CLIMATE CHANGE DEPARTMENT (DCC)
MINISTRY OF THE ENVIRONMENT AND ENERGY (MINAE)
INTERAMERICAN DEVELOPMENT BANK (IDB)
GLOBAL ENVIRONMENT FACILITY (GEF)

TERMINAL EVALUATION REPORT

"PROGRAM OF SUSTAINABLE URBAN MOBILITY FOR SAN JOSÉ, COSTA RICA"

GEFSEC ID: 5838
BID N°: CR-T1119

GEF Focal Area: Climate Change

GEF-5 Strategic Objective: CCM-4

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COSTA RICA

PROGRAM OF SUSTAINABLE URBAN MOBILITY FOR SAN JOSÉ, COSTA RICA

TERMINAL EVALUATION REPORT (TER)

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LIST OF ABBREVIATIONS

ASI	Avoid-Shift-Improve
AFOLU	Agriculture, Forestry and Land Use
AWP	Annual Work Plan
BRT	Bus Rapid Transit
C	Component
CC	Climate Chang
CCG	Global Climate Change
CDM	Clean Development Mechanism
CO_2	Carbon (dioxide)
COP	Conference of the Parties
CP	Carbon Print
DCC	Climate Change Department from MINAE
TCD	Technical Cooperation Document
DNA	Does not apply
EA	Executive Agency
GEF	Global Environmental Facility
GHG	Green House Gases
IA	Implementing Agency
IDB/Bank	Inter-American Development Bank
INVU	National Institute of Housing and Urbanism
IPCC	Intergovernmental Panel on Climate Change
LL	Lesson learned or finding
LULUCF	Land Use, Land Use Change and Forestry
MASJ	Metropolitan Area of San Jose
M&E	Monitoring and Evaluation
MGA	Metropolitan Great Area
MINAE	Ministry of the Environment and Energy
MIVAH	Ministry of Housing and Urban Settlements
MoA	Memorandum of Agreement
MOPT	Ministry of Public Works and Transportation
MPV	Motorized private vehicles
MRV	Monitoring, Report and Verification
MSJ	Municipality of San José
MtCO2e	Millions of tons of carbon dioxide equivalent
MTE	Mid Term Evaluation
NDE	National Determined Entities
NMT	Non-motorized transport
OM	Operational Manual
OMP	Operation Manual of the Project
ONG	Non-Governmental Organization
PA	Plans of Acquisitions and Contracting
PDD	Project Design Document
PEA	Project Executing Agency
PIF	Project Identification Form
PIMUS	Integrated Program of Sustainable Urban Mobility
PIR	Project Implementation Form
PMR	Project Monitoring Report
PO	Plan of Operations
Project	Project “Program of Sustainble Urban Mobility for San José, Costa Rica”
RE	Renewable Energy
REDD	Reducing Emissions from Deforestation and Forest Degradation
STAP	Scientific Advisory Panel
SUM	Sustainable Urban Mobility

TC	Technical Cooperation
TCA	Technical Cooperation Agreement
TAC	Technical Advisory Committee
TC	Tons of Carbon
TCD	Technical Cooperation Document
tCO_{2e}	Tons of equivalent carbon
TDM	Travel demand management
ToR	Terms of reference
UNA	National University of Costa Rica
UNFCCC	United Nations Framework Convention on Climate Change
VKT	Vehicle Kilometers Traveled

1 SUMMARY

1.1 Key aspects of the evaluation approach and methodology

The methodology was designed to be as inclusive as possible and the evaluation followed a focus that prioritized the participation of different actors that have been part of the project. For the evaluation, the following data collection and analysis methods were used: i) review of the documentation; ii) semi-structured interviews (face-to-face and virtual), (iii) questionnaires and; (iv) presentation of the preliminary results.

The evaluation consists of five dimensions: relevance, effectiveness, efficiency, impact and sustainability. The description of each of the scores analyzed is found in Table 4.

The Terminal Evaluation Report (TER) provide an independent, comprehensive and systematic explanation of the performance at the end of the project cycle. The evaluation methodology was designed to be as inclusive as possible, so it followed an approach that prioritized the participation of different actors that have been part of the project. For the evaluation, the following data collection and analysis methods were used: i) review of the documentation; ii) questionnaires iii) semi-structured interviews (face-to-face and by Skype or Whatsapp).

