoring component, is under the control of the Ministry of Environment. Finally, the organization responsible for setting up and managing the integrated transport system in Bratislava and its metropolitan area (BID) includes the participation of the Municipality of Bratislava, the Autonomous Region of Bratislava and the Ministry of Transport. BID has not any particular role in the project as such, but the implementation of an integrated transport system could significantly improve the attractiveness of public transport, and encourage modal change. BID has participated in the project design and is a member of the project steering committee.

- Private companies and operators. They are currently providing some transport services, which will be influenced by the project. Furthermore, the framework in which these companies develop their activities can be deeply affected by the impact of the project. This group includes the private parking operator (BPS) of the on-street parking management system in the borough of Staré Mesto, and the traffic management equipment provider (SIEMENS). Any company considering offering car sharing or car pool services would also be highly influenced by the project's results, as would also be the case for taxi operators.

- Advocacy groups. Different groups focused on the promotion of biking have been mobilized since the project design stage. One of them, the NGO BiCyBa was included in the project steering committee and committed itself with some in-kind co-financing. Currently, the participation of these groups has been

channeled through the municipality participatory committees, and a platform of some of those groups Cyclokoalicia (www.cyclokoalicia.sk) has become more active.

- Other social or economic groups. No particular groups have been identified. Their eventual participation would be channeled through the municipality's committees.

A more detailed description of the roles and responsibilities of the various stakeholders is included in TABLE 3, based on the project documents.

Institution	Role	Responsibility	2010-2012 Involvement
Ministry of the Environment	To ensure consistency of project with the national environmental strategies and policies, provide information on national and local emission and environmental data.	National GEF focal point, responsible for national strategies in climate change, air pollution, environmental global and international conventions	Executing agency. Provision of national project director (not operational until January 2012). Participation at the informal Project Board Overview of the project, with no strong links with national environmental policies.
Ministry of Transport, Posts and Telecommunications	To ensure consistency with the national transport policies and strategies,	Preparation of national strategies and policies in transport, oversee to development of transport buildings on national level, providing guidance for development of transport projects	Project steering committee. Limited involvement, thus far. Expected more involvement, as biking is a relevant component of the new national transport strategy (under preparation). Contact point changed in 2012, from the international department to the "Strategic Institute"
Ministry of Construction and Regional development	Provide information on available funding from different operational programs, coordination and management of EU structural funds	Preparation of operational programs	No involvement in the project
Slovak Environmental Agency SHMU	Project coordinator between UNDP and the MoE and other stakeholders, preparation of environmental reports and databases	Provides the MoE with expert and supporting documentation for drat strategies, concepts, programs and legal regulations; moreover it coordinates activities, holds conferences, seminars, trainings, exhibitions and other events	Leading the project's monitoring component. Delivered monitoring report for 2011, focused on the methodology to improve CO2 emissions estimates.
Bratislava Regional Administration	Participate on the project part concerning Bratislava integrated transport	Co-founder of Bratislava Integrated Transport, responsible for regional transport, and major local transport buildings	Project steering committee

Institution	Role	Responsibility	2010-2012 Involvement
Bratislava Municipal Administration (City Office)	Main stakeholder of the project, defines the needs and problem areas of Bratislava city in transportation, proposes and agrees on activities of the project, main co-financing partner	Responsible for urban and transport planning of the city of Bratislava, co-founder of Bratislava Integrated Transport, responsible for local transport, 100% owner of the Municipal public transport company	More active role than initially expected (close to a national implementing partner).
Regional Police Directorate	Provide information of traffic regulation and management, participate in the component of TSC and integrated transport	Traffic control and management in the city of Bratislava,	Participation at project's workshop. Highly concerned with eventual safety hazards linked to the new concepts
Bratislavská integrovaná doprava Bratislava Integrated Transport (BID)	Participant for in the project component of integrated transport	Provide integrated transport	Project steering committee and project workshops. Could play a larger role, as the integrated transport system will be launched in March 2013.
Municipality Public Transport Company (DPB)	Participants in the component of Limiting private motor transport and integrated transport	Provide transport services to Bratislava city	Project Steering Committee Public transport workshop Plans to improve public transport service, outside the project
Bratislava Parking system (BPS)	Participants in the component of Limiting private motor transport	Management of parking in Bratislava city	Participation at parking workshop.
Municipal Parking company (MEPASYS)	Participants in the component of Limiting private motor transport	Management of parking in Bratislava city	Participation at parking workshop Plans to expand its mission, to manage on-street parking (no approved yet). Currently under restructuring, not operational.
Management of recreational facilities of Bratislava STaRZ	Contributing to the planning of NMT part of project	Responsible for the recreational facilities, including cycling lines	Implementation of biking infrastructure (not formally included in the project). Participation at the NMT workshop
Slovak Technical University – Department of Transport Buildings	Providing comments on the project activities	Providing contribution to the strategic planning on local and national level	Project steering committee
Civic associaations: BiCyba, CycloKoalicia…	Participants for NMT part of project	Provide comments and inputs for the planning of cyclic lines in Bratislava, cooperate with municipal administration on promoting NMT	Project steering committee. City's participatory committees CycloKoalicia has become the active partner, now.
Energy Centre Bratislava ECB			National implementing partner

TABLE 3: Identification of stakeholder's roles and responsibilities

The relationships among stakeholders and their initially expected involvement in the various project components are illustrated in FIGURE 2, below.

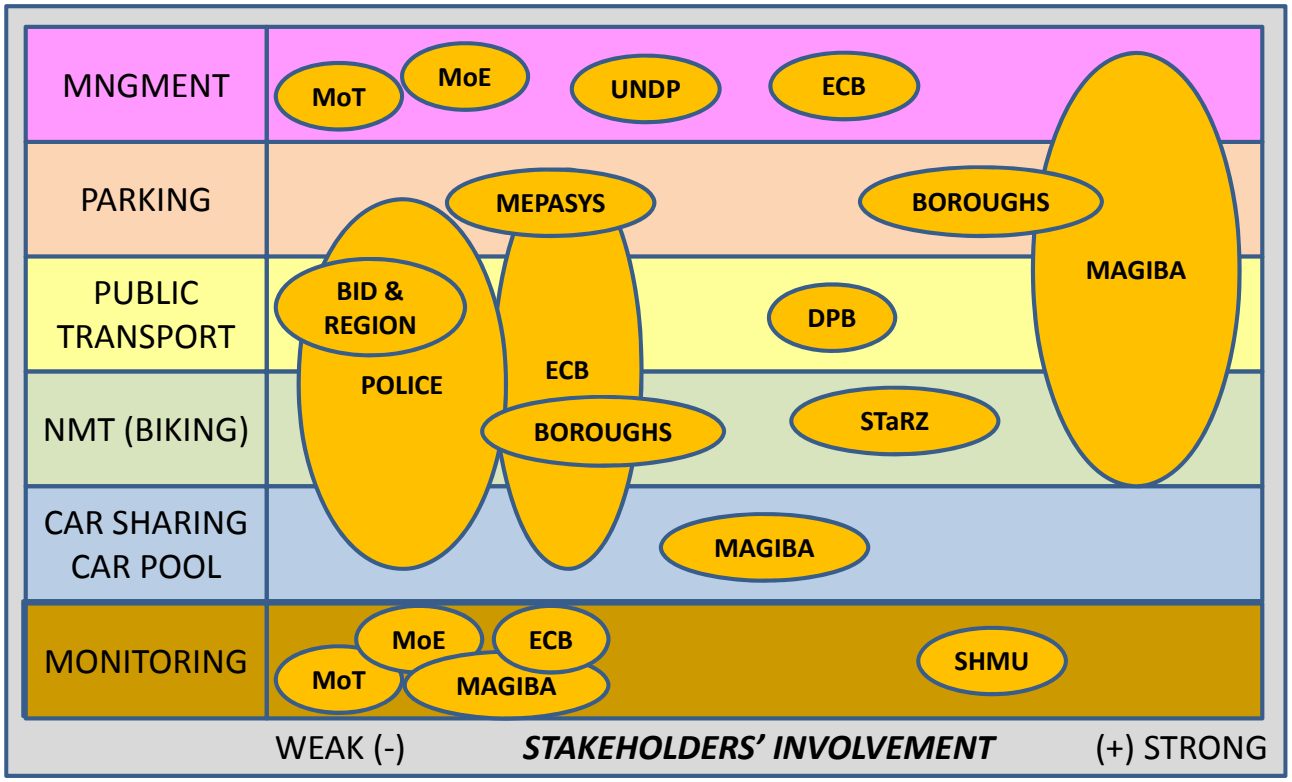


FIGURE 2: 2010-2012 Involvement of the stakeholders

The FIGURE 3 plots the current involvement of the different stakeholders compared to the relevance of their role for the remaining of the project.

Different stakeholders could be identified within big organizations, such as the city of Bratislava (MAGIBA), the Ministry of Environment or the Ministry of Transport. For example, in the case of the city, there are the strategic areas, reporting to the mayor (Chief traffic engineer, Mayor's advisors…), and the various technical and administrative services in charge of daily operations and implementation (for traffic management, urban planning and design, recreational facilities, local police, etc.).

Whereas, in the case of the city, the various stakeholders have been in close contact, mainly thanks to the focal point role played by the Chief Traffic Engineer, this has not been the case for the Ministry of Environment, where the only stakeholder involved is the directorate for climate change, or for the Ministry of Transport, where the focal point has changed with little effective involvement, until the recent selection of a small unit, the Institute for Strategy, for this role.

The map of stakeholders shows that the involvement and relevance of advocacy and special interest groups is limited. As urban transport projects typically impact on the daily lives of many people, businesses and organizations, it would be expected to find a longer list here. This is partially being done through the municipality's participatory committees, set up in 2011. The purpose of these committees is to increase transparency and participation in key policy areas and they cover cycling, public transport and parking. These committees may indirectly serve to improve the involvement of local social and economic groups within the project activities, but they have a broader scope and are not clearly associated (and probably not much aware of) to the project.

Clearly, over the second half of the project it would be important to broaden and expand the list of stakeholders the project is interacting with. This is particularly urgent, as the project has not identified thus far how it may impact on different vulnerable groups. As the project enters the implementation stage, the involvement of these stakeholders should improve its sensitiveness towards gender and vulnerable groups.

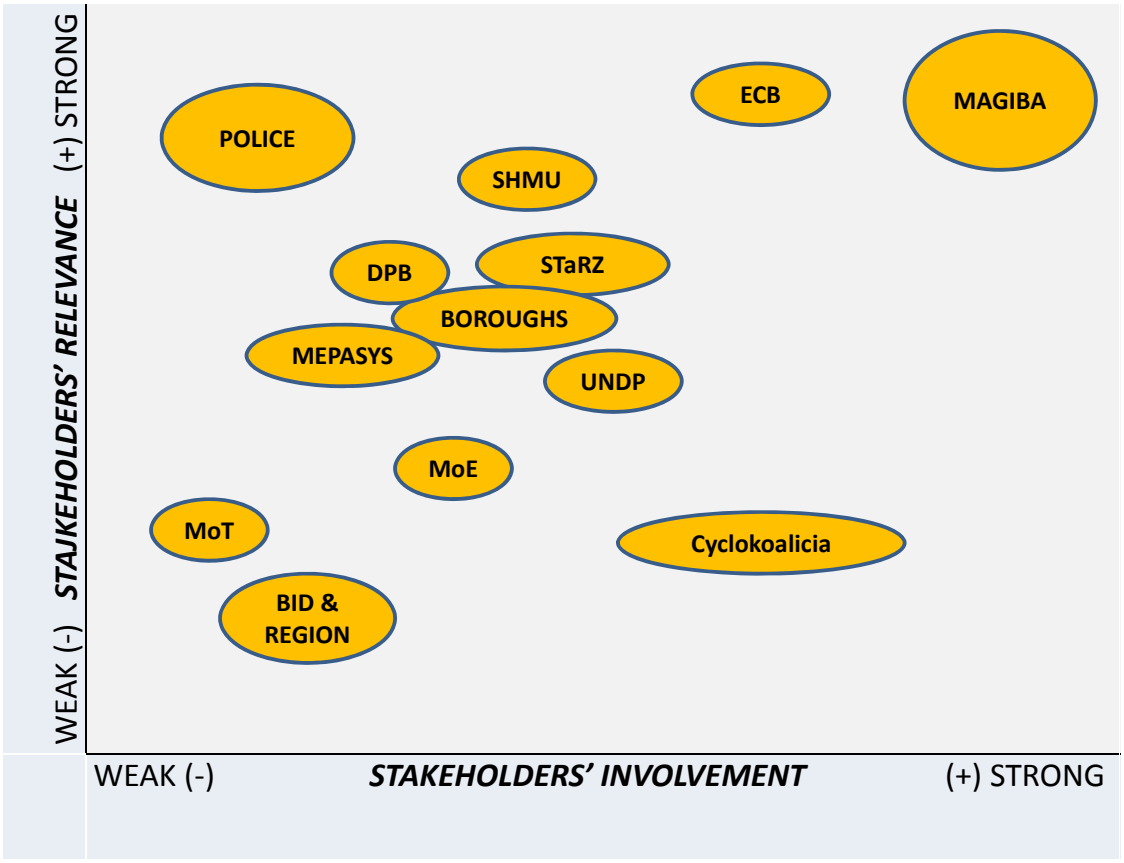


FIGURE 3: Relevance and Involvement of the Stakeholders

2.6. Expected results

The objective of the project, i.e. the reduction of 65,000 million tons of transport CO2 emissions in Bratislava (30,800 million tons directly from the project) is conceived as the combined result of the synergies among the actions planned in the four components: parking, public transport, biking and car sharing/car pool. The basic assumption is that those actions should be successful in getting significant changes in the mobility behavior of citizens, by combining:

- Some restrictions to car use and facilitation of public transport and non-motorized transport (bicycles), which should result in significant modal change from car to other modes.
- More efficient use of private cars (including higher occupancy rates, lower congestion levels and quicker access to a free parking place), resulting in less fuel consumption and less emissions.
- Better monitoring of transport CO2 emissions in Bratislava and other Slovak cities, raising awareness among stakeholders and the public, and improving institutional cooperation. This should create the conditions to achieve the indirect emission reductions within and beyond the project's life.

Since its design stage, the project has been subject to significant changes in the scope of the actions to be implemented. TABLE 4 identifies the expected actions and investments, in accordance with the project submitted to GEF for approval, and the subsequent changes since the implementation workshop.

Project Activity	Co-financing expected	Comments
Investment for implementation of the new on-street parking management system	$2.87 million	Control of 8,000 parking spaces, including a parking control centre. Initially expected in one borough, through a concession contract. Now, the municipal company MEPASYS is expected to manage them in 4 boroughs. No data available in the changes expected in investment
Tram priority in Vajnorska corridor	$0,50 million	The city had initially planned to implement tram priority in the whole corridor with the support of EU funds. This project of the city was first expanded to a second corridor (Racianska), and later cancelled by the city. Both corridors have been analyzed within the UNDP project, but implementation plans are limited thus far to installing new traffic control systems giving priority to public transport in two intersections.
Biking: 2 pilot projects set-up, 1 implemented.	$0.92 million	Construction of some 40 km of biking lanes by the municipality and the borough of Petrzalka.
2 car sharing/car pool programs active.	$0.1 million	Awareness campaigns (also addressed to private sector working places and working centres) and incentives (such as free on-street parking) by the municipality. Currently looking for one company interested in operating a pilot scheme.
Monitoring	$0.05	No changes

TABLE 4: Co-financing of the different project's technical components

3. FINDINGS

3.1. Project Design/Formulation

3.1.1. *The project's logic: Analysis of the Project Results Framework (PRF).*

The project's strategy was developed in compliance with GEF-4 Operational Program 11 (Sustainable Transport) and its Strategic Program 5 (Promoting Sustainable Innovative Systems for Urban Transport), within the GEF focal area of climate change mitigation. The operational program aimed at reducing GHG transport emissions in developing countries through the use of alternative transport modes. The project was designed to develop a variety of plans and strategies related to alternative transport which, when implemented by the city of Bratislava through the adoption of new policies, would lead to 65,000 tons of CO2 emission reductions by the end of the project (2014).

According to the description of GEF Strategic Program 5, the expected successful outcomes include to "*make greater use of less GHG-intensive transport modes in targeted urban areas. Indicators of success will include tons of CO2 avoided; the adoption/creation of sustainable transport policies, and the number of person-trips taken annually on sustainable options*. *The sustainable mobility market encompasses measures that promote transportation systems of lower carbon intensity – including modal shifts to lower GHG-emitting modes of public transport, public rapid transit (including bus-rapid transit), and non-motorized transport… For the period of GEF-4, emphasis will continue to be placed on "non-technology" options, such as planning, modal shift to low-GHG intensive transport modes, and promotion of better managed public transit systems*."

The Project Framework Results (Annex 9) closely follow the GEF guidelines stated above. The proposed project's strategy is based on achieving modal change from private cars to sustainable urban transport modes by making the former more costly (a new pricing scheme for on-street parking) and making the later more attractive. Within the project, new policy strategies will be designed and some pilot schemes will be implemented. The project justification also mentions the additional intention to "*decrease congestion, especially in city center by imposing restrictions and increasing delays for car trips*", which could rather be considered as a clarification of the strategy for making "car use less attractive", and not as a separate strategy. The indicators within the Project Framework Results (FIGURE 1 at section 2.4) cover the 3 aspects requested by GEF Strategic Program 5, listed above: tons of CO2 avoided, adoption of policies (including implementation of projects) and number of passengers changing from private cars to sustainable transport modes.

The first component of the project should make car use less attractive in terms of cost, by introducing new on-street parking regulations including limited maximum parking time (2 hours) and pricing. The scope of this component has changed since the project design, although keeping the general concept stated above. Whereas it was initially thought to implement the new scheme in the historical city centre (Staré Mesto borough) through a concession to a private company, the plans are now to move towards a city-wide integrated system, which would be introduced initially in four central boroughs (Staré Mesto, Nove Mesto, Petrzalka and Ruzinov). In accordance with the project's budget, this component should require the largest co-financing contribution from the municipality: $2.87 million (TABLE 4) and would provide the bulk of direct emissions savings (TABLE 5).

The second component should make public transport more attractive. The targets for this component have remained unchanged (4 minutes should be saved for all trams circulating on the corridors and 15 million annual trips should be attracted from private car to public transport), in spite of the changes in the geographic and technical scope of this component. In fact, it remains unclear from the Project Results Framework and from the rest of the documents how the 4-minute saving will be technically achieved, and how this time saving can result in the targeted increase in public transport patronage. This component should contribute with 11.5% of the total annual direct emission savings estimated by the project.

Project Component	Direct Emission Savings	Indirect/Direct emiss. savings (Y3+Y4)	Modal change Year 2 and 3	Modal change Year 4 and beyond
Parking policy	46.0%	5.0	2%	3%
Tram priority	11.5%	12.0	1%	2%
NMT promotion	7.3%	12.0	0.5%	1%
Car pool/share	35.1%	8.3	2%	3%

TABLE 5: Estimated CO2 emission savings

The promotion of biking, within the non-motorized transport component, would have the lower comparative contribution in terms of direct emission savings, in spite of being the second one in terms of co-financing.

The fourth component is expected to dramatically increase car occupancy throughout the city, providing 35.1% of total CO2 emission savings.

Although not explicitly mentioned within the Project Results Framework, the approach seems to be primarily interested in launching a virtuous process, putting sustainable transport policies in the political agenda of the city, facilitating institutional cooperation across and within government levels, and building technical capacity and removing barriers within technical services.