1.2 Background and description of the project

The general objective of the Project was *"to support the development of activities that have a transformative impact to help Costa Rica move towards a low-carbon development path, through a concerted effort to improve land use management, transportation planning, and the implementation of an integrated plan of the public transport network in the metropolitan area of San José "*, through the actions that could be deployed based on the following components (IDB 2014); However, the project comprehensively covered the theme of urban mobility (i.e. active mobility - pedestrians and bicycles -, private vehicle transport, taxis and freight, among others):

i. Conduct studies to support the integration of public transport with non-motorized and private motorized modes.
ii. Develop policies and instruments for travel demand management for San José.
iii. Develop land use and transportation policies based on relevant studies.
iv. Improve the vehicle fleet.
v. Carry out baseline studies and estimated reductions of GHG emissions.

The estimated costs of the project per component are shown in the following table:

Table 1: Estimated cost of the project per component (US$)

COMPONENT	GEF	COFINANCING	TOTAL
Component 1: Studies to support the integration of public transport with non-motorized and private motorized modes	239.191	3.781.200	***4.020.391***
Component 2: : Development of travel demand management policies and instruments for San José	193.993	1.644.000	***1.837.993***

COMPONENT	GEF	COFINANCING	TOTAL
Component 3: Development of land use and transportation policies based on relevant studies	392,029	822,000	***1,214,029***
Component 4: Improvement of the vehicle fleet	403,069	493,200	***896,269***
Component 5: Baseline studies and estimation of GHG emission reductions	*391,951*	657,600	***1,049,551***
Project management costs	*162,024*	822,000	***984,024***
TOTAL	**1,782,257**	**8,220,000**	***10,002,257***

Source: Adapted from IDB 2014.

1.3 Summary of evaluation ratings

The Terminal Evaluation Report (TER) aims to provide an independent and in-depth review of the achievements made in the implementation of the project. The FE is carried out according to the guidelines, norms and procedures established by the IDB and GEF, as established in the GEF Agencies Guide to carry out the Terminal Evaluation Report (TER) ("Guidelines for GEF Agencies for conducting Terminal Evaluations", "GEF Evaluation Office Ethical Guidelines").

Next, the qualification of the different analyzed dimensions is presented, according to what is established in the table of the evaluation keys presented in the Table 4.

Table 2 Summary of ratings for the evaluation of the project

EVALUATION RESULTS	RATINGS
Relevance	Moderately satisfactory (MS)
Effectiveness	Satisfactory (S)
Efficiency	Moderately satisfactory (MS)
Impact	Moderately unsatisfactory (MU)
Sustainability	Moderately improbable (MI)

Source: Format GEF 2008, with the results from the evaluation 2018.

1.4 Main findings

1.4.1 Relevance

The TCD clearly identified the development problems that it was intended to solve and with which it aligned the initial design of the project (more details in Table 17 Annex 3).

In several policy documents described in the introduction, Costa Rica has established transportation as a strategic area to improve the efficiency and effectiveness of its systems and has great potential to mitigate climate change substantially, in line with its objective of being carbon neutral for the year 2021.

However, during the execution, although the initial objectives were not altered, there were changes that had limited the execution of the project, namely:

- *MOPT Deputy Minister of Transport, who strongly promoted the project, was replaced in his post.*

- *The Director of the Sectoral Planning Secretariat of MOPT, who participated extensively and had been part of the project design management, was removed from her position.*
- *There were changes in the National Government in May 2018.*

The technical cooperation document did not specify in detail a structure for the execution of the project (IDB 2014). But, during the execution, the project was actually coordinated from the DCC-MINAE office and the IDB acted as administrator of the financial resources and was the one who managed the contracts and payments to the consultants and other operating expenses. The following limitations were presented:

- Although MOPT was consulted at the level of its focal point, this consultation did not permeate the different actors - of MOPT - *(Table 19 Annex 4),* which were not adequately represented (apart from the Secretariat of Planning Sectorial and partly the Deputy Minister of Transport), especially in relation to the PIMUS, nor were they formally consulted about the proposals that were being made and should be implemented, much less did they request their approval.
- In general, the consultations took place mainly in workshops with the actors, but the final documents in some cases were not sent to the participants and in the cases in which they had access to them, according to the interviewees, the documents were much broader that treated in the workshops.

The objectives of the project were feasible from the technical point of view, but some indicators of impact/result were ill-conceived taking into account the complexity of the issue and the multiple competencies of public institutions of the central government and local governments, as well as the amount of interests, public and private that are included for the decision-making of a political nature, especially as regards MOPT. The risk matrix of the project was not updated annually.

1.4.2 Effectiveness, efficiency and impact

Most of the product indicators were met and the GEF resources were executed at almost 100%; but, most of the counterpart resources were not executed and due to the wrong conception of the impact/result indicators, more than half were not reached. However, awareness was generated in public institutions that the problem is not only traffic congestion and transport, but that it encompasses an integrated action to implement a sustainable urban mobility strategy, for which this project developed concrete proposals.

1.4.3 Sustainability

The project proposed strategies for social-institutional, environmental/ecological and financial sustainability; however, these depend on the political will to continue with the change towards a sustainable urban mobility, which integrates the efforts that are currently dispersed in several institutions of the National and Local Governments.

1.4.4 Summary of lessons learned, and recommendations

Below is a summary of the most relevant lessons learned and recommendations.

Table 3: Lessons learned and most relevant recommendations

LESSON LEARNED	RECOMMENDATION
The appropriation of the governmental or municipal entities that will implement the proposals is necessary	It is important to seek political support to do an awareness-raising work, review and joint development of the PIMUS proposals so that they can be implemented.
Project partners must be clear about their role, duties and responsibilities, and sign an agreement that establishes a clear execution structure	There must be a clear structure of appropriation and implementation of the proposals and that the project partners clearly understand their duties and obligations, which should be written in an agreement.
In the face of relevant context changes, the project must adapt	The design of the projects must establish adaptation mechanisms, in order to ensure that scarce resources are used in the best way
The design of projects must be carried out more accurately considering the scenarios of the beneficiary countries and the possible scope of the proposed interventions	The design of the project must consider the imminent risks of the political action and adequately establish the scope and corresponding indicators
Formal changes (with the approval of the IA) in the results matrix are essential to changes in the context of the project	Changes in the results matrix, although must be analyzed in depth by the actors, must be proposed in an assertive manner and formally approved
It is essential that the products developed in projects with GEF resources are public and, therefore, are available to society in general	All products achieved in this type of project should be published on the WEB, in order to promote the public use of the information generated
Synergies could be achieved and a more efficient use of the "scarce resources" of a project made, through the identification of related initiatives - in accordance with the goals designed	Develop a strategy to generate synergies with other institutional actors, projects and initiatives
Environmental/ecological sustainability does not only depend on the identification of GHG reduction mechanisms. What is important is to create spaces for dialogue	It is very important to continue with the participation processes developed by the project
The GEF emissions reduction strategy must take into account the participation of - and the effect on - women and youth of the relevant actors	It is necessary to improve the communication strategy in order to reach women and young people more efficiently in all areas of society

2 BASIC INFORMATION

In US$

IDB Project number: ***CR-T1119;*** *GEFSEC ID:* ***5838****:* Title: Project **"SOSTAINABLE URBAN MOBILITY PROGRAM FOR SAN JOSÉ, COSTA RICA"** Non-refundable financing: Country: Costa Rica Beneficiary: Climate Change Department, Ministry of the Environment and Energy. Sector/Subsector: Climate Change
Board Approval Date: 26-08-2014 Effective Date of Non-Refundable Financing: 04-04-2014. Eligibility date first disbursement: 3-09-2014.
Amount of Non-Reimbursable Financing of Investment Agreement Original amount: US$1,787,257 Current amount: US$1,787,257 Co-financing: US$ 8,220,000 Total cost of the project: US $10,002,257
Months of execution From approval: (30[1]+) From the effectiveness of the Agreement of Non-Reimbursable Investment Financing:
Disbursement periods Original date of final disbursement: 28-02-2017. Project completion date requested: 28-02-2017. Current final disbursement date: 28-09-2018. Cumulative extension (months): Special extension (months): DNA Disbursements Total amount of disbursements to date: US$1,780,116 Amount of co-financing disbursed to date: US$420,000

[1] At the request of MINAE, the IDB, through the Transportation Division (INE / TSP), was in charge of the execution. Originally, this TC would be executed in a total of 30 months with two main phases: the first with a total financing of US$1,000,000, in 16 months; the second with a total financing of US$782,257 in 14 months.

3 INTRODUCTION

3.1 Purpose of the evaluation

The Terminal Evaluation Report (TER) provide an independent, comprehensive and systematic explanation of the performance at the end of the project cycle. These consider the total effort, from the design of the project to its application and conclusion; They also take into account the likelihood of sustainability and the possible impacts. It is designed to identify problems in the design of the project, evaluate the achievement of objectives, identify and document lessons learned, as well as provide recommendations on specific actions that must be carried out to improve the execution of other projects. With this evaluation there is the opportunity to know and have indications about the success or failure of the Project.