Any urban transport project aiming at modal change must face the challenge of making estimates with the limited data available. Modal change is the result of personal choices difficult to be modeled, and the studies available are difficult to apply to other cities with different framework conditions. The modal change estimates applied in the project (TABLE 5) were benchmarked against data provided by one study of the Victoria Transport Policy Institute (VTPI)[1] for the parking and public transport component. For biking, the international benchmark is the design report of a UNDP/GEF project conducted in Gdansk (Poland)[2] from 2003 to 2006. For car sharing and car pool, the benchmark is a 2001 study for the State of Washington (United States), also cited at a publication of the Victoria Transport Policy Institute, and focusing on peak-travel commuters[3]. It must be added that the final evaluation of the Gdansk report could not get any figures on modal change and emission reduction, although it stated that the initial estimates of the project had probably been too optimistic.

In the year of implementation of the project's measures, the modal change anticipated from car to other modes would be 5.5%: 2% of trips due to parking policy, 2% of trips due to tram priority, 1% of trips due to

[1] Victoria Transport Policy Institute (2008). Understanding Transport Demand and Elasticities. http;//www.vtpi.org/elasticities.pdf .
[2] Project developed between February 2003 and December 2006. Final report available at http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=2038. .
[3] Bryon York and David Fabricatore (2001), Puget Sound Vanpool Market Assessment, Office of Urban Mobility, WSDOT. Cited by VTPI(2011). Rethinking Malahat Solutions: http://www.vtpi.org/malahat.pdf.

car sharing and carpooling and 0.5% of trips due to the promotion of biking (TABLE 5). Overall, these figures seem too optimistic, as they are applied to all car trips, and not to those which could be specifically been targeted by the project actions: the description of the specific strategies is not precise enough to understand how a causal link is established from the projects' actions to the achievement of the quantitative levels of modal change retained.

Rather than focusing on these quantitative aspects of modal change, the project seems to be trying to apply well known push & pull marketing strategies to the particular conditions of the city of Bratislava. Therefore, a thorough discussion of the justification of the project in quantitative terms probably does not do justice to the robustness and quality of the project's design in qualitative terms.

A push & pull marketing strategy aims to combine actions from the supply and the demand side. From the supply side (the "push strategy"), the project will try to "make attractive products available to the customer" by making sustainable modes more attractive. On the demand side, the project will try to motivate citizens to adopt sustainable mobility practices through awareness raising campaigns, and participation activities in the project, as well as by other means like pricing on-street parking and making car use less attractive. While the push effort will produce better mobility conditions for sustainable means, the pull effort will try to make sure that citizens will actively demand for sustainable mobility solutions.

This push & pull strategy is consistent with the experience in many cities: the improvement of alternative transport modes has to be coupled with an effort in parallel to make car use less attractive, while making sure that citizens understand and appreciate both changes. In the second direction, pricing strategies (for the use of the road space- congestion pricing- or for the use of parking spaces- parking policy) have been implemented, with favorable results. It must be said, however, that other non-economic strategies, including the reduction of the road space reserved to cars, reduction of parking places and traffic restrictions in some streets or urban areas have also been implemented successfully in a number of cities, although they have not been considered in the case of Bratislava.

Three interventions from the project are expected: technical assistance for improving the level of service (i.e. the quality) of sustainable transport modes or for restraining car use, provision of success stories in other cities, and awareness-raising by providing guidance for public relations campaigns and participation.

Although the project identifies the key impacts, root causes and barriers underlying the current situation of urban mobility in Bratislava, it adopts a general perspective, and fails to differentiate among the various social groups, and to assess their expected attitude towards the project's strategy. This includes the lack of analysis of the project's sensitiveness towards gender and vulnerable groups' issues. The result is that, in spite of its original conception, the project's activities focus finally much more on the push than of the pull side: political (i.e. decision-making for approval of the new strategies) and technical (adequate design) aspects receive by far much more attention than users' needs, expectations, participation, and awareness raising.

This focus on the push side of the strategy is not accompanied with enough detail on the planned actions and expected outcomes (FIGURE 1 and section 2.4). Furthermore, the adoption and implementation of these policies will require new and additional investment from the City budget, which is not identified in a detailed way (TABLE 4). Outcomes and outputs, as described by the project documents, are leaving a wide room for interpretation during the implementation of the project. This means that:

- A weak link is established between outcomes/outputs, indicators and targets in the project, without providing guidance on how it could be strengthened during the implementation stage. Furthermore, the weak justification on the targets chosen makes it difficult to use them as a reference for any on-going monitoring of the project.

- For quantitative targets, the availability of data sources for verification has not been guaranteed, and is left to the realization of surveys in the future. The project does not provide enough guidance to make sure that these surveys will actually be conducted. In fact, the opposite is more likely, as there is no tradition in conducting regular transport surveys in the city and there are no methodological indications on how to make the data collection effort with reasonable costs (for example, for the number of annual bicycle trips and for average car occupancy).

As a summary, it can be concluded that the project's strategy is rightly aiming to encourage modal change, by improving the level of quality of sustainable transport modes and decreasing somehow the attractiveness of private car use. However, it fails to provide a consistent quantitative justification on how actions are related to final outcomes, i.e., which is the level of effort in the actions to be implemented, which can attain the stated CO2 emission reduction objective.

It is not surprising that the description of monitoring activities cannot be detailed enough to clarify how the critical existing limitations will be addressed: first, because data availability is reduced to provide an effective monitoring for some of the indicators chosen; secondly, because the estimates are based on too vague assumptions, which cannot be contrasted against real conditions in Bratislava. Therefore, the reliability of the monitoring effort is considerably weakened.

Lastly, the project falls short of undertaking a detailed enough analysis of the different social groups, which will be affected by the project, and leaves the identification of key beneficiaries to the awareness-raising activities to be undertaken mainly under the non-motorized transport component. The target groups for the project are mainly decision-makers and professionals. This makes it uncertain how different social groups, and particularly vulnerable ones, will react to the measures to be implemented.

3.1.2. *Assumptions and risks*

The risks and assumptions listed in the Project Results Framework, as revised at the inception report, refer to the attitude of the Municipality and the public vis-à-vis the objectives and recommendations of the project (TABLE 6). Whereas these assumptions and risks are certain, they are based in a simple conception of the role of the municipality and the public, limited to "willingness". In fact, other relevant issues are involved in any policy implementation, including technical capacity, availability of the necessary in-kind and financial resources, or the ability to appropriately identify and address the various mobility needs of different social groups.

Project Purpose	Risks and Assumptions
Objective: By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 360,000 tons of CO2 during additional 10 years after the end of the project are expected.	Municipality is willing to adopt the three urban transport policies prepared by the project Public accepts and is willing to participate in the introduced options
Outcome 1: Municipality of Bratislava adopts and implements new on-street parking policy	City Council may not approve the legal changes that are required to introduce the new parking policy The new on-street parking policy might be cancelled in the future due to pressure of interest groups
Outcome 2: Bratislava public transport operator implements priority system for trams in Vajnorska corridor	The municipality might cancel the tram priority due to pressure from drivers or traffic jams
Outcome 3: Increased number of people use bicycles for daily trips	In spite of the investments in the new bike lanes people might not divert to use NMT modes since the network is not complete
Outcome 4: Municipality of Bratislava adopts a policy to promote car and car pool program to divert drivers from driving alone to sharing options	Potential users might not switch to the sharing program in spite of the incentives and benefits
Outcome 5: M&E	

TABLE 6: Risks and assumptions identified within the Project Results Framework (Inception Report)

In fact, the changes experienced in practice by some of the project components reflect that technical expertise and availability of resources are also critical for the successful implementation of the project. Furthermore, the lack of identification of assessment and risks within outcome 5 (monitoring and evaluation) makes it difficult for managers to get prepared to adapt the monitoring effort to the real conditions under which the project is implemented in practice. These limitations of the project design have proven to be influential during the two first years of operation. The changes made in components 2 and 4 during 2011 serve to illustrate this point. The changes have made irrelevant two of the targets proposed within the Project Results Framework: this is the case for the "average travel time on the Vajnorska and Racianska corridors" (the 4-minute saving is not realistic, once the idea of implementing a priority scheme within the corridors is replaced by the improvement of just 2 intersections) and, within outcome 3, for the "number of pilot projects to promote non-motorized transport" (the concept of pilot projects was abandoned within this component, at the request of the Municipality) and the "number of annual bicycle trips" (as no actual implementation of biking lanes will be done within the project[4]). At any rate, none of these modifications are derived from the "risks and assumptions" list within the Project Results Framework: however, it can be said now that the lack of data and information was a significant risk at the initial stages of the project, and resulted in the identification of questionable indicators and targets.

These shortcomings of the project design should be corrected as soon as possible, as the project approaches the implementation of some measures. An update of the emerging risks under the new

[4] Furthermore, the initial target was probably too high for such a short period: 6 million trips changing from private car to bicycles, or 2% of the total of 300 million private car trips in three years.

characteristics of the project, and a better identification of the various interest groups within the Municipality and the users should be undertaken.

3.1.3. *Lessons from other relevant projects incorporated into project design*

The only project explicitly mentioned in the documents is the UNDP project "Gdansk cycling infrastructure and promotion project"[5], as a source for estimating the modal change target from private car to cycling. In fact the final evaluation report of this project, although praising the impressive expansion of cycling facilities in the city, states that no reliable data were available for assessing the project's results in terms of modal change and CO2 emission reductions.

Although the project is consistent with current best practices on urban transport, it could have benefited from making an explicit use of the wide experience in this field within UNDP/GEF or from other institutions (e.g. the EU's Civitas initiative, the "cities for mobility" network and the global EMBARQ network of cities for sustainable transport[6]). Although the project design gave a lot of relevance to the mobilization of international technical expertise, this was not explicitly including support for increasing the networking and interaction of decision makers and local professionals at the Municipality with those of other cities. The only initiative conducted thus far was a visit to Bremen in 2012, following the proposal of the international expert on car sharing.

This kind of international networking could expand the technical information and awareness raising made by the international experts during the two first years of the project. To be effective, these initiatives should be targeting the relevant stakeholders and the specific barriers that have been identified by the international experts in their reports. Furthermore, the project could also benefit from stronger cooperation with other ongoing UNDP/GEF sustainable transport projects being implemented in the UNDP RCB region (currently in Russia, Tajikistan and Serbia). At the moment, no efforts have been made in this direction, but they could still be materialized during the second half of the project.

3.1.4. *Planned stakeholder participation*

The identification of stakeholders and their roles and responsibilities is summarized in TABLE 3, based on the description in the project's documents and on additional information from the project's letters of support and the attendance to the meetings of the project steering committee (PSC).

Stakeholder participation was originally planned through two different channels: the Project Steering Committee for those partners with a committed or potential contribution to the project, and through so-called working groups (one for each project's component) for other actors. In practice, none of these channels have been operational. The working groups have not been set within the project and the interaction and participation of stakeholders has been made through two main mechanisms:

- Workshops, organized within each component. Usually, two workshops have been established: an initial one for the presentation of the objectives and the experts' work plan, and a final one for the

[5] Project developed between February 2003 and December 2006. Final report available at http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=2038.
[6] www.civitas-initiative.org; www.cities-for-mobility.net; www.embarq.org.

presentation and discussion of the experts' final report. The identification of participants has been made by the municipality.

- Committees established by the municipality. Three committees (biking, public transport and parking) bring together local professionals, advocacy groups and other organizations. These committees get information and discuss about the city's policies. They are not formally linked to the project, and the project implementation team is not following their activities, except for the committee on biking, which is attended by the local transport coordinator of the project. Occasionally, the contents and recommendations of the project may have been discussed within these committees, but the project implementation team has not been actively involved in these participation activities.

In spite of the importance of getting a positive opinion of the relevant social groups towards the changes proposed on mobility behavior, the project has developed a too modest communication and outreach activity during its first two years. The project has put in place a website (http://udvb.sk), although the number of visitors to the web page does not seem to be relevant (in accordance with data from Alexa.com[7]). The website design does not allow for interaction and participation of visitors, although it provides some basic information about the four main components of the project. Other communication activities have been designed directly by the Municipality, including the distribution of information packages and the publication of contributions in the local media. The project has provided the necessary technical materials for this.

3.1.5. *Replication approach*

There are no specific plans for eventual replication of the project's approach and results in other projects. Nevertheless, the component #5 includes the ambition to use the updated model for estimating transport CO2 emissions in Bratislava also in other Slovak cities. In fact, if successful, the project could have a significant influence in those cities, in accordance with the views of the Ministry of Environment, through replication of some policies. Also other cities involved in similar UNDP/GEF projects within the region could benefit, through a Conference gathering together project managers, city administration officials and key stakeholders.

Replication has not received much attention thus far, and it should become more relevant for the remaining of the project. National stakeholders (Ministry of Environment and Ministry of Transport), with the support of the national implementation partner (ECB) and the organization in charge of the monitoring component (SHMU) should play a leading role in this effort. For example, it should be possible to move forward the initial proposal within the project's documents of establishing links for the replication of the experience in other cities in economically poor and disadvantaged regions within Slovakia, with support of the GEF Small Grants Program. This possibility has not been properly assessed yet.

3.1.6. *UNDP comparative advantage*

The project is well aligned with the Climate Change focal area of GEF. UNDP RCB currently has three other projects on sustainable transport under implementation in the region, in Russia, Serbia and Tajikistan. The project should seek to share experiences among these projects. This should also result in increasing the

[7] ECB was not able to provide statistical information on the visits to the project's website.

capacities of UNDP RCB to serve and support national and local stakeholders' efforts to push urban transport systems towards sustainability.

The comparative advantages of UNDP, as mentioned by the beneficiary, have been the flexibility in project management and the capacity to adjust to the beneficiary's changing strategies and needs. Another advantage is the capacity to bring international expertise, providing best practices, and making it easier to raise awareness among decision-makers.

3.1.7. *Linkages between the project and other interventions within the urban transport sector*

For achieving modal change from private car to sustainable modes, interventions in the transport system are required. The project includes two types of interventions: those that would be included in the project and which would be financed by GEF funds, by the city of Bratislava or by the borough of Petrzalka and those who would be implemented during the project's life but are not included in the project. Only the first ones are included in the calculation of the direct project's impacts and they refer to:

- The implementation of some measures to provide priority to trams in two corridors, to be made by the Municipality and by GEF funds. The concrete scope of these measures is not clarified in the project description. Thus far, it has resulted in the implementation of new equipment in two intersections, funded by the project, for the acquisition of the equipment and by the city for its installation. Those measures are insufficient to achieve the targeted modal change within the component 2 of the project. Although some resources remain in the project (from direct financing and co-financing) within this component, further measures have not been identified, yet.

- The construction of some bike lanes, funded by the project, the city of Bratislava and the borough of Petrzalka. Although both institutions are currently implementing some bike infrastructure, their actions have not been explicitly linked to the project, and the two pilot projects considered under the Project Results Framework have not been identified yet.

- The implementation of the new parking management system, to be financed by the city, in accordance with the project's budget. The actions to be undertaken have not been clearly identified by the city, yet.

Other interventions from different institutions are mentioned more vaguely within the project's documents. In spite of their potential indirect contribution to the project's objective, there is no evidence of any adequate identification of the concrete scope and status of these actions:

- Actions from the city of Bratislava and the municipal public transport company (DPB) for providing priority to public transport in the two project corridors and, eventually, in other parts of the network. They refer to the installation on the public transport fleet of on-board devices (OBD), upgrading of the DPB control centre and modification of the traffic management system in both corridors.

- The project documents state the conformity of the project with the Government's national priorities. This should include the national transport policy 2015, the two NEEAS (2009-2011 and 2011-2013) and the national communications on GHG emissions. However, these documents do not seem to be detailed enough to include specific interventions from the relevant national institutions, which could be linked to the project.

- The EU Operational Program for Slovakia. The UNDP project documents state that "*there is no EU funding available for integrated urban transport*". Apparently, the EU Operational Program will be funding some measures in Bratislava, which could contribute to the project's objectives, including the procurement of new public transport vehicles and on-board devices for trams and buses; the implementation of some new bike facilities could also be financed by these funds, but the existence of concrete commitments is not reported within the project's documentation.

- Integrated transport system. The integrated transport system has been jointly studied by the region and the municipality of Bratislava for many years, through the public entity BID. In accordance with the information provided during the first mission, this system should be implemented by March 2013. This implementation should result in more attractive public transport services (particularly for suburban commuters), with a huge potential for increasing public transport patronage.

3.1.8. *Management arrangements*

The project is supervised by UNDP through its Bratislava Regional Centre (UNDP BRC), and the Ministry of Environment of the Slovak Republic (MoE) acts as the executing agency, responsible for the overall management and audit of GEF resources. The project is implemented adhering to UNDP national execution (NEX) project requirements. The Energy Centre Bratislava (ECB) was selected in a competitive process to act as the national project implementing partner, providing the project manager and financial and administrative support. Under the project, a local technical coordinator has also been selected.

The budget reserved for project management arrangements amounts to $78,792 or 8.5% of the total budget (including 5.4% overheads). The resources to cover the activities of the local technical coordinator are equally distributed among the 6 project outcomes, so that only one sixth of the costs of this position are covered within project management. Based on the quarterly financial reports, the participation of the local technical coordinator in the other 5 project outcomes can be estimated as $80,000 or 8.6% of the total. The activities carried out by the local technical coordinator under these components of the project combine both, management (such as the essential support provided to the technical experts for their missions, and workshops) and technical (such as information collection and revision of reports) issues, and is not split within the financial information. Based on the projects activities undertaken thus far, it can be estimated that technical activities have represented one third at most of the working time of the local technical coordinator. This would mean that project management arrangements are putting an excessive burden on the project budget, consuming more than 13% of it. It would be necessary to re-arrange the current distribution of responsibilities between the project manager and the local transport coordinator, to make sure that she is dedicating most of her working time to purely technical activities. As the project should focus on implementation and monitoring for the remaining two years, a focus of the local technical coordinator on technical issues would result in a better chance to achieve the project's objectives and targets. However, the lack of extensive expertise on urban transport in the core team (ECB, the project manager and the local technical coordinator) may put a limit on their capacity to expand their role in the project in order to cover more technical activities.

The Ministry of Environment, as the Executing Agency, is responsible for the overall management and audit of GEF resources. The Executing Agency appointed a National Project Director (NPD), who should assume the overall responsibility for the project, i.e. accountability of the use of funds and meeting the overall objectives of the project. In addition, he should facilitate the interaction among relevant governmental

organizations, public organizations, research institutions and private organizations. However, Mr. Matj Miezga, appointed for this task, did not accept the duties linked to this appointment, and he has been replaced, for administrative duties, by his supervisor, Mrs. Helena Princová, director for climate change, since the first months of the project. No new National Project Director has been appointed yet.

The Project Steering Committee (PSC) includes all the relevant partners, who participated at the preparation of the project: Ministry of Environment, UNDP, Municipality of Bratislava, Ministry of Transport, Region of Bratislava, DPB, Slovak Technical University and BiCiBa. It is chaired by the national Project Director, and in his absence, Mrs. Princová has played that role. Although at least two annual meetings were foreseen, the Project Steering Committee has only held two meetings thus far, with the participation of many other stakeholders, well beyond its formal composition.

In accordance with the project's design, the Project Implementation Unit (PIU) should include the project manager, the local technical coordinator and four working groups chaired by the international and local experts. This scheme was endorsed at the inception report, but it has not really been implemented, as the four working group were not established in practice. The initial structure with four working groups has been informally replaced by another one in which international experts, with the support of the project manager and the local technical coordinator, have interacted with the chief transport engineer of the city (CTE) and with the Mayor's advisor on public participation. Subsequently, some technical presentations have been made through workshops and some discussions have been held within the city's committees on parking, public transport and biking. From this perspective, it could be said that the project implementation unit has consisted of the project manager, the local technical coordinator and the city chief transport engineer and Mayor's advisor on public participation. This group has interacted with the relevant international and local experts within each component, and mobilized key stakeholders for workshops or committees. Under this informal arrangement, the city of Bratislava has played a more crucial role than initially expected, although the opportunities for interaction among experts (both, international and local) have decreased. The Slovak Hydro-meteorological Institute (SHMU), in charge of component #5, has not participated in this informal group, and has interacted mainly with the project manager and the local technical coordinator. Interaction with stakeholders has been made possible mainly through the combined effort of the city and the local technical coordinator, without much involvement of the local and international experts.