3.2 Scope and methodology

The FE is carried out according to the guidelines, standards and procedures established in the GEF Agencies Guide to carry out the Terminal Evaluation Report (TER) *("Guidelines for GEF Agencies conducting Terminal Evaluations", "GEF Evaluation Office Ethical Guidelines")*.

The evaluation uses the criteria of relevance, effectiveness, efficiency, sustainability and impact. The general questions of the evaluation are presented below. With these, a series of questions was drafted that cover in depth each of these criteria included in these ToR (ANNEXES

Error! Reference source not found.).

- *Relevance*: How does the project relate to the main objectives of the GEF area of interest and to environmental and development priorities at the local, regional and national levels?
- *Effectiveness*: To what extent have the results and expected objectives of the project been achieved?
- *Efficiency*: Was the project implemented efficiently, in accordance with national and international standards and standards?
- *Sustainability*: To what extent are there financial, institutional, socio-economic or environmental risks to sustain the long-term results of the project?
- *Impact*: Are there indications that the project has contributed to reducing carbon emissions, or that it has allowed progress towards these results?

The evaluation must provide information based on credible, reliable, and useful evidence. The evaluation follows a participatory and consultative approach that ensures close involvement with government officials, in particular the operational focal point of the GEF, the IDB Country Office, the project team, the GEF/IDB Regional Technical Advisor and interested parties, so since October 15th, interviews with a large number of key actors have been carried out (Annex 2).

The dimensions described above were assessed, according to the evaluator's criterion, using the rating keys of the "GEF Agencies Guide to carry out the Terminal Evaluation Report (TER)", which is presented in Table 4.

Table 4: **Evaluation rating key table**

CALIFICACIONES DE RELEVANCIA, EFECTIVIDAD, EFICIENCIA, E IMPACTO	CALIFICACIONES DE SOSTENIBILIDAD (Y RIESGO[2])
6: Highly Satisfactory (H**S**): it did not present deficiencies	4. Probable (**P**): Insignificant risks for sustainability.
5: Satisfactory (**S**): it presents minor deficiencies	
4: Moderately satisfactory (**MS**): moderate deficiencies	3. Moderately probable (**MP**): moderate risks
3. Moderately unsatisfactory (**MI**): important deficiencies	
2. Unsatisfactory (**I**): more important deficiencies	2. Moderately unlikely (**MU**): Significant risks
1. Highly unsatisfactory (**HI**): serious deficiencies	1. Unlikely (**U**): Serious risks

Source: Adapted from GEF 2008.

[2] The risk reads contrary to sustainability; thus, an unlikely risk is that of least risk.

4 PROJECT DESCRIPTION

The general objective of the Project was *"to support the development of activities that have a transformative impact to help Costa Rica move towards a low-carbon development path, through a concerted effort to improve land use management, transportation planning and the implementation of an integrated plan of the public transport network in the metropolitan area of San José "*, through the actions that could be deployed based on the following components (IDB 2014):

The main result of this TC is to support the Government of Costa Rica in its goal of becoming carbon neutral by 2021, through the development of studies and the implementation of a transport policy conducive to GHG reduction and improvements. in the inter-mode of transport.

"Component 1: Studies to support the integration of public transport with non-motorized and private motorized modes (US$239,191). The objective is to complement the baseline project (public transport zoning project for San José, a proposed suburban rail corridor and improvements in the various modes of public transport). The modal integration component will include the following activities: (i) workshops with the public sector and operators; (ii) development of integration guidelines; (iii) compilation of key data on NMT and private motorized transport; (iv) workshops with interest groups and dissemination strategy for multimodal integration; and (v) design of a multimodal integration pilot project in the downtown area of San José."

"Component 2: Development of travel demand management policies and instruments for San José (US$193,993). The objective is to complement the general public transport zoning project (CR-T1077) with the development of guidelines for a travel demand management policy (TDM) that aims to reduce travel demand in private motor vehicles (PMV), which would increase the demand for public transport and other less intensive modes of energy use. This component will include four measures: (i) development of the TDM Policy Guidelines for San José; (ii) workshops with the private sector to implement a solution beneficial to all on the TDM for San José; (iii) collection of data on travel, demand and transport indicators; (iv) development of a policy document for the implementation of TDM measures; and (v) TDM pilot project in downtown San José."

"Component 3: Development of land use and transportation policies based on relevant studies (US$392,029). The objective is twofold: review the existing studies that have been developed in recent years and develop new plans, if applicable. The component includes the following activities: (i) a study of different possible uses of the land along the future Rapid Transit Bus (RTB) corridor; (ii) strategy document for the implementation of medium and long-term land use policies; (iii) collection of data on urban development indicators; and (iv) agreement between the public and private sectors to implement a pilot project for land use and medium-term transport integration."

"Component 4: Improvement of the vehicle fleet (US$403,069). To adopt the ASI paradigm and build a roadmap towards a more sustainable transport sector, it is important to include a framework to improve vehicle technologies in San José, including the improvement of vehicle technologies in services such as "cuasi-rentas". To arrive at a scenario of an improved vehicle fleet, the following steps must be followed: (i) diagnosis of the vehicle fleet technology in San José; (ii) data consolidation for the vehicle fleet in the city and the related indicator; iii) improvement of the conditions of the vehicle fleet technologies; (iv) feasibility of the implementation of clean fuel technologies and development of the pilot project; (v) guide-

lines for a vehicle monitoring system; and (vi) pilot project of better conditions for fleets of clean vehicles."

"Component 5: Baseline studies and estimated GHG emissions reductions (US $ 391,951). To be able to measure reductions in GHG emissions from various transport projects, it is important to have a high quality GHG emissions inventory for the transport sector in the San Jose Metropolitan Area. This component will provide: (i) revision of existing data and studies related to the sources of GHG emissions from the transport sector; (ii) use of GEF and the Scientific Advisory Panel (STAP) methodology developed by the GEF to calculate GHG emissions; (iii) development of baseline studies on current GHG emissions from transport in the San Jose Metropolitan Area; and (iv) creation of model estimating potential GHG emissions reductions to be achieved through sustainable urban mobility, with short, medium, and long term scenarios and preliminary proposal for a. monitoring (measurement), reporting and verification (MRV) system in order to arrive at the first stages of a NAMA proposal."

5 FINDINGS

5.1 Relevance

In summary, this project qualifies as moderately satisfactory (MS), since the products and results were clearly linked to the problems of development and national and international regulations; nevertheless, it was less clear in harmonizing the needs and priorities of all the beneficiaries and actors and the impact/outcome indicators were poorly conceived.

5.1.1 Alignment of the project with the development problems

Design analysis: context

The DCT clearly identified the development problems that it was intended to solve and with which it aligned the initial design of the project, namely some of the following (more details in the Table 17 Annex 3):

- *Carbon emissions from the transport sector represent approximately 35% of emissions from total energy consumption.*
- *Costa Rica has not been able to "turn green" in urban transport.*
- *The problems of traffic congestion have worsened in the AMSJ due to the rapid increase in the use of private cars and the fact that public transport users are mostly captive users.*
- *Lack of urban mobility plans.*
- *Lack of coherent and enforceable TDM policies to complement public transport improvements.*

During its design, this project was widely discussed with the high authorities of MOPT, the DCC and MINAE.

Execution analysis: change in context

During the execution, although the initial objectives of the project were not altered, there were changes that had repercussions on the project, namely:

- *MOPT Deputy Minister of Transport, who strongly promoted the project, was replaced in his position.*
- *The Director of the Secretariat of Sectorial Planning of MOPT, who participated extensively and had been part of the design management of the project, was removed from her position.*
- *There was a change of the National Government in May 2018.*

5.1.2 Connection of the project with national and international legal regulations

In several policy documents, Costa Rica has established transportation as a strategic area to improve the efficiency and effectiveness of its systems and has great potential to mitigate climate change substantially, which is in line with its goal of carbon neutrality by 2021.

The Action Plan of the National Climate Change Strategy of Costa Rica (2013) established a complete set of measures that should be implemented to improve the efficiency of all sectors of the economy and, within these, transportation was (and is) an immediate priority. The national government showed that transport was responsible for 27% of the total GHG emissions in the country.

As part of its transport action plan, the public transport sectorization project (also known as the public transport sectorization) represents an important measure that will contribute to this goal of the action plan.