An informal structure, internally referred to as the project board has been meeting every 3 months, mainly limited to report on the plans for the upcoming quarter. This is composed by the Ministry of Environment, UNDP and ECB.

As a result, the global vision and direction of the project has mainly relied in the city chief transport engineer, with the support of ECB. As the city is not involved in the monitoring of the project (component #5), this has largely stayed as an independent, parallel project, with no capacity to interact with the other technical components or to provide the expected monitoring and evaluation as a basis for project management. These arrangements have not been the result of formal discussions among the key institutions in charge of the project (UNDP, the Ministry of Environment and the city of Bratislava). Although this has been quite positive for putting the beneficiary on the project's driving seat for the four technical components, it has somehow marginalized the monitoring dimension.

3.2. Project Implementation. General

3.2.1. *Adaptive management*

This section refers to the changes made to the project initial design during its implementation. Adaptive management has been used to adapt to the changing environment of the project, starting with the project inception workshop. The main external changes influencing the project include the election of a new mayor in Bratislava in November 2010 and the new national government following the general elections in March 2012. Significant changes have been made in the initial project design:

- Informal changes in the project management structure (see section 3.1.8), affecting the project board and the project implementation unit and resulting in a more relevant role for the city compared to the project manager and the national project director, and some marginalization of the component #5 (M&E) and the partner in charge of that (SHMU). These changes should be formalized for the remaining of the project, respecting the role that has to be played by the ministry of environment as executing agency, and putting the monitoring component back at the core of the project.

- Project output for component #1. The implementation strategy has changed, so that the initial plans to select a concessionaire (output 1.2) and implement a pilot in Staré Mesto have been replaced by a new one, developing a new framework for the whole city and implementing it in four boroughs. The borough of Staré Mesto implemented its initial plan and the private operator BPS is now in charge of on-street parking management in those street categories, which fall within the responsibility of the borough; this system should be integrated within the one to be implemented in the other boroughs, and extended to the main streets in Staré Mesto, under the responsibility of the municipality.

- Project output for component #2. The contents of the public transport priority component have substantially changed. The expected implementation of a priority system in two corridors (which was never fully clarified in the project design) has been abandoned, on the grounds of the inadequacy of the existing traffic control systems to provide the necessary support. The new approach is focusing on establishing a demonstration of a new technical solution for traffic control in two intersections, providing priority for trams and other public transport vehicles, subject to the procurement of the necessary on-board devices by the municipality. The necessary equipment is being procured within the project's budget, and its installation is financed by the city. Obviously, the improvement in the two intersections will serve to validate the new technical solutions, but will not provide any significant short-term improvements to public transport users in those corridors.

- Project output for component #3. The contents of the non-motorized transport component have been modified, replacing the expected completion of two pilot biking infrastructure projects by an alternative approach focusing on the development of technical guidelines and presentation of international best practices. The actual improvements in cycling infrastructure will be made by the municipality, in the framework of its new programs for expanding and improving the cycling network in progress since 2011.

- Project output for component #4. The car-pool element within this component will not be developed in depth, and will be limited to the presentation of some general considerations, as the activities will cover at most the implementation of a pilot car-sharing service in the city.

These substantial changes in the technical contents of the project did not result in a revision of the Project Results Framework, and particularly of their indicators and targets. Furthermore, the monitoring and evaluation component was not adapted to these changes. This is resulting in an increasing gap between the project's initial concept and its implementation, and should be corrected by the project manager as soon as possible.

3.2.2. *Partnership arrangements*

The most active partners are those within the realm of the city of Bratislava. This includes, besides the city itself and its technical services, the municipal companies which will be directly involved in the implementation of key actions within the project (the municipal companies DPB for public transport, MEPASYS for parking and STaRZ for biking infrastructure). Some local boroughs are also critical for the successful implementation of the parking and non-motorized transport proposals. The project should be able to build a stronger coalition among all these partners.

Other public institutions have not been actively involved in the project's activities thus far. This is the case of the Ministry of Environment, the Ministry of Transport, the Region of Bratislava and the organization for integrated transport (BID) established as a partnership of the city, the region and the Ministry of Transport. The national police are a critical partner for all the components, due to their competences in road safety and traffic management and their intention to review and validate any new projects affecting the urban road network. However, their involvement in the project remains modest. The mobilization of local social and economic groups has been mostly limited to their participation in some workshops and the municipal participatory committees, and there has not been a systematic strategy to get them involved. Only in the last months, the project has given some thought to awareness raising and participation issues, limited to the biking component, with the support of a local technical expert (PONTIS Foundation).

3.2.3. *Feedback from M&E activities used for adaptive management.*

In accordance with the description of outcome #5, feedback from monitoring & evaluation activities within the project should have been provided, thus far, through:

- The regular monitoring and evaluation meetings (output 5.1). This includes the inception workshop, and the project steering committees. As only two project steering committees have been held, regular monitoring has been limited to the annual project reports. This monitoring has identified delays in project implementation since the first months of the project. These delays refer to the project annual work plans established for 2010, 2011. Also the work plan for 2012 is experiencing delays, particularly for the implementation of key technical recommendations for parking.

- The measurement of project progress and performance indicators (output 5.4). There is no evidence of any measurement of the project progress and performance indicators, thus far. Most if not all of the indicators included in the Project Results Framework refer to achievements in 2014, and in some cases, the indicators do not fit with the changes made in the relevant components. The activities carried out by SHMU as an in-kind contribution to the project have not succeeded, thus far, in establishing and adequate model for estimating CO2 transport emissions in Bratislava, which could identify the emission savings related to the project implementation. Although the project has started its third year, the hact is that no reduction of CO2 emissions can be claimed yet and that the reductions to be achieved for the

remaining of the project will be limited to those corresponding to only one single year of operation, at best, instead of the three years initially expected.

- The Ministry of Environment should provide the overall responsibility for the project, including the overall achievement of its objectives, through its national project director. The fact is that this role has been poorly covered, due to the lack of involvement of the person officially assigned to those duties.

3.2.4. *Project finance*

As of the end of 2012, the project has spent approximately 45% of its total budget of $930,000, and the disbursement has been significantly lower than expected every year. Three modifications to the original budget have been approved, in November 2010 (Budget A), April 2012 (Budget B) and November 2012 (Budget C) (TABLE 7). The accounting system is well fitted to the project needs and is kept updated. Project financial information is entered into the ATLAS system. Financial information is assigned to the six components of the project (parking strategy, tram priority, non-motorized transport, car sharing/ carpooling, monitoring & evaluation, project management). For each activity, different accounts allow tracking of the main cost lines: international consultants, local consultants, travel, contract on services, materials & goods, AV & printing costs, management & reporting.

YEAR	INITIAL BUDGET	BUDGET A	BUDGET B	BUDGET C	CHANGE INITIAL-C	CHANGE % ON INITIAL
2010	313,800	16,765	15,474	15,474	-298,326	-32.1%
2011	375,300	375,300	193,626	193,626	-181,674	-19.5%
2012	117,200	117,200	403,544	210,000	92,800	10.0%
2013	123,700	123,700	121,686	301,493	177,793	19.1%
2014		297,035	195,668	209,406	209,406	22.5%
TOTAL	**930,000**	**930,000**	**929,999**	**929,999**	**-1**	**0.0%**

TABLE 7: Modifications in the Original Project's Budget

The changes made in the original budget have resulted in allocating a higher budget for years 2012, 2013 and 2014. Compared with the original budget, the last approved version allocates an additional 10.0% of the total budget to 2012, 19.1% to 2013 and 22.5% to 2014.

ATLAS Activity	INITIAL BUDGET	BUDGET A	BUDGET B	BUDGET C	CHANGE INITIAL-C [%]
#1 Parking	240,000	237,483	237,483	237,483	-1.0%
#2 PT	305,000	302,444	302,444	302,444	-0.8%
#3 NMT	115,000	109,890	109,890	109,890	-4.4%
#4 CS	100,000	98,393	98,391	98,391	-1.6%
# 5 M&E	106,000	102,998	103,000	103,001	-2.8%
#6 Proj.Mng.	64,000	78,792	78,792	78,792	23.1%
TOTAL	**930,000**	**930,000**	**929,999**	**930,000**	**0.0%**

TABLE 8: Distribution of the Project Budget among its Componets (USD)

The 2010 revision slightly deducted some resources from all the components (particularly from activity #3, 4.4% in order to increase the project management budget by 23.1%. There have not been changes within activities in the subsequent budget modifications (TABLE 8).

ATLAS Activity	2010	2011	2012 (Budget C estimates)	TOTAL	BUDGET C	%
#1 Parking	5,132	100,618	40,541	146,291	237,483	61.6%
#2 PT	1,955	49,457	54,071	105,483	302,444	34.9%
#3 NMT	0	1,276	44,987	46,263	109,890	42.1%
#4 CS	0	1,275	35,843	37,118	98,391	37.7%
# 5 M&E	3,420	18,769	12,605	34,794	103,001	33.8%
#6 Proj.Mng.	4,968	22,231	21,954	49,153	78,792	62.4%
TOTAL	**15,475**	**193,626**	**210,001**	**419,102**	**930,000**	**45.1%**

TABLE 9: Consumption of Project's Resources (USD)

At the end of 2012[8] (60.4% of the total project time), the GEF resources expected to be consumed are 45.1%. Activities #2, 3, 4 and 5 are those lagging behind. At this rate, the project will still have funds left at its termination, which may need to be returned to the GEF, if the project is not extended. This suggests that the project should actively seek to improve its disbursement rates by identifying new pilots, which could result in a more significant modal change, and CO2 reduction emissions, by 2014.

The budget for international consultants presents high levels of consumption (ranging from 90.9% for activity #1- parking- to 57.4% for activity #3- non-motorized transport). Budget for local consultants present a lower consumption rate (from 68.2 for public transport to 57.4% for non-motorized transport, 44.1% for parking and 14.7% for car sharing). Other costs (travel, contract on services and AV & printing costs) generally present low rates of consumption.

The distribution of resources within activities has experienced significant changes. For activity #1 (parking) the weight of the budget dedicated to the international expert decreased in 14 percentage points, mostly to increase that of the local expert. In activity #2, the share of the budget dedicated to both experts (international and national) decrease, in order to allocate significant resources (43.1% of the total activity budget) to "materials and goods" (for the acquisition of the equipment necessary for the pilot demonstrations). In activity #3 (non-motorized transport) and #4 (car sharing), the share of the local experts decreased by 12 percentage points in the first case and by 9 percentage points in the second, mainly to increase the share for travel and for AV & printing costs and, in the case of activity #4, also the share of the international expert (by 5 percentage points). In activity #5, the share of the local expert has decreased by 57 percentage points, in order to include international experts, initially not considered, and to provide for professional services. In component #6, the changes have increased the share of local consultants (by 20 percentage points) at the expense of management and reporting.

3.2.5. *Co-financing*

Co-financing commitments are summarized in TABLE 10. The monitoring system at ECB and UNDP does not include detailed information on the actual expenditure of co-financing commitments. The 2012 APR/PIR

[8] Excluding expenditure in November and December 2012 not included in the Project accounting system at the time of the first mission.

reports that $15,750 had been disbursed by June 30, 2012, but there are no details on how this figure was estimated. It must be recalled that most of the project's activities have significantly changed, and that this should probably impact on the expected contributions from other partners.

Partner	In-kind contribution	Other contribution	Total
City of Bratislava	300,000	4,000,000	4,300,000
Borough of Petrzalka	--	100,000	100,000
BiCyBA NGO	20,000	0	20,000
SHMU	50,000	0	50,000
TOTAL	**370,000**	**4,100,000**	**4,470,000**

TABLE 10: Co-Financing Commitments (USD)

3.2.6. *Monitoring and evaluation: design at entry and implementation.*

In accordance with the Project Results Framework, monitoring is mainly based on the indicators obtained from three different sources:

- Modeling of CO2 emissions. Based on the work to be done by SHMU, as there is no model and the usual sources for calculating urban transport CO2 emissions (city-wide traffic modeling) are not available at the municipality.
- Implementation of pilots and approval of policies.
- Quantitative indicators for public transport patronage and car occupancy.

There is no written evidence of a systematic approach to the establishment of a formal procedure for the identification, assessment and discussion of the project's indicators.

Although the project's design is solid and consistent with its objectives, the basis for monitoring and evaluation is too weak, and is not clearly linked to the actions considered within the project. The monitoring and evaluation design at project entry is rated as moderately unsatisfactory. Mainly due to the lack of transport demand data in Bratislava, the project design has established a monitoring and evaluation framework which has proven to be difficult to implement and which, in fact, is not operational yet.

The implementation of the monitoring and evaluation plan has not been materialized, yet. Although the leading institution SHMU has produced some working materials and convened some meetings, it has not been able to define a viable plan for the collection of the information needed, and has lacked the support from the relevant stakeholders and the project management to do so. This aspect is rated as moderately unsatisfactory.

The overall quality of project management and evaluation is therefore rated as moderately unsatisfactory. It is absolutely critical for the project to improve its performance on monitoring and evaluation, with a stronger involvement of the project manager and the local technical coordinator, and the hiring of the monitoring consultant already foreseen in the budget.

3.2.7. *Implementation and Execution*

This section addresses the implementation, coordination, and operational issues related to the project. The roles of the Ministry of Environment (Executing Agency) and of the Energy Centre Bratislava (ECB, national implementing agency) are revised, including their relationships with the UNDP BRC.

As described in section 3.1.8, the project is formally being delivered using the NEX (National Execution) modality by the Ministry of Environment. The fact that the national project director appointed at the Ministry of Environment has not accepted to carry out his duties has resulted in a poor overall supervision of the project by the Executing Agency, with limited- if any- efforts to increase cooperation and networking about the national and local institutions concerned. The quality of execution by the executing agency is rated as moderately unsatisfactory.

The city of Bratislava, as the main beneficiary of the project has played a more active and relevant role than initially expected in project implementation for all its components except monitoring and evaluation.

Both facts have created a confusing environment for the national implementing partner, ECB: on the one hand, it has lacked adequate supervision, and has not been able to put in place the management framework initially designed. On the other hand, the leadership of the city has limited the ambition of the ECB to fully play its role as implementing agency in full charge of project management, leaving to the city the responsibility of making key decisions modifying the contents of some parts of the project. ECB has built a strong partnership with the city of Bratislava, through two key local officials closely linked to the mayor, and virtually all the key project decisions (and particularly the key modifications to the project's initial layout) have been taken at the request of the municipality with no in-depth discussion with other stakeholders.

None of the formal governance structures of the project have been functioning as initially designed, and have not formally been replaced by alternative ones. The project steering committee has unnecessarily expanded its membership and has met only twice, not playing any influential role in the project. The project board has in fact been replaced by two informal structures: quarterly meetings of ECB with the Ministry of Environment and UNDP for administrative and financial issues (referred to as project board meetings in the 2011 and 2012 annual progress reports, APR/PIR) and on-demand meetings of ECB with the city's key officials, where the relevant project decisions have been adopted.

Under these difficult conditions, ECB has been extremely successful in reacting to the city's requests and to keep the project moving forward with a strong beneficiary-oriented approach. However, it has failed to make sure that the project continued to be consistent with its 2014 objectives and targets, and it was unable to urge the institutions involved about the need to establish adequate governance platforms. Overall, its role can be rated as moderately satisfactory. The ECB's lack of a strong transport background may have had an influence in keeping a too low-profile vis-à-vis the municipality and the other institutions.

A decision-making framework based on a strong leadership by the city is indeed desirable for an urban transport project, but it should be formalized with stronger networking with other institutions and with a stronger involvement of stakeholders. Although there seems not to be any relevant discrepancies among stakeholders, they should be encouraged to get more involved in the project as a whole.

The overall quality of implementation and execution is rated as moderately satisfactory.

3.3. Quality of Technical Assistance: Issues Specific to the Five Technical Components

3.3.1. *General*

The project is implemented by a team of three part-time persons. ECB directly provides the project manager and the financial manager, whereas the local technical coordinator has been chosen through a separate competitive process.

The project manager originally proposed by ECB was changed before the implementation workshop (October 2010), and the local technical coordinator was replaced in March 2011. Both are familiar with the management of projects involving different institutions and stakeholders and have extensive technical professional experience in the energy and environmental sectors, although with limited specific expertise in urban transport. This has left most of the project's technical direction in the hands of the city officials and has focused the contributions of ECB to a supporting and facilitating role.

The technical expertise has been provided by international and local experts within each of the 4 technical components of the project (parking policy, public transport, non-motorized transport, car sharing), as summarized in TABLE 11.

PROJECT OUTCOME	INTERNATIONAL EXPERTS	LOCAL EXPERTS
#1. Parking	Mr. Moshe HIRSH	Mr. Igor DULA
#2. Public Transport	Jan FISCHER. (Hamburg Consult)	Mr. Milan SKYVA (DIC)
#3. Non-Motorized Modes	Ms. Fadiah ACHMANDI. (Balancia)	Mr. Fedor Szverko (DIC) Ms. Hajdony (DIC) Mr. KISSA (PONTIS) Ms. HLACAKOVA (PONTIS)
#4. Car Sharing &Car Pool	Mr. Michael GLOTZ-RICHTER. (City of Bremen)	

TABLE 11: International and Local Technical Experts

3.3.2. *Component #1: Parking Policy*

The final report was delivered in December 2011, and both experts (international and national) have continued working in 2012, with an extension of the original contract, for supporting the decision making and implementation stages. The technical support provided within this component has been highly rated by the beneficiary. It mainly provides information on the current parking situation in Bratislava, best practices in cities from other countries, some technical devices and solutions to manage on-street parking and guidelines for a city-wide strategy. The activities have included two workshops gathering together all local boroughs. Further details on the technical characteristics of some of the devices presented in the original report have been provided in 2012, at the request of the city. The report is being used by the city for use of its technical services, and for interaction with the local boroughs and other stakeholders.

The mayor was personally involved in this component, holding two meetings with the international expert. The international expert also interacted with one private parking operator (BPS) and with the Slovak parking association in two meetings, including also several decisions makers at the boroughs and the national police. The activity of the international expert was successfully complemented by the local expert, for provision of data and information, interaction with local stakeholders and identification of key legal issues, among others.

Critical decisions have been repeatedly postponed thus far, and should now be taken in the first months of 2013 to allow the implementation of the pilots in four boroughs (Nove Mesto, Staré Mesto, Petrzalka and Ruzinov) by July 2013 (thus allowing for at least one year of operation before the termination of the project). In particular, the approval of the implementation of the new strategy (including the necessary legal changes at the local level) by the city council (which was expected to be adopted on December 13, 2012, but has been postponed), and the termination of the annual leasing of on-street parking places (expected to enter in force in July 2013).

The initial description of this component is significantly different of the final delivery. Whereas the initial expectations were focused on developing a pilot under concession in the city center (Staré Mesto), the new approach develops a city-wide strategy, to be managed mainly by the municipal company MEPASYS, reducing the competences of local boroughs. However, MEPASYS does not have the capacity to undertake this responsibility, yet. Under this new approach, building up consensus with the boroughs willing to implement the new strategy becomes a crucial issue. The investment required was estimated to be $2.87 million, but this estimate is linked to the initial concept and has not been updated to reflect the new approach.

3.3.3. *Component #2: Public Transport Priority*

The public transport component within the project was based initially on the commitment of the municipality to establish a new traffic regulation system in one or two corridors giving priority to trams. The component was built upon the plans of the municipality for creating a coordination unit for managing public transport vehicles, providing on-board devices to the public transport fleet and introducing the necessary additional equipment within the existing traffic control system. The project would provide technical support, including full modeling of the two corridors. The national government was expected to contribute with some resources from the EU regional development funds.