According to the Second Communication of Costa Rica to the UNFCCC[3], with the support of the GEF, the country identified priority sectors to contribute to its sustainable development. Climate change was identified as a key area and the country developed a National Strategy on Climate Change (ENCC) with the ambitious goal of becoming carbon neutral by 2021. In order to achieve this goal, the government established priority sectors, giving the transport sector the second place of importance, through the improvement of fuels, vehicular technology and management of transport infrastructure in the most efficient way. The National Plan of Development (2011-2014) had a main axis of environment and urban planning, where transportation appeared as one of the two specific action areas to mitigate climate change (the other was the reduction of deforestation). In addition, a detailed action plan was developed since April 2012 that established guidelines and specific actions for each sector including transportation with a leading role. The second communication to UNFCCC identified specifically the policies that would be implemented in the transport sector of Costa Rica, which could result in reduction of GHG emissions: the modal shift from more polluting private means of transport to more efficient, less energy-intensive and high-quality public transport (GEF 2014).

Multiple government and academic agencies in Costa Rica (MINAE, MOPT, Ministry of Health, MSJ and UNA) have collaborated to develop an Air Quality Improvement Program for the Great Metropolitan Area (GMA) in 2008. One of the main components of this program was the aim for clean fuels and vehicles. In this framework the first national inventory of the main emissions of primary air pollutants for the GAM was developed, as well as a protocol for the calculation of the main emissions of primary air pollutants for mobile sources, which were an input for the studies of reference required by this project.

In this framework, MINAE worked with different sectorial ministries, including MOPT, in order to design the climate change framework for each sector, and this GEF project was developed within this framework.

Thus, this project was framed within a very relevant sector at a national level, given the fact that it is mentioned prominently in the National Climate Change Strategy, and is aligned with the second communication from Costa Rica to the UNFCCC. It also has an important relationship with other initiatives that have been financed with international cooperation and is a work area that is part of the National Development Plan.

In addition, this project's design was also aligned with the Technology Needs Assessment Report for Climate Change of Costa Rica[4] published in 2011. In this report the Government of Costa Rica identified urban transport as a priority for the battle against climate change. More specifically, the report identified technological, political and regulatory needs for improvement

[3] http://unfccc.int/resource/docs/natc/cornc2.pdf

[4] http://unfccc.int/ttclear/sunsetcms/storage/contents/stored-file-20130404174436439/Tecnologicas%20CC-Mitigacion-2.pdf

of urban transport services in order to reduce pollution and greenhouse gas (GHG) emissions that contribute to climate change.

The Program was aligned with the strategic GEF program "CCM-4: Transport / Urban: promote low-carbon urban and transportation systems, incorporating GHG emission considerations into the mobility strategies and plans of San José, Costa Rica. This will apply to the entire city, since the components of the project were related to the improvement of the transportation system in the city in general.

The program was also strongly aligned with the goal of focal area CCM-4, as it was focused on activities that had a transforming impact in helping the country receiving GEF to move towards a path of low carbon development, through a concerted effort to improve the management of land use, transportation planning, and public transit. The program also aimed to integrate non-motorized transport with traffic, while reducing demand for the use of private transport. Intervention options during GEF-5 included land use and transport planning, public transport systems, energy efficiency improvements of the fleet, efficient control and management of traffic, transport demand management and non-motorized transport. All of these measures were considered and promoted in this project, although the effects of some of them (i.e., land use planning, energy efficiency improvements throughout the fleet) will be fully developed in the future.

The GEF-5 strategy states that firm commitments of local and national governments are particularly important. The GEF-5 strategy included the provision of technical assistance in the following: transportation and urban planning (as specified in all program components), development of innovative financing mechanisms (as included specifically in the component and TDM project), deployment of awareness campaigns and investments in demonstration and deployment of high performance technologies (such as improved public transport, integration facilities and TDM technologies). GEF5 paid greater attention to the measurement and quantification of global environmental benefits, which provides the basis for choosing the best set of interventions in order to offer maximum global and local benefits; the last component (baseline studies and estimates of GHG emissions) addresses this necessity directly. All priorities for GEF-5 were observed in the project.

5.1.3 Relevant actors and coordination of the application by DCC-MINAE, the IDB and the partners

In project design

The document for technical cooperation did not specify in detail any structure to execute the project. The only specifications were the following *(IDB 2014)*:

- *"At the request of the Ministry of Environment and Energy of Costa Rica (MINAE), the Inter-American Development Bank (IDB), through the Transportation Division (INE/TSP), will be in charge of the execution."*
- *"The counterpart of the TC by the Government of Costa Rica is MINAE. However, MOPT is also very involved in this project and will have the most important contribution in terms of revision and approval of documents and studies."*
- *"Public awareness and participation are an integral part of a successful program. The workshops will include citizens, users of different kinds of transport, private sector (public transport operators, land developers and parking managers) and the public sector of local and national governments."*

GEF 2014 also reads as follows: *"In line with these measures, MOPT has designed personnel to establish links with MINAE in order to articulate and implement a strategy for reducing GHG emissions from transport. MOPT in coordination with MINAE has provided useful inputs for the preparation of this document."*

The relevant actors, their roles and abilities for proper execution are presented in Table 18 Annex 4.