This approach was subsequently considered as not technically feasible by the new local administration[9], and the component evolved towards its current approach: providing an extensive strategy for public transport improvement in the corridors, and to limit implementation to setting public transport priority in two suitable intersections. The intersections will need new equipment which is being provided by the project's budget and is being installed with municipal funding.

The analysis of the experts has focused on the two corridors initially identified. The main constraints within the corridors were identified, the intersections were assessed, in order to identify those most suitable to carry out the demonstration, and the general characteristics of the public transport management system and its interaction with the traffic management system were described. As a result, the municipality and its public transport company, DPB, have been provided with guidelines to develop the priority system in the future, and to make public transport more attractive in those corridors[10].

This approach is consistent with the plans of the municipality to introduce new public transport vehicles, OBD for management and, in the future, to modernize the traffic management system and to expand public transport priority to other intersections within those corridors and in other parts of the city.

[9] Mainly due to the fact that the existing traffic management system, provided by SIEMENS with a 20-year contract started in 1996, would not be able to support the necessary performances.
[10] The international expert discouraged to undertake a costly full modeling of the corridors.

Whereas the final report has been positively assessed by the municipality, the respective roles of the international experts (Hamburg Consult) and the local expert are not clear in this case. As the Hamburg Consult team included one Slovak-speaking person, the role of the local expert for tasks such as interaction with local stakeholders and data and information gathering was probably much smaller than initially foreseen.

The successful continuation of this component is currently depending of the adoption of final decisions by the municipality and the municipal public transport company (DPB) concerning the technical components to be procured and installed in the intersections and within the vehicles. The purpose of the demonstration is to prove that trams can move without stopping (except at their scheduled stops) without significant negative impact on general car traffic: not only for car-users, but also (and may be primarily) for the municipal technicians in charge of traffic management and for the police. The initial estimates for co-financing were modest ($500,000) compared to the needs, and unlikely to achieve any significant time-saving improvements. The final investment reserved within the project (for the two intersections) was $127,028, and it seems that only one half of that sum will be finally necessary. Significant investments are also in the pipeline for the improvement of vehicles, installation of new on-board devices, and development of a new control centre, but they have not been explicitly identified by the project. It will be therefore necessary to establish a precise list of what is going to be implemented in terms of public transport improvements by July 2014, so that the direct and indirect effects of the project could be assessed.

3.3.4. *Component #3: Non-Motorized Transport*

The outcome for component #3 is to increase the number of people using bicycles for daily trips and not only for recreation. Initially, the project was focusing on awareness raising, technical capacity building within the municipality and the implementation of two pilot biking infrastructures (in Petrzalka and Comenius University). This approach was subsequently modified, so that the technical expertise focused on the provision of general design guidelines and international best practices. The technical support provided by the project moved from the strategic level (a comprehensive strategy for the development of non-motorized transport in Bratislava) to a more operational level (concrete guidance for adequate design of biking facilities). The final report looks like a ready-to-use handbook, which should facilitate approval of financial support to non-motorized transport by the city council and to guide municipal technical services (STaRZ) in the preparation of concrete projects.

The team of experts included one international expert (provided by Balancia), two local experts for design issues (provided by DIC) and two local experts for awareness-raising and communication to the public (provided by PONTIS Foundation, and launched only in October 2012). The role of DIC became less clear as the development of the two pilot projects were cancelled, whereas the role of PONTIS is becoming increasingly relevant for the development of the communication plans and an adequate consideration of the various stakeholders' needs.

The current lack of a strategic plan may become a significant difficulty for developing this component within the project and beyond. This could be addressed in the context of the local transport master plan that the Municipality is planning to launch in 2013. In the meantime, the municipality is implementing various biking infrastructure projects, based on the knowledge of its technical services. The initial investment estimates were $920,000, to be provided by the city of Bratislava and the borough of Petrzalka. Currently, many biking infrastructure projects are being implemented in the city, which has experienced a

6-fold budget increase, reaching more than $500,000 per year since 2012. The project should undertake a review of these projects and identify those who could be directly linked to this component, updating its contents accordingly.

3.3.5. *Component #4: Car Sharing and Car Pool*

This component was mainly conceived within the project as a study, providing information and building institutional awareness and local expertise in an area with no previous tradition in Slovakia. However, it has evolved, focusing on car-sharing at the suggestion of the international expert and aiming at identifying one operator interested in implementing a car-sharing service in Bratislava by the end of the project (and creating a sound business case). Car pool would not be addressed in-depth under this approach, and no specific actions would be taken concerning car pool during the life of the project. Surprisingly, even this modest action, the designers of the project were expecting a very significant impact, increasing car occupancy from 1.2 persons per car to 1.5.

The technical expertise is being provided by the city of Bremen (a leading city in the development of car-sharing), with no support from local experts. The activities have focused thus far on awareness raising (including the material published in the project's website, a workshop and a well-attended conference press of the mayor), and gaining support from stakeholders (including the taxi sector, and the various municipal services). The co-financing initially foreseen from the city was $100,000, which should be enough to subsidize the operation of a small operator for a couple of years, although unlikely to reach the extremely ambitious targets set by the project on car occupancy. Thus far, no commitments have been adopted for allocating such funding.

3.3.6. *Component #5: Evaluation and Monitoring*

Component #5 covers all the evaluation and monitoring activities, although it is described just as "monitoring of CO2 emissions" in the terms of reference for this mid-term evaluation. The inception report identifies the Slovak Hydro-meteorological Institute (SHMU) as *the main institution responsible for monitoring activities*. In fact, these activities would only cover one part (output 5.4, measurement of project progress and performance indicators) of the project's expected outputs within outcome 5. The other outputs within this component refer to all the evaluation and monitoring activities to be carried out during the project (such as quarterly and annual reporting, mid-term and final evaluation…), and they should be led together by the project manager, in accordance with the original project design.

In fact, the monitoring of CO2 emissions is the most relevant indicator for the project, as it is the one directly linked to its goals and objectives. However, this should not mean that the other indicators in the project results framework should not receive attention, as is seems to be the case: the CO2 emissions indicator has become the sole one, in which SHMU is currently working, otherwise without being able to establish a calculation methodology yet. None of the other indicators have been included in the annual project reports, and there is no information available on their evolution. This is a major gap for the project as, even if there have not been measures implemented thus far, the baseline for those indicators might be changing as a result of the framework conditions (growing population, economic conditions…), making difficult any subsequent assessment. Thus far, annual reporting has been limited to the completion of the milestones (inputs) set within the annual work plans.

The project has been unable thus far to set up a clear methodology and identification of sources for measuring its quantitative indicators. It has also failed to do any effort in revising the indicators' targets, in

order to align them with the changes made in the technical contents of the project. In fact, most of the experts' comments suggest that these targets should be revised, as the initial targets are not considered to be realistic compared to the project's timeframe and its components' scope. In some cases, it is widely acknowledged that the relevant indicators will not be significantly influenced by the project's activities. This is in particular the case for the indicator on the travel time in the Vajnorska corridor or the number of car users changing to car sharing/car pool.

The activities for developing a more accurate model for calculation of CO2 emissions have not succeeded in establishing a revised methodology yet, consistent with the sources of information available in Bratislava. This activity is useful from a general perspective, as it would provide the municipality and eventually the region of Bratislava with a comprehensive monitoring tool of its transport system; furthermore, the Ministry of Environment could use this methodology for other cities in Slovakia. The reports of SHMÚ on this topic show that any reliable calculation heavily relies on adequate data, which is currently lacking in Bratislava (as in many European cities); lacking this data, any modeling is based on disputable assumptions or "experts' guesses" for critical parameters. Whereas this approach may be valid to make occasional estimates, it is not able to provide a reliable monitoring, as even minor modifications in these estimates are likely to result in significant changes in the final figures calculated.

As discussed under section 2.4 and section 3.1.1, the direct CO2 emission reduction estimates within the project completely rely on the achievement of rather ambitious modal change from private cars to sustainable transport modes, which should be delivered by the project itself (TABLE 5):

- 2% of car trips (i.e. 4.3 million trips) should change to public transport or to non-motorized transport each year, since the implementation of the new parking policy (originally expected already within the second year of the project, i.e., 2012). On the positive side, the initial plans to implement the new policy only in one borough (Staré Mesto) have been now expanded to 4 boroughs.

- 1% to 2% of car trips (i.e. 2.1 to 4.3 million trips) should switch each year to public transport due to the priority scheme on the Vajnorska corridor, since year 2 (2012). In fact the priority scheme in the whole corridor will not be implemented within the project's life, and has been replaced by a demonstration in two intersections of two different corridors, which are unlikely to have any significant impact on public transport travel times. On the positive side, the city plans to modernize the public transport fleet and to establish, with the region, an integrated transport system in 2013. Both initiatives should have a very positive influence in attracting users to public transport in the whole region (not only in the corridors considered within this project).

- 0.5% to 1% of car trips (i.e. 1 million to 2.1 million trips) should switch each year to non-motorized transport (biking) due to the biking promotion measures, starting in year 2 (2012). Although the municipality has started some biking infrastructure improvements, the project's activities in this field have started in 2012, and the experience in other cities suggest that these targets would be too high.

- 2% of car trips (i.e. 4.3 million trips) should switch to car sharing or car pool each year, starting in 2012. This project component is currently focusing on car sharing and will need to successfully identify one operator to move forward towards implementation. At any rate, the target seems too high for a policy that typically needs some years to consolidate.

Even if those ambitious modal change estimates are accepted, the fact is that none of the measures have been operational in 2012, and only some of them could be so during 2013. This would significantly reduce the CO2 emission reductions achieved by the project by the end of 2014. This situation would make

strongly advisable to review the basic estimates of the project for CO2 emission reduction, in order to make them consistent with the current contents and circumstances of the project. What is more relevant, the current difficulties in developing a reliable model for calculating transport emissions would suggest that an alternative approach would be necessary for adequately monitoring the impacts of the project. As the implementation phase in all the components has not started yet, there could still be an opportunity to solve the current lack of basic data by agreeing on some indicators to be monitored with *ad hoc* surveys during 2013 and at the end of the project. These surveys could eventually be integrated within the municipality data collection efforts for its Local Transport Master Plan. All this review would need the support of a monitoring consultant, and much greater involvement from the project manager and the local technical coordinator to succeed in providing revised targets and reliable calculation of the project's indicators. At any rate, the achievement of the initial CO2 emission reduction objective does not seem to be possible, although the changes made in the project are quite reasonable and are being effective in pushing the city's mobility policy in the right direction.

3.4. Findings on Project Results

3.4.1. *Overall Results*

This section presents the results of the mid-term evaluation of the main outcomes of the project. It is structured around the GEF five main evaluation criteria: *Relevance, Effectiveness, Efficiency, Impacts* and *Sustainability*. The conclusions are summarized under section 4.1 following the structure requested by the terms of reference of the mid-term evaluation: effectiveness and efficiency issues are put together under a specific "assessment of outcomes" area.

3.4.2. *Relevance*

The project is relevant to the general objectives of the Slovak Republic on climate change mitigation, energy efficiency and transport. However, this general convergence of objectives is not supported by a formalized framework. The relevant policies of the national government do not include specific instruments to support and coordinate the efforts of municipal authorities to reduce CO2 transport emissions and to develop sustainable mobility patterns.

Since entering office after the November 2010 elections, the project was perceived by the new local administration as well aligned with its mobility agenda and with the proposals included in the mayor's electoral platform at the 2010 local elections for changing unsustainable mobility patterns.

In section 2.4, the review of the project internal logic and design was made, concluding that the approach has correctly identified the key strategies that could produce a significant change in current modal split and CO2 emissions. However, the project design has made too optimistic assumptions in terms of the impact of the project in modal change and CO2 emission reductions. Furthermore, the particular scope and contents of the actions within each component have been described in rather vague terms, probably due to the lack of a comprehensive municipal strategy at the time of preparation of the project. Not surprisingly, the activities initially proposed have been substantially changed during the two years of implementation of the project, but they have not altered the consistency of the project's strategy.

The main expected project results, as identified in the Project Results Framework, are summarized in TABLE 12 below. The various elements within the project (project components, partners, budget…) are generally

consistent, although the identification of the partners and their roles proved not to correspond to the actual involvement of some key stakeholders within the project (e.g. the Ministry of Regional Development, the Ministry of Environment, the Ministry of Transport, or the Region of Bratislava), whereas other key stakeholders (such as the police) were not identified at that time.

GOAL: Reduce GHG emissions from road transport in Bratislava	
PROJECT PURPOSE By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 260,000 tons of CO2 during additional 10 years after the end of the project are expected.	
Outcome 1:	Municipality of Bratislava adopts and implements new on-street parking policy.
Outcome 2:	Bratislava public transport operator implements priority system for trams in Vajnorska corridor.
Outcome 3:	Increased number of people uses bicycles for daily trips.
Outcome 4:	Municipality of Bratislava adopts a policy to promote car sharing and car pool program to divert drivers from driving along to sharing options.
Outcome 5:	Monitoring and evaluation.

TABLE 12: Main Expected Results from the Project

The set of expected results were translated within the project in terms of indicators and targets, based on international sources and experts' advice at the preparation of the project. (FIGURE 1 and Annex 9). Although the project's documents build upon the synergies among the different components, they do not identify explicitly how these synergies could be put at the service of the project, for delivering the expected results.

Overall, the relevance of the project is rated as satisfactory. The project is relevant for supporting the efforts of the city of Bratislava in achieving radical changes in urban transport, and to attain the environmental, energy and transport-related policies of national policies. However, the project has not been able to establish solid relationships with those national policies, and did not establish particular strategies for this, which has resulted in a low mobilization of the national stakeholders. Furthermore, the project did not establish concrete plans in order to reach the public, the social media and other social agents, and has that not achieved any precise impact on the public yet.

3.4.3. *Effectiveness*

The project is being successful in creating the necessary technical and political basis for implementing promising alternatives to car use in Bratislava, and is on track for delivering and implementing the new policies in its technical components. However, it is unlikely that these policies will deliver the quantitative targets identified in the Project Results Framework. This is not primarily due to the changes in the activities of the project, but rather to the overoptimistic assumptions taken at the project preparation. However, the project has not been able to establish a solid enough link towards the implementation of the various pilots, and their contents and financing conditions still remain unclear at this stage.

Within its two first years, the project has delivered significant awareness raising and consensus building among the key local stakeholders, has provided sound evidence about the advantages of the policies proposed, based on international best practices, and has empowered the municipality, its technical services

and associated companies (STaRZ, MEPASYS, DPB) with technical guidelines for the completion of specific projects and actions. It can be stated that a good basis has been established for entering the implementation phase, but that key details remain to be solved. A list of the key outputs delivered is presented in TABLE 13.

OUTCOMES	KEY OUTPUTS DELIVERED
Outcome 1 (Parking)	The experts report provides technical evidence of best parking practices. It develops a parking management scheme to be implemented by the city through its public company MEPASYS. The necessary legal modifications have been identified. The general strategy has been reviewed and accepted by the Municipality in March 2012. Final approval by the city council was expected on 13 December 2012, but has been postponed. It is expected now that operations could start by July 2013..
Outcome 2 (Public Transport)	The two corridors (Racianska and Vajnorská) have been analyzed in detail, including their intersections, and two intersections have been selected for a demonstration of technical solutions for tram priority. These intersections have been modeled, but full modeling of the corridors has been abandoned, as it would consume too many resources and would not be able to provide results, which could be immediately applied for implementation. The technical equipment has been procured through the project's budget (final selection of provider still pending). Guidelines for comprehensive improvements in both corridors, including best practice solutions, have been provided.
Outcome 3 (Non-Motorized Transport)	Report submitted, including international best practices and guidelines for project design (the initial idea of developing a general strategic plan and two pilots was abandoned). Implementation of some improvements during 2011, 2012 by the municipality through its company STaRZ; some of those projects are designed with the support of the local experts (DIC). The elements of an awareness raising campaign have been delivered by the local experts (PONTIS Foundation).
Outcome 4 (Car Sharing & Car Pool)	Workshop for awareness raising including a press conference with the Mayor. Final report delivered, including international best practices and a road map for the identification and selection of one operator during 2013 and the implementation of a car sharing service in Bratislava by the end of the project. No relevant activities for car pool.
Outcome 5 (Monitoring & Evaluation)	Efforts in progress for the identification of available data and data sources to improve the accuracy of modeling calculations based on version 4 of the COPERT model.

TABLE 13: Key Outputs Delivered by the Project

The remaining months will be critical to verify whether these promising contributions will be materialized and will result in the implementation of the expected schemes: a new parking policy (expected in at least 4 boroughs), two regulated intersections, new biking infrastructure projects implemented and the car sharing program. Implementation has largely been left in the hands of the municipality, with no clear roles from other partners and no clear description of the contributions to be made from the project itself.

The project has been effective in technical capacity building and awareness raising among the relevant stakeholders, and particularly within the municipal services. This has been achieved through workshops and is expected to continue through the distribution of the experts' technical reports among the relevant technical services.

Some additional achievements from the project can already be identified: it has served to support the internal efforts within the municipality to encourage innovative approaches to transport, and to reinforce the role of the newly established position of Chief Transport Engineer. It has also served to better align the

policies of STaRZ and to a lesser extent of MEPASYS within the municipality's objectives and to invigorate interaction among the city and its boroughs on transport issues. Last but not least, it seems to be encouraging a more active role of the Ministry of Transport on urban transport issues in the last months.

Implementation requires significant contributions from the municipality or other partners. The project has not systematically assessed the financial needs for implementation and has not monitored the funding commitments of the stakeholders.

The project's risks were analyzed during the design phase, and revised within the inception report and the quarterly progress reports (TABLE 6). Only the risk of lack of modal change towards non-motorized transport remains as "critical", and the risks associated to the municipality are considered to have virtually disappeared.

Description	Risk Mitigation Measures	Current Situation (Quarterly Report #3, 2012)
City Council may not approve the proposed policy and legal changes that are required to introduce new parking policy	The GEF intervention should include: 1. Financial model to demonstrate the financial benefits of full implementation 2. Proposed action plan to effectively explain to decision makers the environmental, safety and traffic benefits	Not relevant – solved The new parking strategy has been adopted by the Municipality
The new on-street parking policy might be cancelled in the future due to pressure of interest groups	Issuing an international tender for a private sector operator with long term concession practically eliminate risk of cancelation	Marginal
The municipality might cancel the tram priority due to pressure from drivers or traffic jams	The design of the tram priority measure should employ state-of-the-art simulation package to select the optimal strategy that will minimize public objections	Marginal
In spite of the investments in the new bike lanes people might not divert to use NMT modes since the network is not complete	The investment in the new infrastructures should be accompanies by a PR and awareness campaign	Critical
Potential users might not switch to the sharing program in spite the incentives and benefits	Careful design of the restriction followed by proper public campaign	Marginal

TABLE 14: Current Status of the Project's Identified Risks

The changes made in the project activities may however, be associated to new risks, which were not initially considered within project design. A revision of risks, in accordance with the current status of the project and focused on implementation, should be considered by the national implementation partner. This revision is additionally justified by the need to update the initial project's objectives. This is critical, as the project has to implement the various pilots and mobilize the necessary co-financing for them, and as it becomes obvious that these pilots will not suffice to attain the expected CO2 emission reduction objective by the end of the project. The risks at this stage would include:

- The effective implementation of the new parking regulations by the new municipal manager, MEPASYS, and the mobilization of the necessary co-financing resources for putting them in place in the four boroughs.

- The adoption of the necessary improvement measures to achieve significant time savings for public transport in the two corridors considered. This affects the city and the municipal public transport company, DPB.

- The implementation of the necessary biking facilities to achieve the expected modal change. The selection and implementation of the appropriate projects is difficult, due to the lack of reliable data on citizens' origins and destinations and to the legislative barriers for the occupation of a part of the land required.