In project execution

During the operation, the project was effectively executed/coordinated at the office of the DCC-MINAE. Operative expenses and payments to the consultants were approved by the IDB, who was the financial resource administrator.

In order to coordinate execution and operational matters, the following working meetings were effectively held:

- *Meetings and permanent coordination of the project coordinator with the IDB office in Costa Rica: in which updates were provided on the achievement of objectives, goals and products, and in which operational problems were solved.*
- *Permanent meetings with the DCC.*
- *Follow-up meetings with the consultants of each component.*
- *Meetings with all the ministries involved during the development of the project.*
- *Meeting of the technical committee each month during the first year and then every two months and at the end of the project (during the last six months these meetings were not held, since the project was in its closing stage and were not considered necessary)*

However, the following limitations were present:

- *Although MOPT was consulted at the level of its focal point, this consultation did not permeated the different actors - MOPT - (Table 19 Annex 4), which were not adequately represented (apart from the Secretariat of Sector Planning and the Deputy Minister of Transportation), especially in regards to the PIMUS, nor were they formally consulted about the proposals that were being made and should be implemented, much less did they request their approval.*
- *In general, the consultations with the actors took place mainly in workshops, but the final documents in some cases were not sent to the participants, and according to the interviewees, in those cases in which they had access to them the documents were much wider than their content was treated in the workshops.*

5.1.4 Results framework and identified risks

In project design

Both the components and the results and products responded completely and were connected with the development problems identified in the document of technical cooperation (IDB 2014), which was confirmed through interviews. However, although the results frame (matrix) showed a vertical logic - that the activities respond to products, products respond to outcomes and results to objectives - there was a confusion between product definition, results and the definition of relevant indicators, which in some cases were repetitive. Additionally, no impact indicators as a whole were defined for the project.

The objectives, components, results, products and indicators to be fulfilled were feasible from the technical point of view and in support to the Government's action. However, impact/results indicators were misconceived.

The project sought to support the development of activities that have a transformative impact for Costa Rica in order to shift to a path of low - carbon development, through a concerted effort to improve the management of land use, transport planning and implementation of an integrated public transport network in the Metropolitan area of San Jose. The idea of Component 1 (C1) was to carry out studies to support the integration of public transport with non-motorized and private motorized modes. Component 2 (C2) sought the development of policies and instruments for travel demand management (TDM) in San Jose. Component 3 (C3) aimed toward policy development of land use and transportation based on relevant studies. Component 4 (C4) included the improvement of the vehicle fleet and Component 5 (C5) aimed to conduct baseline studies and reduce estimated GHG emissions.

The risks identified in the "Application for MSP Approval" (GEF 2014) were logical and coherent with the development problems and an important input to determine the activities to be developed by the project (Table 20 Annex 5).

In project execution

The project objectives were feasible from a technical point of view. Nevertheless, some objectives were quite ambitious considering the complexity of the matter and the multiple skills of public institutions, the central and local governments and the amount of public and private interests involved in political decisions, especially in reference to the implementation of the proposals of the Ministry of Public Building and Transport (MOPT).

The risk matrix of the project was not updated annually, but there were aspects that affected the execution, namely the following:

- *MOPT is an extremely complex ministry, with a great variety of actors (Councils and Divisions, among others), with multiple powers and competences (Table 19 Annex 4). The actors involved were consulted at the focal point level. However, it did not permeate within the internal instances of the ministry, and that was not detected at the coordination level.*
- *The Deputy Minister of Transport and the Director of the Technical Secretariat, who strongly drove the project, were replaced in their positions.*
- *The headquarters of the project was located in the DCC-MINAE, but the Governing Body and implementer of most of the proposals (especially the PIMUS) should be MOPT and its dependencies (Councils), which limited the appropriation of the project.*

Adaptive management in project design

The project design slightly foresaw a way to adapt the project according to the needs of the context, namely:

> *"Coordination mechanisms were established between MINAE and MOPT, with the appointment of a link between the two ministries and regular meetings and the development of a common framework to improve transport conditions and reduce GHG emissions in the transport sector. This continual coordination would also serve as the basis for the GEF project. "(GEF 2014)."*