- The identification of one operator interested in implementing the pilot car sharing service in Bratislava, and the mobilization of the necessary subsidies for this.

Furthermore, new initiatives are changing the conditions, under which the project operates, and offer new opportunities and risks. This is the case of the expected implementation of an integrated public transport system in the Region of Bratislava within 2013, the development of new bike lanes (and associated facilities) or the procurement of new public transport vehicles by the municipal transport company DPB, to mention the more significant ones. These changes also justify the revision of the stated targets and the associated risks.

In spite of the significant achievements of the project, it effectiveness is rated as moderately satisfactory, due to these limitations in the current risk project management.

3.4.4. *Efficiency*

The project is managed with a strong focus on the beneficiary's needs and has successfully adapted to the changes required by the new local administration, after the elections in autumn 2010. In fact, this new administration seems to be putting more effort in achieving radical reforms in urban mobility, as reflected for example in the significant increase (six-fold) of the annual investment in biking facilities.

Some of the pilots within the project have been re-defined at the request of the beneficiary, in order to use them as a key support for the new transport policy of the city. This policy will be further developed in a Local Transport Master Plan to be drafted in 2013, offering new opportunities for synergies with the UNDP/GEF project.

The project management closely follows the structure of the Project Results Framework, with five components, linked to the main outcomes. As the requests of the beneficiary have resulted in some significant changes in the scope of the pilots included in some components, an update of the Project Results Framework seems most urgent, before the implementation of these pilots is completed.

The project management team has reported quarterly to UNDP and has completed two annual project reports (APR/PIR), with "highly satisfactory" or "satisfactory" ratings. This mainly reflects the successful capacity to adjust the project to the beneficiary's needs, but the annual reports have not identified the growing difficulties to reach the project's objectives, the uncertainties regarding implementation and co-financing and the absence of an adequate monitoring system.

The main output of the project in its first two years has been the technical reports produced under the leadership of the international experts. An enormous effort has been made in order to adjust these reports to the needs of the beneficiary, and to make them influential in gaining internal consensus within the municipality and with key external stakeholders, such as the police. This approach is a particularly relevant merit of the project, as the technical deliverables provided by the experts have been instrumental for building up consensus and support to the new policies.

The participants in the project include a fair gender balance, but none of the technical studies produced thus far make an explicit data collection and review on gender issues. Furthermore, the target groups of the proposed policies have not been clearly characterized in social, demographic or economic terms. It has been generally argued that at this stage the project was primarily focusing in facilitating decision making and consensus building at the technical level, and not aiming to identify detailed implementation arrangements. This should be corrected in the remaining of the project, as a means to identify those social groups which could be more benefited by the new policy, and to make sure that the project's strategy does not include unexpected negative impacts on vulnerable groups. It is recommended to include these aspects within the monitoring of the pilots.

Overall, the project is running behind the initial schedule since the beginning of the project, due to the changes within the municipality following the November 2010 elections, the need to contact the key players within the new mayor's team and the changes made to the project's components. This resulted in some delays in the mobilization of the technical experts and the delivery of their reports: the final report for parking was delivered in December 2011 (as initially expected), the report on public transport was delivered in February 2012, and the reports for the other two components have been delivered by the end of 2012. The remaining resources offer a good opportunity for expanding the scope of at least some of the pilots, as well as the initiatives for communication, awareness raising and participation, with a focus on vulnerable groups.

The initial assignments to the technical experts were changed in order to accommodate the municipality's needs, with no changes in the budget assigned. The budget includes some resources for extending the assignment of the technical experts after the submission of their reports, in order to support the municipality within the implementation phase: this has already been the case for the parking and public transport components within 2012.

Overall, the efficiency of the project is rated as satisfactory. It must be underlined that the project faces huge challenges for keeping this efficiency in the future, due to the weaknesses identified in its monitoring and execution. In particular, it is worth recalling that the project has not been successful in putting in place a system for data collection allowing for the adequate monitoring of the project's targets for the indicators identified in the Project Results Framework, and has not established a specific monitoring for the implementation of the pilots, including their associated co-financing arrangements. This has not been a critical issue yet, but could become so quite soon, as most of the pilots should be put in place within 2013. Furthermore, as the basic assumptions in the CO2 emission calculations within the project document cannot be considered any longer as realistic, a general review of the monitoring of the outcomes of the project is necessary and urgent.

3.4.5. *Impacts*

The project has a good potential to achieve significant results in the long-run for promoting sustainable transport modes in Bratislava and to reduce CO2 emissions, in accordance with the Project Results

Framework, but it is very much likely that the quantitative reduction of 30,800 million tons of CO2 will not be achieved by far in 2014. In spite of this weakness, the impact of the project is rated as significant from this perspective, as it is considered that the positive impact in the city and other stakeholders has established a much needed basis for undertaking more ambitious mobility policies, and that the initial targets were too ambitious compared to the existing framework.

The activities scheduled for implementation during 2013 and 2014 are necessary to validate the new policies and to gain support, particularly within the municipality's technical services and associated companies. However, these activities are unlikely to provide on their own the quantified targets of the project, and will need to be continued after the project's termination by consistent policies expanding those measures throughout the city. For doing so, a consistent, integrated strategy seems to be necessary (e.g. for a consistent expansion of the cycling network to connect origins and destinations in accordance with users' needs). As there are some resources remaining from the project and from co-financing partners, it could be consider identifying additional pilots to be implemented during 2013.

The municipality has envisaged undertaking the preparation of a new Local Transport Integrated Plan in 2013, and this document could serve as a key link to make use of the project's results and to keep moving in the same direction, beyond the completion of the project.

Another relevant impact of the project is the expected development of a modeling tool for calculating CO2 transport emissions at the city level. Although this component is facing significant difficulties, mainly due to the lack of adequate data, its completion could provide municipalities in Slovakia with an easy to use tool to assess and monitor CO2 transport emissions, and to focus their data collection efforts on the key information needed by this model. This has the advantage of being a straightforward calculation of the efficiency of an urban transport system, and could empower decision makers, stakeholders and the public at large for discussing and identifying sustainable mobility options. Furthermore, this tool should also facilitate the monitoring of urban transport systems by the Ministry of Environment.

Last, but not least, the project still has the capacity of improving institutional cooperation in the transport sector among local, regional and national authorities. Although interaction among these institutions has been rather limited during these two years, the implementation phase ahead should give an opportunity for strengthening cooperation and support, including funding of relevant associated activities for the improvement of sustainable transport modes.

3.4.6. *Sustainability*

The sustainability of the results achieved by the project can be assessed from the extent to which the project has influenced the investment decision-making of the city of Bratislava in the direction of sustainable transport. Different issues are relevant here:

- The components included in the project are mutually reinforcing to each other.
- These policies are being streamlined by the municipality, using the project's reports as a reference tool for its technical services, so that they can be well prepared to develop additional investment projects.
- Public transport is receiving more resources and gaining appeal: DPB is receiving funds for the renewal of the fleet and the implementation of a fleet management system, and the region and the city will introduce an integrated transport system during 2013. The experience in cities all over Europe shows that integration is a key element for the attractiveness of public transport.

- The Ministry of Transport has recently showed a new interest in supporting sustainable urban transport. This could result in more resources and a more favorable legislative framework for the action of Slovak municipalities.

- The project has been successful in providing stakeholders in Slovakia with information and contacts on best practices in other countries. This networking should facilitate the capacity to continue developing additional sustainable mobility measures beyond the project's completion.

Replication and scaling up of the project in Bratislava and other Slovak cities must however overcome the current weak support from the government (Ministry of Environment and Ministry of Transport). The main achievements, which should be replicated, include:

- Build upon strong political and technical leadership within the municipality.

- Provide convincing information on success stories in other countries.

- Involve key, skeptical local technicians and discuss problems and solutions.

- Identify critical legislative and technical barriers, which may jeopardize the implementation of technical solutions.

From the perspective of financial resources, the sustainability of the project is rated as moderately likely. In spite of the city's enthusiasm and commitment, its resources are scarce and there are no additional sources of funding. The limited involvement of the national government thus far makes it unsure whether additional resources (like the EU development funds) will be available for promoting sustainable mobility in Bratislava in future. On the positive side, the announced preparation of the Local Transport Master Plan should facilitate a general framework for identifying investment needs and priorities.

From a socio-political perspective, the sustainability of the project is rated as likely. The strong local leadership and improved internal coordination, and the generalized perception that "something has to be done" are quite valuable assets for the municipality.

From the institutional framework and governance perspective, the sustainability of the project is rated as likely. The plans made for many years for establishing an integrated public transport system for the whole region have finally succeeded. Furthermore, the municipality has started a promising policy of participation and transparency, including the operation of several participatory groups dealing with transport issues, and the project has served to move forward in the coordination of the city with the boroughs on transport-related issues.

From an environmental perspective, the sustainability of the project is rated as moderately likely. Overall, the stakeholders are focusing on the efficiency of the transport system, with little attention to the environment, and there are no clear signs that this will change anytime soon. The weak environmental design of the project has not been improved during the first two years of implementation, and critical environmental-related issues, such as the quality and walkability of public spaces, remain absent.

Overall, the sustainability of project is rated as likely. It seems that the project has been started at a particularly favorable moment in Bratislava, and that the promotion of sustainable transport policies will be a lasting strategic choice, widely shared by most of the local stakeholders.

4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS

4.1. Conclusions and Evaluation Ratings Summary

EVALUATION CRITERIA	SUMMARY COMMENTS	RATING
MONITORING AND EVALUATION		
M&E design at entry	Although the project's design is solid and consistent with its objectives, the monitoring and evaluation mechanisms are too weak, and are not clearly linked to the actions considered within the project. Mainly due to the lack of transport demand data in Bratislava, the project design has established a monitoring and evaluation framework which has proven to be difficult to implement and which, in fact, is not operational yet.	MU
M&E Plan Implementation	The implementation of the monitoring and evaluation plan has not been materialized, yet. Although the leading institution, SHMU, has produced some working materials and convened some meetings, it has not been able to define a viable plan for the collection of the information needed, and has lacked the support from the relevant stakeholders and the project management to do so.	MU
Overall quality of M&E		MU
IA & EA EXECUTION		
Quality of Implementation: National Implementing Partner	ECB has been extremely successful in reacting to the city's requests and in keeping the project moving forward with a strong beneficiary-oriented approach. However, it has failed to make sure that the project continued to be consistent with its 2014 objectives and targets, and it was unable to urge the institutions involved about the need to establish adequate governance platforms.	MS
Quality of Execution: Executing Agency	The fact that the national project director appointed at the Ministry of Environment has not accepted to carry out his duties has resulted in a poor overall supervision of the project by the Executing Agency, with limited- if any- efforts to increase cooperation and networking about the national and local institutions concerned.	MU
Overall Quality of Implem &Execut.		MS
ASSESSMENT OF OUTCOMES		
Relevance	The project is relevant for supporting the efforts of the city of Bratislava in achieving radical changes in urban transport, and to attain the environmental, energy and transport-related targets of national policies. However, the project has not been able to establish solid relationships with those national policies, and has not established any particular strategies for this, which has resulted in a low mobilization of the national stakeholders.	S

EVALUATION CRITERIA	SUMMARY COMMENTS	RATING
Effectiveness	The project is being successful in creating the necessary technical and political basis for implementing promising alternatives to car use in Bratislava. However, it is unlikely that these policies will deliver the quantitative targets identified in the Project Results Framework. The project has been not able to make sure that the various pilots will be implemented and will get the expected co-financing resources from the municipality and the borough of Petrzalka: Their contents and financing conditions still remain unclear at this stage. The changes made in the project activities may be associated to new risks, which were not initially considered within project design.	MS
Efficiency	The project is managed with a strong focus on the beneficiary's needs and has successfully adapted to the changes required by the new local administration. The project faces huge challenges for keeping this efficiency in the future, due to the weaknesses identified in its monitoring and execution. In particular, the project has not been successful in putting in place a system for data collection allowing for the adequate monitoring of the project's targets for the indicators identified in the Project Results Framework, and has not established a specific monitoring for the implementation of the pilots, including their associated co-financing arrangements. This has not been a critical issue yet, but could become so quite soon.	S
Overall Project Outcome		S
IMPACT		
Overall	The project has a good potential to achieve significant results in the long-run for promoting sustainable transport modes in Bratislava and to reduce CO2 emissions, in accordance with the Project Results Framework, but it is unlikely that any significant quantitative targets will be achieved by the end of the project, including the quantitative reduction of 30,800 tons of CO2. The project has created a much needed basis for undertaking more ambitious mobility policies in Bratislava. The consolidation of these changes in the policies of the municipality and other local stakeholders is by far more relevant that the achievement of the unrealistic quantitative objectives, which were established at the project's design.	S
SUSTAINABILITY		
Financial Resources	In spite of the city's enthusiasm and commitment, its resources are scarce, and additional sources of funding are necessary. The limited involvement of the national government thus far makes it unsure whether additional resources (like the EU development funds) will be available for promoting sustainable mobility in Bratislava in future. On the positive side, the announced preparation of the Local Transport Master Plan should facilitate a general framework for identifying investment needs and priorities.	ML
Socio-political	The strong local leadership and improved internal coordination, and the generalized perception that "something has to be done" are quite valuable assets for the municipality.	L
Institutional Framework and Governance	The efforts made for establishing an integrated public transport system for the whole region have finally succeeded. Furthermore, the municipality has started a promising policy of participation and transparency, including the operation of several participatory groups dealing with transport issues, and the project has served to move forward in the coordination of the city with the boroughs for transport-related issues.	L

EVALUATION CRITERIA	SUMMARY COMMENTS	RATING
Environmental	Overall, most of the stakeholders focus on the efficiency of the transport system, rather than on the urban environment, and there are no clear signs that this will change anytime soon. The weak environmental design of the project has not been improved during the first two years of implementation, and critical environmental-related issues, such as the quality and walkability of public spaces are not present yet.	ML
Overall Likelihood of Sustainability	The project has successfully being started in a particularly favorable moment and Bratislava, and that the promotion of sustainable transport policies will be a strategic choice, largely shared by most of the local stakeholders.	L
OVERALL MID-TERM EVALUATION RATING		**MS**

TABLE 15: Evaluation Ratings Summary

4.2. Lessons learned

- Urban transport projects need strong local support at both, the technical and political levels. This leadership has been provided by the mayor and his team, and particularly by the chief transport engineer. This leadership has facilitated progress within the complex municipal structure of technical services with competing views.

- External technical support and assistance helps cities to rapidly react to the inertia of business-as-usual attitudes, and to raise awareness among decision makers. The project has been successful at providing that kind of flexible support, with an ability to adapt it to the changing needs of the city leaders in order to remove opposition and to build up and expand a winning coalition for radical reform. The project team has been able to put the project at the service of the priorities of the mayor and his team in the field of mobility by quickly revising its activities. The experts mobilized by the project have been flexible enough to accommodate to this changing environment and to effectively contribute to support the mayor's strategies in all the technical components.

- Co-financing is critical for the completion of urban transport projects. Many development projects in this field risk spending most of their resources in technical assistance, without succeeding in getting actions and pilots implemented in practice. For this reason, it is crucial to carefully assess and monitor the resources that should be mobilized for implementation, and to adapt the project to the resources available. The technical reports delivered by the project provide necessary guidance and roadmaps for implementation, but they must be followed by the implementation of the planned pilots and measures. This requires a sustained effort from the executing and implementing agencies, including a regular monitoring of the resources provided by the co-financing partners and an updating of the project to the available resources, capacities and commitments.

- A formalized project governance structure, with clear rules for membership and decision taking, is a crucial instrument to strengthen institutional links among partners and to keep them actively involved in the project implementation. Project management must take a dynamic role in keeping a constructive and cooperative atmosphere among stakeholders through the Project Steering Committee, as a means to facilitate further networking, cooperation and mutual understanding. The regular two meetings per year should be preserved as a minimum for this.

- The monitoring scheme based on the key indicators identified within the project results framework should be clearly defined and implemented as soon as possible (if possible, during the project preparation). Failing to do so may result in establishing unrealistic targets or indicators which cannot be effectively measured during the project life. Early preparation of the monitoring system, including data and modeling needs, and a strong connection between those in charge of monitoring with the rest of the project is crucial for setting up an effective monitoring system, and to keep activities well aligned with the project's targets. This may require the involvement of a technical specialist.

4.3. Recommendations

4.3.1. *Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project*

The recommendations under this section have three main purposes:

- To revise the objectives and outcomes of the project, as established in the updated project results framework (Annex 9) included in the inception report. The project has successfully achieved the most valuable and most necessary pre-condition for changing urban mobility: it has got strong leadership and commitment at the appropriate level (the mayor and his core local officials). The local leadership is more focused on the project as a support to its whole urban transport policy, and the particular objectives and outcomes of the project have lost relevance. Furthermore, the initial scope of some of the project's components has changed, and the original objectives and outcomes are now outdated. Nevertheless, the project should deliver concrete outcomes at its completion, which should be compared to the initial expectations. For doing so, objectives have to be re-defined now, and an effective monitoring system has to be put in place as soon as possible. The fact is that, as virtually no actions have been implemented thus far, no reduction of CO2 emissions can be claimed by the project, yet.

- To move forward the project towards its implementation stage. Changes in the contents of its components make it unclear what is going to be actually implemented, the resources to be mobilized and their expected impacts. A detailed implementation plan with precise dates for the various actions, financing estimates and identification of financial sources is indispensable for an effective monitoring of this part of the project. This implementation plan is necessary for a sound continuation of the project and to assess whether an extension of the project would facilitate the attainment of the expected objectives. It is difficult to foresee at this moment any circumstances, which could justify the continuation of the project beyond its current deadline (July 2014). If extended, the project would overlap with the local elections in autumn 2014, with little chance to get new actions implemented for several months. Furthermore, it is uncertain that the municipality would keep much interest in the project, once the new local master transport plan is drafted and approved, with new actions for the local agenda. However, a detailed analysis and monitoring of the actions to be implemented within the project's lifetime may provide a more accurate perspective about the advantages of extending the project at the end of 2013, once the current uncertainties in terms of co-financing and implementation have been clarified.

- To put in place an operational governance structure, well fitted to the current project's challenges. The governance structure proposed in the implementation report was never operational. It is necessary to formalize a decision-making structure, as a way to make sure that implementation plans are materialized. This is necessary for increasing the sense of ownership of the project by the key

stakeholders, and to facilitate cooperation among them. Furthermore, it is necessary to facilitate a closer contact among the city and the national government (ministry of environment and ministry of transport).

***Recommendation #1*.** Revise the monitoring system of the key quantitative indicators of the project. Identify adequate indicators for the revised technical components, propose revised targets and revise basic assumptions for CO2 estimates, in accordance with the project experts' views. SHMÚ has the know-how for doing this, but it has to be effectively directed by the project manager, and supported by a part-time local monitoring expert familiar with data availability and survey methods. This action requires concrete plans for data collection. Technical validation of a revised project results framework should be made by the international experts that were involved in the various project's components. SHMU should, under the supervision of the project manager and by April 2013:

- Update the calculations prepared for the initial approval of the project, in accordance with the new situation.
- Revise the actions that are expected to be implemented until the end of the project (see recommendation #2), and estimate the modal change and emission reduction potential associated.
- Validate those estimates with the support of the international experts involved in the project.

Subsequently, a working group for monitoring should be established, under the leadership of the project manager and the participation of SHMU and the key data providers.

Recommendation #2. The Project Manager will establish a revised project results framework and a detailed implementation plan for the remaining of the project, focusing on the actions to be undertaken by the Municipality and other stakeholders, in order to facilitate the actual implementation of the expected policies, measures and projects. The implementation plan should clarify the co-financing commitments and the expected dates for implementation for the various actions. The implementation plan should be presented to the project steering committee for approval by April 2013. Based on the effectiveness of this implementation plan until the end of 2013, the possibility of extending the project could be considered although under the current circumstances there seem not to be any significant advantages in doing so. To carry out these activities, the dedication of the Project Manager should be increased from the current 25% to 50%.

Recommendation #3. The project manager should establish a working group on implementation, including the main municipal agencies in charge of the implementation of the actions (STaRZ, DPB, MEPASYS and the four boroughs initially active in the implementation of parking regulation: Petrzalka, Staré Mesto, Nove Mesto, Ruzinov). This working group would support the project manager in preparing the implementation plan (recommendation #2) and, more crucially, to regularly monitor its progress.

Recommendation #4. A clear and effective project governance structure has to be put in place, updating the structure proposed in the inception report. For this:

- Membership of the Project Steering Committee should be clearly defined, and the PSC should be convened as originally established, twice in 2013 and once in 2014 (it has held only one meeting in 2010 and another one in 2012) and whenever relevant modifications may need to be made to the

project. Keep the number of participants at PSC meetings within a reasonable number, ideally not more than 10 persons[11], so that effective interaction and discussion can be facilitated during the meeting. In this way, the PSC could become a key platform for better cooperation among the institutions involved in the project. This arrangement does not preempt the participation of other stakeholders as observers.

- The composition of the project implementation unit (PIU) or informal project board should be revised. For the remaining of the project, the PIU should be composed by the key players: the project manager (ECB), the national project director (Ministry of Environment), and the municipality (chief transport engineer); the UNDP BRC (country office environment focal point should also participate at the PIU, at least during 2013, as this will be a critical year for the project, focused on the implementation of the actions recommended by the experts. As the Strategic Institute at the Ministry of Transport is showing an increasing interest in the project, it could also be invited to join the PIU: this would give a much needed transport expertise (both at the technical and policy-making levels) to the project direction.

Recommendation #5. In all, a stronger involvement and dedication of the project manager, with at least 50% of his working time, will be required for the remaining of the project. He should be the key actor in pushing forward the different actions, and anticipating the barriers that may arise, at the technical, institutional and financial levels. This role is consistent with the description of the project manager profile and should not require hiring additional technical support. It is not recommended to hire a consultant for these activities, as s/he would probably overlap some of the project manager's functions and introducing an unnecessary additional layer in project management and implementation[12]. If budget constrains make it difficult to realize this increase, consideration should be given to decreasing the commitment of the Local Technical Coordinator from the current 100% to up to 50%. The Project Manager should report every two weeks to the UNDP BRC in order to discuss the progress of the project during this critical final stage.

Recommendation #6. During the evaluation mission, it has been unanimously agreed that the workshops organized with the international technical experts have been instrumental in smoothing the initial opposition or skepticism of certain institutions and technical services (such as the police, some boroughs…). The working group on implementation (recommendation #3) should keep using this approach in future, and organize ad hoc technical briefing meetings and workshops among the relevant partners and international experts if major technical controversies arise during the implementation stage. A maximum of three workshops should be envisaged (and budgeted) for the remaining of the project, and their precise dates should be fixed as soon as possible.

4.3.2. *Actions to follow up or reinforce initial benefits from the project*

The actions under this section aim to reinforce the key achievements of the project, thus far: strong local leadership (technical and political), high degree of consensus, and a realistic approach. These achievements could be partially lost during the implementation phase of the project, as some of the actions may prove to be difficult to implement and could face renewed opposition. The project should:

- Better reach citizens, as final beneficiaries of the project and key actors for modal change: a new focus is necessary for changing current mobility behavior towards more sustainable patterns. For doing this,

[11] More than 50 persons were invited to the 2012 meeting, whereas only 9 institutions (plus the project manager) were listed as members of the PSC in the project description and in the inception report. (Request for CEO endorsement/Approval, #61).

[12] ECB should be responsible to provide the necessary transport expertise required for the project manager. This does to preempt ECB from hiring technical expertise, if so needed for specific and well defined tasks.

an identification of the various social groups, with a focus on some of the key potential beneficiaries of the new policy, such as young people and women.

- Further strengthen the current technical consensus and make it operational during the implementation of the actions.

- Effectively support the municipality in its efforts to reform the local transport policy.

Recommendation #7. Improve communication and further open the project to the participation of citizens and social groups. A local communication expert should be hired for providing this support (eventually as a follow-up to the activities made by PONTIS within the non-motorized transport component), including regular update of the website and quick answers to the citizens' requests. The dedication estimated for these tasks would be 11 weeks. As a result, the project's website should become a local reference as an entry gate to information and participation on the municipality mobility policy. As a minimum, the website should include:

- A section for receiving inputs and comments from citizens on mobility.

- Links to the municipality's participatory committees.

- Access to all the project's technical reports.

- Information on the next initiatives and steps of the project.

- Awareness raising and support to individual modal change. Providing tips and advice on how to make the most of alternative transport modes for daily mobility needs.

The project website could be a useful pilot experience to be subsequently managed by the city itself, in the context of the preparation of the local transport master plan.

As part of the improved communication, the project may wish to consider to commission a small video to share the results and successes of the project.

Recommendation #8. In addition to the regular meetings between the Project Manager and UNDP BRC (recommendation #5), the project should establish clear links between the project and the Local Transport Master Plan, in order to reinforce the initial benefits of the project. The project working group on monitoring (if established as proposed under recommendation #1) could become a key instrument for the initial phase (diagnosis and data collection) of the local transport master plan. For this, it is recommended to establish a regular working link between the team in charge of the local transport master plan and the working group on monitoring.

Recommendation #9. Outreach, networking and cooperation with other cities. Interaction with other cities is crucial for local governments implementing sustainable transport policies. The role played by international experts during this project could be consolidated and streamlined with a more active presence of Bratislava in international cities' networks and international projects. As an initial step, sharing experiences with other UNDP/GEF sustainable transport projects in the region could facilitate information sharing, benchmarking and networking. It is recommended to organize an international workshop towards the end of the project, in order to present its final results, with the participation of cities within the region participating in these projects, and inviting other international networks of cities activities in this field, like

the EU Civitas Initiative (www.civitas-initiative.org) the cities for mobility network (www.cities-for-mobility.net) or the global network of cities for sustainable transport EMBARQ (www.embarq.org).

4.3.3. *Proposals for future directions underlining main objectives*

Recommendation #10. Modal change from car to sustainable transport modes is at the base of the project concept and approach. The implementation of actions in the remaining of the project is an excellent opportunity to better understand the needs, expectations and constraints of the different users' groups, with a focus on those who could be more benefitted by the new policy. A detailed understanding of modal choice is critical for the success of the strategy and could be initiated within the project, providing useful information for the preparation of the Local Transport Master Plan. This could be done by citizens through a survey template within the project's website. Some minor advertising at the relevant pilot sites would be necessary (on the new bike lanes, on the DPB vehicles going through the new-equipped intersections, on the regulated parking signs…) for data collection. Assessment of this information could be studied by a local communication consultant or by the project manager, and results could be discussed at the relevant municipal participatory committees, and published on the website.

Recommendation #11. A detailed picture of the medium-term vision of the transport system is necessary to support the demonstrations and pilots of the project. The current presentation of the project remains too technical, and is not providing a strategic long-term vision, which could be consistent with the future Local Transport Master Plan. It is recommended to prepare this vision within 2013, in parallel with the launching of the local master plan. This vision should be based on the conclusions of the awareness raising activities and be prepared by the local communication consultant (recommendation #7), in close cooperation with the communication experts of the municipality.

4.3.4. *Best and worst practices in addressing issues relating to relevance, performance and success*

Recommendation #12. The involvement of key institutional actors should be strengthened, in order to support the efforts of the municipality and to facilitate its leading role. The project manager, with the support of the national project director and the UNDP BRC environment focal point, should lobby the relevant local, regional and national government institutions (municipality, regional government, ministry of environment and ministry of transport) in order to establish within 2013 a three-way memorandum of understanding for cooperation among the Ministry of Environment, the Ministry of Transport and the City of Bratislava, as a natural expansion of this project. This cooperation could initially be based on the preparation of a mobility observatory providing quantitative information on how Bratislava is moving forward towards sustainable transport. This observatory would be at the intersection of current policies of the different institutions (energy efficiency and climate change mitigation, sustainable transport…) and could be subsequently expanded to include other Slovak cities. Furthermore, this observatory would give an opportunity to regularly exchange information and identify other areas of institutional cooperation within the transport field. The working group on monitoring proposed within recommendation #1 could serve as a key information provider for this observatory. This platform could also serve as a means to clarify the potential links of the project with key national strategies (transport, regional development, climate change, and energy efficiency) and the prospects for further cooperation among the relevant national institutions (Ministry of Transport, Ministry of Environment) and the city. Furthermore, this observatory could serve to establish cooperation between the institutions involved and key transport research groups in Slovakia.

4.3.5. *Budget Revision and Project Extension*

Recommendation #13. In accordance with the recommendations above, a revision of the project's budget should the undertaken, in order to cover the following additional needs: Hiring of a local communication consultant/manager (recommendation #7); hiring a local technical consultant for monitoring and data collection; conducting three implementation workshops, with participation of the international experts, as necessary; organizing one international seminar, and supporting the implementation of the pilots, once these actions are properly scheduled within the implementation plan.

Recommendation #14. The project manager should prepare a lessons learned report by January 2014. The lessons learned report should outline all the lessons that have been learned in the implementation of this project, and recommendations for improvements on future UNDP/GEF sustainable transport projects.

Recommendation #15. At this stage, it does not seem that a project extension will be justified for two main reasons: current difficulties to get the actions implemented are not due to any need for further technical studies, but to political and legal circumstances, and, if extended, the project would overlap with the next local elections and the uncertainties linked to them. Therefore, July 2014 remains a reasonable deadline to assess what the project has been able to deliver and to close it. However, although unlikely, it cannot be excluded that the preparation and monitoring of the implementation plan could provide new elements for considering the need for a project extension, to be adopted at the end of 2013 once the path of implementation is better known. This extension would be justified, for example, if new measures with substantial investment from the city would be implemented beyond July 2014, with a significant potential for changing modal split and decreasing CO2 emissions, and if the successful implementation of these measures would benefit from its monitoring by the UNDP/GEF project.

Acronyms and Abbreviations

APR	Annual Project Report
BID	Bratislavská integrovaná doprava (Integrated Public Transport, Bratislava)
DPB	Dopravný podnik Bratislava (Public Transport Company, Bratislava)
ETS	Emission Trading Scheme
EU	European Union
GEF	Global Environment Facility
GHG	Greenhouse Gas
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MoT	Ministry of Transport
MAGIBA	City of Bratislava
NGO	Non-Governmental Organization
OBD	On-Board Device
OP	Operational Program (European Regional Development Fund, ERDF).
PIR	Project Implementation Review
PSC	Project Steering Committee
STU	Slovak Technical University
ToR	Terms of Reference
UNDP	United Nations Development Program

Annexes

Annex 1. Terms of Reference

Annex 2. Itinerary

Annex 3: List of Persons Interviewed (Face-to-Face Interviews)

Annex 3: List of Persons Interviewed (Phone Interviews)

Annex 5: List of documents reviewed

Annex 6: Evaluation Question Matrix

Annex 7: Questionnaires used

Annex 8: Evaluation Consultant Agreement Form

Annex 9: Projects Result Framework

Annex 10: Elements for the terms of reference of new technical experts

Annex 1. Terms of Reference

GEF/UNDP MSP:
"Sustainable Mobility in the City of Bratislava"

TERMS OF REFERENCE
for independent mid-term evaluation of the project

Type of Contract:	Contract for Services of an Individual Contractor
Languages Required:	English
Duration:	estimated November 2012 – February 2013 (estimated 20 working days)
Location:	Home based with mission(s) to Bratislava, Slovakia
Payment schedule:	- First payment: 25% of the total contract upon acceptance of the workplan for in country mission by UNDP Project Manager; - Final payment: 75% of the total contract upon submission and acceptance of all deliverables, including the Evaluation Report

Please note that UNDP is not in the position to accept incomplete applications - please make sure that your application contains all details as specified below in this notice.

1. BACKGROUND

This Mid Term Evaluation is initiated by the UNDP Regional Center for Europe and CIS (Bratislava) as the GEF Implementation Agency for this project and it aims to provide managers (at the Ministry of the Environment, UNDP/GEF and project levels) with strategy and policy options for more effectively and efficiently achieving the project's expected results and for replicating the results. It also provides the basis for learning and accountability for managers and stakeholders.

Project description

The long term objective of the project is to facilitate market transformation for sustainable mobility in Bratislava urban area leading to reduced GHG emissions, thus supporting the Slovak Republic efforts in meeting its commitment under UNFCCC and the Kyoto agreements. The project consists of five elements, which are focused to reduce car traffic use and to divert personal trips from private cars to less polluting modes like walking, bicycles, trams and buses. This is done by imposing restrictions on private car movements, while making non-motorized transport and public transport more attractive.

The 5 project components are:
I. Defining a new parking strategy for the City of Bratislava
II. Priority for tram transportation on Vajnorska and Racianska corridors
III. Support of non-motorized transportation modes
IV. Scheme for car sharing/car pooling
V. Monitoring of CO2 emissions

A Working Group has been established for each of the above-mentioned project component. The WG is led by the international expert hired for the specific components, supported by the local expert and the local technical coordinator, with representation of key stakeholders, incl. City Hall with its transport department, municipality and companies, NGOs.

The project is planned to be implemented within the time period of 2010-2014 with overall project costs of USD 5,4 million, thereof USD 0,93 mil will be provided by GEF, USD 4,47 million by the co-financing partner organizations (Municipality of Bratislava, City borough of Petrzalka, SHMU, etc).

The project is being implemented under the National Implementation Modality (NIM) with Ministry of Environment of the Slovak Republic as the national implementing partner. UNDP (United Nations Development Program), Regional Centre Bratislava is the GEF implementing agency. Energy Centre Bratislava is the national implementation partner responsible for the day-to-day management of the project.

The Project started by Inception Workshop in November 2010. Early 2011, after creating the function of the Chief Transport Engineer at the City Hall, very intensive work began focusing on the first two Project components, i.e. development of the New Parking Strategy for on-street parking to be used at the entire area of the City, as well as the Methodology for a tram priority on Vajnorská and Račianska corridors. This component has been extended to an overall optimization of trams operation on the whole corridor and priority of all public transport vehicles (not only trams) at the regulated intersections. A simulation of 2 selected regulated intersections confirmed that the priority provided to public transport vehicles will not negatively impact the individual car transport.

In 2012, the Project provides support to the City of Bratislava in implementation of components 1 and 2, work on components 3 and 4 (Support of Non-motorized Transport Modes and Car pooling/Car sharing schemes) has started. Final reports for the component 3 and 4 are planned for December 2012. Pilot implementations of the proposed measures is planned to start in 2013. The monitoring is done in cooperation with the Slovak Hydrometeorological Institute, which has developed an introductory inventory report on C02 emissions from traffic sector at the territory of Bratislava, based on the data as to end of 2010.

2. DESCRIPTION OF RESPONSIBILITIES

This evaluation is to be undertaken in line with the Evaluation policy of UNDP http://web.undp.org/evaluation/policy.htm, considering the UNDP/GEF evaluation guidance http://web.undp.org/evaluation/methodologies.htm.

The objective of this Mid Term Evaluation is to measure the effectiveness and efficiency of project activities in relation to the stated objective so far, and to produce possible recommendations on how to improve the management of the project until its completion in October 2014.

The report will play a critical role in the future implementation of the project by providing advice on:

- how to strengthen the adaptive management and monitoring function of the project;
- how to ensure the achievement of the GEF objective;
- how to enhance organizational and development learning;
- how to mainstream and replicate the project´s experience.

The report will have to provide to the recipients a complete and convincing evidence to support its findings/ratings. The consultant should prepare specific ratings on seven aspects of the project, as described in the 'Reporting' section of this Terms of Reference. Particular emphasis should be put on the current project results and the possibility of achieving all objectives in the established timeframe, taking into consideration the speed, at which the project is proceeding.

The Evaluation will include the assessment of the achievements of the project, measured against planned outputs set forth in the Project Document in accordance with rational budget allocation, and the assessment of features related to the process of achieving those outputs, as well as the impacts the project. The evaluation will also address the underlying causes and issues contribution to targets not adequately achieved.

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework (Annex 2), which provides performance and impact indicators for project implementation along with their corresponding means of verification.

The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the selected performance criteria as indicated in table in Annex 3, following the provided obligatory rating scales.

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The obtained financial data will be presented in the co-financing table (Annex 4), which will be included in the evaluation report.

For future development support in the region, UNDP is especially interested in the assessment of the support model applied in the project, its implications for the long-term impact and sustainability of the project results.

The Evaluation Report will present recommendations and lessons of broader applicability for follow-up and future support of UNDP and/or the Government, highlighting the best and worst practices in addressing issues relating to the evaluation scope.

The scope of the Evaluation will cover all activities undertaken in the framework of the project. The evaluators will compare planned outputs of the project to actual outputs and assess the actual results to determine their contribution to the attainment of the project objectives. It will evaluate the efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency.

Products expected from the evaluation

The key product expected from this mid-term evaluation is a **comprehensive analytical report in English** that should follow the outline attached in Annex 1.

The Mid-term Evaluation Report will be stand-alone document that substantiates its recommendations and conclusions. The report will have to provide to UNDP complete and convincing evidence to support its findings/ratings.

Special attention shall be paid to the Lessons Learnt section. The Mid-term Evaluation Report will include a separate chapter on Lessons Learnt, providing recommendations for replication and transfer of the experience related mainly to:

- post-project sustainability of the efforts both in terms of governance and in terms of environmental benefits;
- capacity building;
- successes and challenges.

The report together with the annexes, shall be presented in electronic form in MS Word format.

Responsibility for Expenses and their Reimbursement

The Consultant will be responsible for all personal administrative and travel expenses associated with undertaking this assignment including office accommodation, printing, stationary, telephone and

electronic communications, and report copies incurred in this assignment. For this reason, the contract is prepared as a lump sum contract.

The remuneration of work performed will be conducted as follows:
- First payment: 25% of the total contract upon acceptance of the first field visit workplan by UNDP Project Manager;
- Second payment: 75% of the total contract upon submission and acceptance of the final Evaluation Report

Evaluation approach

An outline of an approach for the review is provided below; however it should be made clear that the consultant is responsible for revising the approach as necessary. Any changes must be cleared by UNDP before being undertaken by the consultant.

The review must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners and informative to UNDP related to issues for future programming.

The evaluation should provide as much gender disaggregated data as possible.

The evaluation will be home based with 1-2 missions to the Slovak Republic with approx. 5 days in-country mission in total. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the government counterparts, the National Project Manager, Steering Committee, project team, and key stakeholders as part of the mission or missions.

The evaluator is expected to consult all relevant sources of information, such as the project document, project reports – incl. quarterly and annual progress reports (PIRs), project budget revisions, project files, national strategic and legal documents, and any other material that s/he may consider useful for evidence based assessment.

The evaluator is expected to use interviews as a means of collecting data on the relevance, performance and success of the project. Interviews will be held with the following organizations and individuals at minimum: UNDP Regional Centre Bratislava, Ministry of Environment of the SR, City of Bratislava; Steering Committee members; Project Team, key stakeholders.

S/He is also expected to visit some of the project sites as part of the in-country mission.

The methodology to be used by the evaluation team should be presented in the report in detail. It shall include information on:
- Documentation reviewed
- Interviews
- Field visits;
- Questionnaires;
- Participatory techniques and other approaches for the gathering and analysis of data.

The Evaluator is expected to follow the UNEG Code of Conduct for Evaluation in the UN system (Annex 5).

Although the Consultant should feel free to discuss with the authorities concerned, all matters relevant to its assignment, it is not authorized to make any commitment or statement on behalf of UNDP or GEF or the project management.

The Consultant should reflect sound accounting procedures and be prudent in using the resources of the assignment. The principal responsibility for managing this evaluation lies with UNDP Regional Center for Europe and CIS (Bratislava). UNDP will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the evaluator. UNDP and the Project Manager will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the project partners, etc.

The timeframe and duration of activities are estimated to be broken down as follows:

A/ Completion of the Detailed Project Workplan and Table of Contents for Assignment: approx 1 day (approx Nov 2012)
B/ Desk review, Questions, Analysis, Phone Interviews, other: approx 3 days (approx Nov/Dec 2012)
C/ Phone Interviews with UNDP Project Manager, Project Team, UNDP BRC Staff: approx 1 day (approx Nov/Dec 2012)
D/ Field visits, interviews, questionnaires, de-briefings which include one or two (2-3-day) missions to Slovakia: approx. 5 days (approx Nov 2012-Jan 2013: upon agreement with UNDP and the National Implementing Agency)
E/ Travel – field visit in Bratislava: approx 4 days (approx Nov 2012-Feb 2013)
F/ Preparation of the Draft evaluation report – during in-country mission and in home-office: approx. 4 days (approx Nov 2012 – Jan 2013)
G/ Validation of preliminary findings with stakeholders through circulation of draft reports for comments, meetings and other types of feedback mechanisms: approx. 1 day (approx 1st half of Feb 2013 the latest)
H/ Submission of the Draft evaluation report to UNDP for review and comments: approx 15 February 2013
I/ Finalization of the evaluation report (incorporating comments received on first draft): approx. 1 day (2nd half of Feb 2013 the latest)
J/ Submission of Final MTE Report to UNDP: approx 28 February 2013
TOTAL working days: approx 20

The report shall be submitted to the UNDP RBEC Energy and Environment Team, Grosslingova 35, 811 09 Bratislava, Slovakia - Ms. Jana Pangracova (jana.pangracova@undp.org) and Mr. John O'Brien (john.obrien@undp.org).

Prior to approval of the final report, a draft version shall be submitted for comments to UNDP by **15 February 2013**. UNDP and the stakeholders will submit comments and suggestions within 10 working days after receiving the draft.

The finalized Evaluation Report shall be submitted latest on **28 February 2013**.

If any discrepancies have emerged between impressions and findings of the consultant and the aforementioned parties, these should be explained in an annex attached to the final report.

3. COMPETENCIES

Required competencies:
- Strong interpersonal skills, communication and diplomatic skills, ability to work in a team
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results
- Openness to change and ability to receive/integrate feedback

- Ability to work under pressure and stressful situations
- Strong analytical, reporting and writing abilities

4. QUALIFICATIONS

The Evaluator **must be independent** from both the policy-making process and the delivery and management of activities in question, i.e. he/she must not have participated in the preparation and/or implementation of the assessed project and must not be in a conflict of interest with project-related activities.

Academic Qualifications/Education:

- Master degree in economics, engineering, environmental science or equivalent experience.

Experience:

- At least 7 years of professional experience in the field of sustainable urban transport;
- Familiarity with urban transport policies in CEE;
- Recent knowledge of the GEF Monitoring and Evaluation Policy;
- Recent knowledge of UNDP's results-based evaluation policies and procedures
- Recent experience in evaluation of international donor driven development projects;
- Knowledge of MS Word, Excel and email communication software;

Language skills:

- Excellent English writing and communication skills

5. EVALUATION OF APPLICANTS

Individual consultants will be evaluated based on a cumulative analysis **taking into consideration the combination of the applicants' qualifications and financial proposal.**
The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:
a) responsive/compliant/acceptable, and
b) Having received the highest score out of a pre-determined set of weighted technical (P11 desk reviews and interviews) and financial criteria specific to the solicitation.

Only highest ranked candidates who would be found qualified for the job based on the P11 desk review will be invited for an interview.

Technical Criteria - 70% of total evaluation – max. 70 points:

- Proven evaluation expertise with international organizations (knowledge and practical experience in development evaluations) – max points: 20
- Previous experience in evaluating programmes/projects for UNDP and GEF including knowledge of UNDP's results-based evaluation policies and procedures and GEF Monitoring and Evaluation Policy): 10
- Proven professional experience in the field of sustainable urban transport: 10
- Quality and feasibility of submitted brief methodology – max points: 5
- Higher than Master's degree/ research/ publications/ conducting trainings in the relevant area: 5
- Familiarity with the linkages between the transportation sector and climate change, knowledge of relevant policies: 20 (interview)

Financial Criteria - 30% of total evaluation – max. 30 points

6. APPLICATION PROCEDURES

Qualified candidates are requested to apply online via this website. The application should contain:

- **Cover letter** explaining why you are the most suitable candidate for the advertised position and a **brief methodology** on how you will approach and conduct the work (based or commenting on the requirements indicated in this TOR). Please paste the letter into the "Resume and Motivation" section of the electronic application.
- **Filled P11 form** including past experience in similar projects and contact details of referees (blank form can be downloaded from http://europeandcis.undp.org/files/hrforms/P11_modified_for_SCs_and_ICs.doc); please upload the P11 instead of your CV.
- **Financial Proposal*** - specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days – in home office and on mission, travel – international and local, per diems and any other possible costs), using the following template. Please note that you are free to decide in your offer to take 1 or 2 missions to Bratislava that would amount up to approx. 5 days in total.

	Nr. of units*	Units	Rate / USD	Total / USD
Work in home office**				
		man/days		0
		man/days		0
		man/days		0
Work on mission**				
		man/days		0
		man/days		0
		man/days		0
Sub-total fee				**0**
Travel costs				
International travel to and from country/ies		mission		0
DSA		overnights		0
Local travel		destination		0
Sub-total travel costs				**0**
TOTAL				**0**
* Estimates are indicated in the TOR, the applicant is requested to review and revise, if applicable.				
** Add rows as needed				

- **<u>Incomplete applications will not be considered.</u> Please make sure you have provided all requested materials**

Please note that the **financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services...). All envisaged **travel costs** must be included in the financial proposal. This includes all travel to join duty station/repatriation travel.*

***Payments** will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.*

*Individual Consultants are responsible for ensuring they have **vaccinations**/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN **security directives** set forth under dss.un.org*

General Terms and conditions *as well as other related documents can be found under:*
http://europeandcis.undp.org/home/jobs

Qualified ***women*** *and members of* ***minorities*** *are encouraged to apply.*
Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

Annexes:

1. Evaluation Report: Sample Table of Contents for Final Project Evaluation
2. Project Logical Framework
3. Performance criteria to be rated; The obligatory rating scales
4. Co-financing table
5. Evaluation Consultant Code of Conduct and Agreement Form

Annex 1

Evaluation Report: Sample Table of Contents for Final Project Evaluation

i. Opening page:
- Title of UNDP supported GEF financed project
- UNDP and GEF project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements

ii. Executive Summary
- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual[1])

1. Introduction
- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

2. Project description and development context
- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated[2])

3.1 Project Design / Formulation
- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

3.2 Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)

[1] UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008
[2] Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

Annex 2

Project Logical Framework

Goal:	Reduce GHG emissions from road transport in Bratislava, Slovakia				
Project Purpose	**Indicator**	**Baseline**	**Target**	**Sources of verification**	**Risks and Assumptions**
Objective: By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 360,000 tons of CO2 during additional 10 years after the end of the project are expected.	Total direct CO2 emission reduction over the project duration	0	30,800 tons of CO2	Annual report on air quality of the SHMU Annual reports of the municipality and the PT operator	Municipality is willing to adopt the three urban transport policies prepared by the project Public accepts and is willing to participate in the introduced options
	Number of passengers in public transport modes in Bratislava in last project year	215 millions	230 millions	Annual reports of the Bratislava public transport operator	
	Average car occupancy for cars entering the city centre by the end of the project	1.2	1.5	Survey of the municipality	
Outcome 1: Municipality of Bratislava adopts and implements new on-street parking policy	New policy with stricter regulation on parking	Parking management schemes with no duration limit and low hourly fares	Policy adopted	Annual reports of the municipality	City Council may not approve the legal changes that are required to introduce the new parking policy The new on-street parking policy might be cancelled in the future due to pressure of interest groups
	Average on-street parking duration per car in regulated spaces by the second project year	5 hours	Less than 2 hours	Monitoring data of the parking operator	
Outcome 2: Bratislava public transport operator implements priority system for trams in Vajnorska corridor	Average travel time on the Vajnorska corridor from one end to the other end by the second project year	15 min	11 min	Measurements of the Bratislava public transport operator	The municipality might cancel the tram priority due to pressure from drivers or traffic jams
Outcome 3: Increased number of people use bicycles for daily trips	Long-term NMT strategy prepared in participatory process to support daily use of NMT by	NMT infrastructure planned only for recreational reasons, week	Strategy accepted	Annual reports of the municipality	In spite of the investments in the new bike lanes people might not divert to use NMT modes since the

	the second project year	cooperation of stakeholders			network is not complete
	Number of pilot projects set up/implemented to promote NMT by the end of the project	0	2 set-up, 1 implemented	Project documentation	
	Number of annual bicycle trips by the end of the project	500,000	3 millions	Survey of the municipality	
Outcome 4: Municipality of Bratislava adopts a policy to promote car and car pool program to divert drivers from driving alone to sharing options	Active car pool programs and car share programs by the end of the project	0	2	Annual reports of employer participating in the car pool program Annual reports of company operating car share program	Potential users might not switch to the sharing program in spite the incentives and benefits
	Percentage of car users diverting to car share/car pool program in the last project year	0	2%	Annual reports of employer participating in the car pool program Annual reports of company operating car share program	
Outcome 5: M&E	Monitoring enabling more accurate calculation of emissions from transport in Bratislava	Separate monitoring data from different institutions enabling only estimation of emissions from transport in Bratislava	Coordinated, regular monitoring established	Inception report Project annual reports	
	Baseline and annual measurements	2007 data	Baseline data confirmed and regular annual measurement of indicators	Inception report Project annual reports	

Annex 3

Performance criteria to be rated

Evaluation Ratings:			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

The obligatory rating scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	***Sustainability ratings:***	***Relevance ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) ***Impact Ratings:*** 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

Annex 4

Co-financing table

Co financing (Type/ Source)	UNDP own financing (mill US$)		Government (mill US$)		Partner Agencies* (mill US$)		Total Financing (mill US$)		Total Disbursement (mill US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grant										
Credits										
Loans										
Equity										
In-kind										
Non-grant Instruments *										
Other Types										
TOTAL										

- "Planned" co-financing refers to co-financing indicated at CEO endorsement.

- Describe "Non-grant Instruments" (such as guarantees, contingent grants, etc):
  - *Source/amount/in-kind or cash/purpose.*

- Partner Agencies refer to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector etc.
- Explain "Other Sources of Co-financing":
  - *Source/amount/in-kind or cash*
  - …
  - …

Annex 5

Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[3]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at ……..*place* on …….*date*

Signature: _____

[3] www.unevaluation.org/unegcodeofconduct

Annex 2. Itinerary

Time	Subject	Location
Mission 1. Monday, November 19, 2012		
9:45-11:45	Briefing with UNDP RBC. Ms. Jana Pangracova (UNDP Focal Point) Mr. John O'Brien (Regional Technical Advisor) Ms. Klara Tothova (Former UNDP Focal Point) Ms. Gabriela Fischerova (former LTC)	UNDP RBC Office
13:00-15:00	Briefing with ECB (National Implementing Partner) Mr. Marcel Lauko (Project Manager) Ms. Darina Dzurjaninova (Local Technical Coordinator) Ms. Darina Psenakova (Financial Manager)	ECB office
15:15-16:00	Slovak Hydrometeorological Institute (SHMÚ) Ms. Szemesová (Project CO2 Emission Monitoring)	ECB Office
Mission 1. Tuesday, November 20, 2012		
08:00-10:00	Municipality of Bratislava Mr. Tibor Schlosser (Chief Transport Engineer)	Municipality of Bratislava
10:30-11:30	Ministry of Environment Ms. Helena Princova (Acting National Project Director) Mr. Jany (GEF Focal Point)	Ministry of Environment
13:00-14:30	Dopravny Podnik Bratislava (DPB) Mr. Bronislav Weigl (Director for Tram System)	DPB Office
15:00-16:00	Mr. Dula. Local Parking Expert	UNDP Office
Mission 1. Wednesday, November 21, 2012		
9:30-10:30	DIC Bratislava s.r.o. Mr.Zverko (Local Non-Motorized Transport Expert) Ms. Hajdony (Local Non-Motorized Transport Expert)	UNDP Office
10:45-11:45	PONTIS Foundation Mr. Kissa (Local experts for public awareness, non-motorized transport)	UNDP Office
13:00-15:00	Ministry of Transport. Institute for Strategy Mr. Klucka	UNDP Office
15:00-17:00	STaRZ Ms. Szabová	UNDP Office
17:00-18:00	UNDP RBC Ms. Klara Tothova, former UNDP Focal Point	UNDP Office (Phone call)
Mission 1. Thursday, November 22, 2012		
9:00-10:00	Borough of Petrazlka Mr. Martin MISKOV. Mayor Deputy	UNDP Office

Time	Subject	Location
Mission 2. Monday, January 21, 2013		
10:00-11:00	Briefing at UNDP Mr. John O'Brien Ms. Jana Pangracova	UNDP Office
11:30-12:30	Briefing with the City of Bratislava Mr. Tibor Schlosser (City of Bratislava)	UNDP Office
14:00-16:00	FOCUS GROUP #1. Project management and governance Mr. Bánovec (City of Bratislava) Mr. Jany. (GEF Focal Point, MoE) Mr. Znasik (MoE) Mr. Klucka (MoT) Mr. Ladislav Findl (Region of Bratislava) Ms. Darina Dzurjaninova (ECB). Ms. Klara Tothova (former UNDP focal point) Ms. Jana Pangracova (UNDP focal point)	UNDP Office
17:00-19:00	Site visit (public transport.	Vajnorska corridor
Mission 2. Tuesday, January 22, 2013		
09:30-11:30	FOCUS GROUP #2. Project monitoring, Mr. Weigl (DPB) Ms. Szabová (STaRZ) Mr. Bánovec (City of Bratislava) Mr. Lecher (National Police) Ms. Jana Pangracova (UNDP focal point)	UNDP Office
13:30-15:30	FOCUS GROUP #3. Monitoring of quantitative indicators and discussion on the project's targets and assumptions Ms. Janka Szemesova (SHMÚ) Ms. Darina Dzurjaninova (ECB) Mr. Dula (Local expert) Mr. Klucka (MoT) Mr. Bézak (STU) Ms. Klara Tothova (former UNDP focal point) Ms. Jana Pangracova (UNDP focal point)	UNDP Office
16:00-17:00	Briefing with UNDP on findings and conclusions	UNDP Office
17:00-19:00	Site visit	Petrzalka
Mission 2. Wednesday, January 23, 2013		
08:00-8:45	Briefing with project manager and local transport coordinator (ECB) Mr. Marcel Lauko Ms. Darina Djurianinova	Mercure Hotel
08:45-9:30	Briefing with Slovak Technical University (STU) Mr. Skyva Mr. Bézak	Mercure Hotel

Annex 3: List of Persons Interviewed (Face-to-Face Interviews)

Name	Organization/ Position
Mr. John O'Brien	UNDP/ GEF Regional Technical Advisor
Ms. Klara Tothova	UNDP/ Former Country Office Environment Focal Point (Project Assurance Role)
Ms. Jana Pangracova	UNDP/ Country Office Environment Focal Point (Project Assurance Role)
Ms. Gabriela Fischerova	UNDP. Former Local Technical Coordinator at ECB
Ms. Darina Dzurjaninova	ECB/ Local Technical Coordinator
Mr. Marcel Lauko	ECB/ Project Manager
Ms. Darina Psenakova	ECB/Project Financial Manager
Ms. Janka Szemesová	SHMU/ National expert on GHG Emissions
Mr. Tibor Schlosser	City of Bratislava/ Chief Transport Engineer
Ms. Princova	MoE/ National Project Director (Acting)
Mr. Jany	MoE/GEF National Focal Point
Mr. Bronislav Weigl	DPB/Director for the Tram System
Mr. Igor Dula	Local Parking Expert
Mr. Fedor Zverko	Local NMT Expert (DIC Bratislava)
Ms. Hajdony	Local NMT Expert (DIC Bratislava)
Mr. Kissa	Local NMT Expert (Awareness) (Pontis Foundation)
Mr. Peter Klučka	MoT. Inštitút statégie
Mr. Martin MISKOV	City of Petrzalka/ Mayor Deputy
Ms. Szabová	STARZ/Technical Director
Mr. Bézak	Slovak Technical University/ Professor transport

Annex 3: List of Persons Interviewed (Phone Interviews)

Name	Organization/ Position
Mr. Skyva	Local Tram Expert
Mr. Jan Fischer	Hamburg Consult/ International Public Transport Expert
Mr. Moshe Hirsch	ROM Transport/ International Parking Expert
Ms. Fadiah Achmadi	Balancia/ International NMT Expert
Mr. Michael Glotz-Richter	International Car Sharing/Car Pool Expert
Mr. Michal Feik	City of Bratislava/Advisor to the Mayor on NMT Issues

Annex 5: List of documents reviewed

Documents for Project management

ECB, Quarterly Progress Report- January to March 2011.

ECB, Quarterly Progress Report- April to June 2011.

ECB, Quarterly Progress Report- July to September 2011.

ECB, Quarterly Progress Report- October to December 2011.

ECB, Quarterly Progress Report- January to March 2012.

ECB, Quarterly Progress Report- April to June 2012.

ECB, Quarterly Progress Report- July to September 2012.

ECB, UNDP, GEF. 2011 Annual Project Review/ Project Implementation Report (APR/PIR). (1 July 2010 to 30 June 2011).

ECB, UNDP, GEF. 2012 Annual Project Review/ Project Implementation Report (APR/PIR). (1 July 2011 to 30 June 2012).

Minutes of project management meetings

ECB. Project Steering Committee 30/5/2012. Minutes.

Project documentation

ECB. Inception Report: "Sustainable Mobility in the City of Bratislava". October 2010.

GEF. Request for CEO Endorsement/Approval. 30 June 2009 (Resubmission date).

Government of the Slovak Republic, GEF, UNDP. UNDP Project Document: Sustainable Mobility in the City of Bratislava. 9 August 2007.

Project technical components. Component #1: Parking Management.

ECB. Agenda and briefing of mission and workshop 30 May- 2 June 2011.

ECB. Agenda and briefing of mission 5-7 September 2011.

ECB. Agenda and minutes of workshop 11 November 2011.

ROM Transportation Engineering; Dula, Ígor. Report on Proposed Parking Management Strategy. December 2011.

ROM Transportation Engineering. Bratislava Urban Parking Study. Report #1: Situational Analysis. 2011.

ROM Transportation Engineering. Bratislava Urban Parking Study. Report #2: International Practice. 2011.

Project technical components. Component #2: Public Transport Priority.

Hamburg Consult (2012). Trvalo udržateľná doprava v Bratislave. Komponent 2- priorita električiek. (Final report).

Hamburg Consult (2011). Technical Proposal (Description of the work plan).

Hamburg Consult (2011). Project Kick-Off. Powerpoint presentation. 27 June 2011.

Hamburg Consult (2011). Powerpoint presentation of the programme of work. (In Slovak).

ECB (2011). Memo mission 27 June-1 July 2011

ECB (2011). Memo mission 13-16 September 2011

Project technical components. Component #4: Car-Sharing and Car Pool.

Glotz-Richter, Michael; Fenton, Bonnie (2012). Recommendations for car sharing development in Bratislava. Draft version 2.0. 20 November 2012.

Glotz-Richter, Michael; Fenton, Bonnie (2012). Executive report of workshop: Car-Sharing, an innovative solution to Bratislava's parking problems? 15 May 2012.

ECB (2012). Memo from meetings during the mission 8-9 March 2012.

ECB (2012). Memo from meetings during the mission 15-16 May 2012.

Project technical components. Component #5: Monitoring and Evaluation

SHMU (2011). Report on Road Transport CO2 Emission Balance in Bratislava Region in 2010. December 2011.

SHMU (2012). Interim Report Project UNDP for the Second Quarter 2012 (In Slovak). June 2012

Other Documents

UNDP (2002). Handbook on Monitoring and Evaluating for Results. New York: UNDP.

UNDP (2009). Handbook on Planning, Monitoring and Evaluating for Development Results. New York: UNDP.

UNDP (2011). Addendum to the Handbook on Planning, Monitoring and Evaluating for Development Results. New York: UNDP.

European Environment Agency (EEA) (2012). Approximated EU GHG inventory: Early estimates for 2011. EEA Technical Report 13/2012. Accessed at http://www.eea.europa.eu/publications/approximated-eu-ghg-inventory-2011/approximated-eu-ghg-inventory-2011-report.

European Environment Agency (2012). Annual European Union greenhouse gas inventory 1990–2010 and inventory report 2012: Submission to the UNFCCC Secretariat. DOI: 10.2800/4965.

Government of the Slovak Republic (2011), Second National Energy Efficiency Action Plan (2011-2013).

Government of the Slovak Republic (2008), National Energy Efficiency Action Plan (2008-2010).

Annex 6: Evaluation Question Matrix

Evaluation Criteria	Questions	Sources
1. Monitoring and Evaluation		
M&E design at entry	Is the project's logic clearly defined? How are the actions linked to the objectives and targets? Is the approach consistent in accordance with current knowledge and state of the art? Are the stakeholders and their relationships identified?	Project documents approved Implementation report Interviews
M&E Plan Implementation	Which are the roles of the key implementing actors? Are there any changes compared to the initial implementation arrangements at the inception report? How are key decisions taken? Which is the urban transport expertise of the key implementing partners and participants?	Project documents Implementation Report ToR for national implementing partner Interviews
2. Execution (Implementing Agency and Executing Agency)		
Quality of Execution. EA	Which is the role played by the EA in the project? How is the NPD participating in the project? Which are the expectations of the EA towards the project?	APR/PIR 2011, 2012 Interviews
Quality of Execution. IA	Which is the role played by the EA in the project? How is the Project Manager participating in the project? Identify some key interventions of the PM? How is the PM approaching the various partners (institutional partners, technical experts, others)? How is the LTC identifying synergies among project's components? How is the LTC participating in the technical contributions within each component? Which are the expectations of the IA towards the project? Which are the project monitoring mechanisms used for management?	APR/PIR 2011, 2012 ToR for IA Minutes and reports Monitoring mechanisms Interviews

Evaluation Criteria	Questions	Sources
3. Assessment of Outcomes		
Relevance	MoE: How does the project contribute to CO2 emission reduction? MoE: How does the project provides tools for effectively reducing urban transport emissions in SK? MoT: How does the project contribute to MoT plans and policies? MoT: Is there any national policy on urban mobility? If so, how does the project contribute to its objectives? MoT, MoE: How is the project linked to key strategies such as: - Integrated transport system in Bratislava Region? - Europe 2020/Resource efficient Europe - 2011 White Paper Transport? MoE, MoT, City, ECB: How do the different components contribute to the project objective? How are synergies among components exploited? Do you find any significant gaps or missing links in the project's approach?	Project documents Implementation Report Relevant EU or national strategies and plans Interviews Technical reports
Effectiveness	Why is the project on track to deliver the expected goals and objectives Are there any significant changes in the framework conditions, which affect the achievement of the objectives? Are the outcomes of each component of the project being achieved? Are there any emerging achievements, not identified within the initial project design? How have the risks identified in the project evolved? How have the risks identified in the project been addressed? Are there any new/emerging risks?	Project documents Implementation Report Minutes of management meetings APR/PIR 2011, 2012 Interviews Technical reports
Efficiency	How is the project identifying and adapting to the various final beneficiaries, and particularly to gender and vulnerable groups issues? How are resources being spent, compared to the budget plans? Which are the co-financing commitments and how are they being materialized? Co-financing Contents and quality of technical assistance (international and local) Project delivery mechanisms (decision making processes) Stakeholder participation Monitoring and reporting	Project documents Implementation Report Financial information Quarterly reports APR/PIR 2011, 2012 Interviews Technical reports

Evaluation Criteria	Questions	Sources
Impact	Which is the project's potential to achieve its long-term project goal and objective? Which is the potential to achieve global benefits? Which is the potential to achieve sustainable mobility practices?	Project documents SHMU Monitoring reports APR/PIR 2011, 2012 Interviews Technical reports
4. SUSTAINABILITY		
Financial resources	Are there any significant investment plans in urban transport for Bratislava or other Slovak cities? Which are the expected sources of financing?	Interviews
Socio-political	How do you think urban mobility could be influenced by the future evolution of the social and economic framework in Bratislava? How would it affect the project's vision on sustainable mobility?	Interviews
Institutional framework and governance	How could the institutional framework affect in the future the mobility policy in Bratislava? What kind of governance arrangements would be necessary to consolidate sustainable mobility practices?	Interviews
Environmental	Which are the key urban environmental challenges faced by the city? How do you think the project will improve the quality of the urban environment?	Interviews

Annex 7: Questionnaires

A. Questionnaire for Technical Experts

(1) Your view of the assignment and its role within the project.

- Comments on the ToR.
- Comments on the assignment's contents and objectives (actual outcome compared to initial expectations).

(2) The map of stakeholders; your relationship with them and among them.

- Identify the main local stakeholders and their respective roles.
- Key relationships among stakeholders from your perspective
- The role of the various stakeholders for:
    - Data collection. Which relevant data have you gathered and which critical data is missing?
    - Identification of objectives.
    - Feedback (revision of reports…)

(3) Changes (adaptive management).

- How has your initial assignment changed (indicate the main differences, and how were they decided?
- Where those changes proposed by you, by the beneficiary or by other stakeholders?
- How difficult was it to adapt the initial ToR to the new requests?

(4) Identification of resources.

- Have you made any assessment of the investment needed for implementation of the proposals?
- Have you evaluated the initial estimates of resources?

(5) The road ahead.

- Expected outcomes.
- Key steps
- Critical risks
- Potential for expanding or improving the expected results.

(6) Indicators and data.

- How could the results of your proposals be monitored?
- Are you familiar with the monitoring system of the Project?

- Which outcome indicators (and targets) do you think would be feasible?

(7) Interaction among international and local experts, project manager, local transport coordinator, City of Bratislava.

(8) Interaction with other Project components and with other projects.

- Are you familiar with the other components or with other projects which could have more relevance in your component?
- Which ones?
- How have you interacted with them?

(9) Key lessons.

- How do you think your assignment could have been optimized in advance?
- Which are your key recommendations for the sustainable transport vision for Bratislava?

B. Questionnaire for institutional stakeholders

1. RELEVANCE

- When did you enter in contact with the UNDP Project and which were your expectations about it?
- Is the Project related to any plans and programs of your Institution? Which ones?
- Do you think there are any relevant stakeholders missing? (Institutional, local NGOs, local business associations, advocacy groups).
    - During the Project design.
    - During these two years
    - For the remaining of the project (implementation of pilots).

2. EFFECTIVENESS

- Which are the objectives that the project is likely to achieve (particularly on awareness raising and mobility behavior)?
- Which are the main risks you perceive for the project?

3. EFFICIENCY

- Have there been any significant changes in the project, as far as you are involved?
- How are the needs and views of different socio-economic groups/gender issues being addressed?
- Which channels (including municipality committees) are channeling the dialog with some social groups?
- Who are the members of those committees? Could you send me some minutes or tell me how to access to them through internet?
- Which components could receive more support or opposition from specific groups?
- Is there any political controversy on transport and on any of these components?
- Monitoring: Which information could be relevant for people to assess the benefits of the project (currently: CO2 emission reduction).

4. IMPACT

- How likely do you think it is to foster sustainable mobility options among citizens in Bratislava by 2014, thanks to the project?

5. SUSTAINABILITY

- What would be needed to consolidate the outcomes of the project beyond 2014?
- Are there already any commitments of resources (financial, organizational or human) within your Institution to facilitate the consolidation of results?
- Are there any significant legislative changes approved or in the pipeline, which should facilitate the consolidation of the project's outcomes?
- Any recommendations to replicate this experience in other Slovak cities?

6. KEY LESSONS.

- Any key recommendation/thought to implement sustainable urban transport in a city like Bratislava?
- Any further comments?

Annex 8: Evaluation Consultant Agreement Form

Annex 5

Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[3]

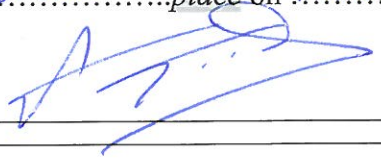
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Angel APARICIO

Name of Consultancy Organization (where relevant): Fundación Agustín de Betancourt

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Madrid *place* on 12 Nov 2012 *date*

Signature: 

[3] www.unevaluation.org/unegcodeofconduct

Annex 9: Projects Result Framework

Goal:	Reduce GHG emissions from road transport in Bratislava, Slovakia

Project Purpose	**Indicator**	**Baseline**	**Target**	**Sources of verification**	**Risks and Assumptions**
Objective: By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 360,000 tons of CO2 during additional 10 years after the end of the project are expected.	Total direct CO2 emission reduction over the project duration	0	30,800 tons of CO2	Annual report on air quality of the SHMU Annual reports of the municipality and the PT operator	Municipality is willing to adopt the three urban transport policies prepared by the project Public accepts and is willing to participate in the introduced options
	Number of passengers in public transport modes in Bratislava in last project year	250 millions	265 millions	Annual reports of the Bratislava public transport operator	
	Average car occupancy for cars entering the city centre by the end of the project	1.2	1.5	Survey of the municipality	
Outcome 1: Municipality of Bratislava adopts and implements new on-street parking policy	New policy with stricter regulation on parking	Parking management schemes with no duration limit and low hourly fares	Policy adopted	Annual reports of the municipality	City Council may not approve the legal changes that are required to introduce the new parking policy The new on-street parking policy might be cancelled in the future due to pressure of interest groups
	Average on-street parking duration per car in regulated spaces by the second project year	5 hours	Less than 2 hours	Monitoring data of the parking operator	
Outcome 2: Bratislava public transport operator implements priority system for trams in Vajnorska corridor	Average travel time on the Vajnorska and Racianska corridor from one end to the other end by the second project year	15 min	11 min	Measurements of the Bratislava public transport operator	The municipality might cancel the tram priority due to pressure from drivers or traffic jams

Project Purpose	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
Outcome 3: Increased number of people use bicycles for daily trips	Long-term NMT strategy prepared in participatory process to support daily use of NMT by the second project year	NMT infrastructure planned only for recreational reasons, week cooperation of stakeholders	Strategy accepted	Annual reports of the municipality	In spite of the investments in the new bike lanes people might not divert to use NMT modes since the network is not complete
	Number of pilot projects set up/implemented to promote NMT by the end of the project	0	2 set-up, 1 implemented	Project documentation	
	Number of annual bicycle trips by the end of the project	500,000	3 millions	Survey of the municipality	
Outcome 4: Municipality of Bratislava adopts a policy to promote car and car pool program to divert drivers from driving alone to sharing options	Active car pool programs and car share programs by the end of the project	0	2	Annual reports of employer participating in the car pool program Annual reports of company operating car share program	Potential users might not switch to the sharing program in spite the incentives and benefits
	Percentage of car users diverting to car share/car pool program in the last project year	0	2%	Annual reports of employer participating in the car pool program Annual reports of company operating car share program	
Outcome 5: M&E	Monitoring enabling more accurate calculation of emissions from transport in Bratislava	Separate monitoring data from different institutions enabling only estimation of emissions from transport in Bratislava	Coordinated, regular monitoring established	Inception report Project annual reports	
	Baseline and annual measurements	2007 data	Baseline data confirmed and regular annual measurement of indicators	Inception report Project annual reports	

Annex 10: Elements for the Terms of Reference for New and Modified Project Positions

Project Manager

Period of Input: 50% part time, over the period of 17 months (March 2013-July 2014).

Additional Main Tasks:

- Establish an Implementation Plan for the project, identifying the measures that will be implemented by the municipality, its organizations (DPB, STaRZ, MEPASYS…) and the local boroughs, the resources that will be mobilized and their expected impact for achieving the project's objective.
- Revise the Project Results Framework, based on the Implementation Plan, with the support of the Local Technical Coordinator and the Technical Experts of the Project.
- Establish a monitoring system for the project, based on the indicators identified in the Project Results Framework and the models developed by the Slovak Hydro-Meteorological Institute (SHMU), as leader of the project's component for monitoring and evaluation.
- Establish working links with relevant international platforms on sustainable urban mobility, such as CIVITAS, Cities for Mobility or EMBARQ.

Elements for the Terms of Reference of the Local Monitoring Expert

Period of Input: 85 days or 17 weeks (1 week/month since March 2013 until July 2014)

Main Tasks. Under the direct supervision of the Project Manager:

- Revise the indicators included in the Project Results Framework, and propose alternative indicators, where needed, better adapted to the contents and scope of the actions to be undertaken, as identified in the Implementation Plan.
- Revise existing sources of data in Bratislava (such as traffic counts at the municipal and national level, DPB statistics…), analyzing their main characteristics and their potential contribution to the project's monitoring needs.
- Identify additional data sources, which could provide reliable proxies for some of the indicators included in the PRF.
- Establish existing gaps in information to cover the monitoring needs established in the PRF. Assess the alternatives for data collection, including:
    - Ad hoc data traffic surveys.,
    - Ad hoc public transport surveys.
    - General phone and internet Interviews, focused on current modal behavior and modal change.
    - Phone and internet interviews focused on specific groups (bikers, car sharing users, people sharing cars, on-street parking users…).
- Define an ex ante/ex post assessment methodology for the project.
- Conduct the necessary data collection and calculations, and prepare a baseline report (by June 2013) and a final report (June 2014) based on the values of the indicators established within the revised Project Results Framework.

Elements for the Terms of Reference of the Local Communication Expert

Period of Input: 55 days or 11 weeks (1 week per month since March 2013 until July 2013; 0.5 weeks/month since August 2013 until July 2014).

Main Tasks. Under the direct supervision of the Project Manager:

- Design and update the project's website, including:
    - Links to the existing information on mobility in Bratislava, including the participatory committees set up by the municipality.
    - Links to other UNDP projects on sustainable mobility.
    - Access to the project's reports.
    - Next steps (project's work plans and outputs)
- Establish an interactive system within the project's website allowing for citizens' input on:
    - Information on key controversial aspects of the project.
    - Their current mobility patterns and prospects for modal change.
    - Comments and recommendations on the project's contents.
- Develop a communication plan for the remaining of the project (until July 2014) including the main actions to be implemented, their rationale and expected results.
- Develop specific materials for young people and women focusing on the sustainable dimensions of the project: promotion of biking, car sharing and car pool, and public transport.
- Revise the materials on awareness-raising produced within the non-motorized transport component and expand them to the other components of the project, as appropriate.
- Design up to 3 workshops on controversial implementation barriers for the project, with the support of the relevant technical experts.
- Design the final conference of the project, in cooperation with other on-going UNDP/GEF projects on sustainable mobility in the region.
- Support the project for commissioning a small video to share the results and successes of the project.

Annex 11: Elements for the revision of the Project Results Framework

This revised project results framework is intended to highlight those areas, which would need more attention from the project manager while conducting its formal revision as recommended within this report. The changes made in the indicators and targets are illustrative, and would need further refinement with the relevant stakeholders in order to check the actual availability of the necessary baseline data and the coherence of the targets proposed with the objective of the project.

The project's original quantified objective (65,000 tons of CO2 saved) was based on the assumption that most of the measures would be running for 2 or 3 years. The current situation is that, at best, these measures will be implemented in the next months, and will be in operation for one year at most before the project ends. As the project's objective cannot be revised, it is proposed to change its related indicator: if 7,700 tons of CO2 could be claimed to have been saved in the remaining year, this would be a reasonable indication that the project's strategy could be on track for achieving the original targets, although with a 3-year delay. At any rate, it is most advisable to make a thorough revision of the initial project's estimates of CO2 emissions, in order to align them with the actual situation.

Project Purpose	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
Objective: By the end of the project, 65,000 tons of CO2 will be saved, and further savings of 360,000 tons of CO2 during additional 10 years after the end of the project are expected.	Total annual direct CO2 emission reduction in the last year of the project	0	7,700 tons.	Estimate to be produced by SHMU, based on modal change assumptions.	The municipality and boroughs implement the different pilots by July 2013. Operators not found to run the new services. Public accepts and is willing to transfer to sustainable modes
	Number of passengers in public transport modes in Bratislava in last project year	215 millions	230 millions	Estimates before and after implementation on the measures (Spring 2013, spring 2014) necessary, based on DPB data.	
	Traffic at morning peak period on 4 key arterials in the city		Decrease by 6%	Traffic counts by the Municipality, before and after implementation on the measures (spring 2013, spring 2014)	
Outcome 1: Municipality of Bratislava adopts and implements new on-street parking policy	Number of parking places included in the scheme.	Partially, some 3,000 in Staré Mesto (BPS)	10,000 (if fully implemented in at least 2 boroughs)	Municipality	City Council and boroughs do not agree in the changes to introduce the new parking policy Operator not found for the new system Investments for implementation not undertaken by the Municipality or the boroughs
	Available parking spaces at morning peak period	To be measured (probably close to 0)	30% (means approx 2.5 million car trips diverted to other modes)	Counting to be done by the municipality or by parking operator in spring 2013, and spring 2014.	
Outcome 2: Bratislava public transport operator implements priority system for trams in Vajnorska corridor	Percentage of services in the Vajnorska corridor running on schedule at the peak morning hour	To be provided by DPB	99%	Measurements by the Bratislava public transport operator	The newly regulated intersections do not make a significant improvement in PT operations.
	Number of travelers transferred from car to PT at peak morning hour.	0	3,000	Internet or mail feedback from users	Additional measures within the priority scheme are not implemented.

Project Purpose	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
Outcome 3: Increased number of people use bicycles for daily trips	Key strategic projects identified by the municipality covering at least 40 km and 1,000 parking places, serving non-recreational trips	Unclear priority of projects by the City and Starz	40 km of new bike lanes (excluding recreational ones) in operation	Report of the municipality	The City and STaRZ are not able to implement the necessary projects, for budgetary or legal reasons In spite of the investments in the new bike lanes people might not divert to use NMT modes since the network is not complete
	Number of people changing from car to bike for peak morning hour trips	0	3,000	Internet or mail feedback from users	
	Number of annual bicycle trips by the end of the project	500,000	1.5 million	Survey of the municipality	
Outcome 4: Municipality of Bratislava adopts a policy to promote car sharing programs to divert drivers from driving alone to sharing options	Number of cars in service by car sharing programs	0	50	Report from the car sharing operator	No car sharing operator interested. Lack of the necessary kick-off subsidies from the city. Potential users might not switch to the sharing program in spite the incentives and benefits
	Number of trips (or veh-km) made by car sharing services	0	100,000 trips or 500,000 veh-km	Report of company operating car share program	
Outcome 5: M&E	Monitoring enabling more accurate calculation of emissions from transport in Bratislava	Difficult estimation of transport emissions in Bratislava due to lack of data.	Coordinated, regular monitoring established, based on COPERT model needs.	2013 baseline report (by June 2013) and final report (by July 2014)	Lack of reliable data Lack of financing to conduct the surveys needed
	Ex ante and ex post measurement of all indicators	2013 (ex ante)	2014 (ex post)	2013 baseline report (by June 2013) and final report (by July 2014)	Lack of reliability of the CO2 transport emission modeling