Adaptive management in project execution

In order to adjust the results matrix to any variations in the project perspectives, some changes were made and summarized below (Annex 5):

- *Components 1, 2 and 3 were integrated under the same consultancy.*
- *The main products of Component 1 would be: a) The design of the 2-3 intermodal stations prioritized by MOPT. This process would be participatory with municipalities and corresponding autobus entrepreneurs (Pilot Projects) b) A strategy for funding intermodal and associated infrastructure, which would study the various plausible options in the context of the country.*
- *It was agreed to carry out a feasibility study of a scrap metal facility.*

5.2 Effectiveness

In summary, this project is rated as satisfactory (S) in effectiveness, since it shows some minor deficiencies in product achievement, which were partly due to deficiencies in design, but also shortcomings in the involvement of MOPT.

In this section compliance with the product indicators is analyzed according with the established procedures in the technical cooperation agreement.

5.2.1 Monitoring and evaluation

In project design

This project did not have an operational manual, because the IDB was the implying agency and its internal procedures had to be followed.

In project execution

The project effectively used the following instruments for monitoring and evaluating its activities:

- *Multi-year execution plan and Annual Operative Plan (AOP): with which a planning and monitoring of the activities was carried out.*
- *Follow up reports (monthly and final).*
- *Matrix of results.*
- *Initial Risk Matrix, which was not updated.*
- *CPM which gathered information on the progress of products and results of the project.*
- *Annual budget: internal instrument of the IDB.*
- *Procurement Plan (PA): updated at least every 12 months and provided the administrative monitoring of the goods and services of the project.*
- *Consultant reports: contracts had terms of reference with the Bank's no objection, since contracting processes were performed according to policies of the TC contracting executed by the Bank.*
- *Project implementation Report (PIR) and Tracking tools.*
- *Technical Committee: managed entirely by the coordinator. It worked at the beginning and subsequently lost validity.*

The instruments described above were used in the project, which allowed keeping track of activities, financial execution and acquisitions, among others.

The POA achieved the purpose of planning activities during the following year. Logic was followed so that activities that could not justifiably be carried out as planned, were updated in

the CPM and planned to be carried out during the following years of the project. This procedure was carried out according to the bank procedures.

5.2.2 Effectiveness of products of component 1

All the goals of this component were met.

The idea of this component was to support the improvement of public transport through better connectivity and larger and more efficient coverage. The reorganization of routes and implementation of integrated transport corridors (BRT) are known as effective strategies at a technical level for the improvement of public transport services (IDB 2014).

Although it is true that the goals of this component were met with the exception of one of them, the products were not articulated with the government institutions, so the information has not been used for the purpose it was designed. Table 5 shows the results for each of the product indicators of Component 1.

Table 5 ***Compliance of the output indicators of component 1 (C1): Studies to support the integration of public transport with private non-motorized and motorized modes***

PRODUCT INDICATOR	BASE LINE	GOAL	COMPLIANCE	%	COMMENTS
1.1 Workshops with the public sector and private transport operators to provide incentives for implementing improvements in the public transport.	0	5	5	100	*The goal was met.* The workshops were carried out as planned, with the participation of the public sector and private operators. In total about 15 workshops were held during the project, with the participation of the public sector (MOPT, MIVAH, INVU, MINAE, Representatives, CTP, ARESEP, INCOFER among others), as well as civil society.
1.2 Development of guidelines for integration of public transport.	0	1	1	100	*The goal was met.* The guidelines were developed thoroughly within the PIMUS.
1.3 Compilation of key data in NMT and private motorized transport (PMT)	0	1	1	100	*The goal was met.*
1.4 Workshops with stakeholders and dissemination strategy for multi modal integrating	0	5	5	100	*The goal was met.* *During the runtime of the CT many workshops were held throughout the operation of PIMUS, as well as within the development of other transversal consulting with all stakeholders involved in the process. PIMUS includes intermodal integration*
1.5 Design of pilot project for multimodal integration in San José	0	1	1	100	*The goal was met.* The pilot project was developed within the "PIMUS Central Town consultancy" focused on each of the four more important districts in the Canton of San José.

Note: *The color indicates an alert in compliance according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.2.3 Effectiveness of products of component 2

All product goals were met except 2.2.

This component was not related to studies of demand per se, it was related to the development of guidelines for the implementation of policies in order to manage the infrastructure and the space to encourage patterns of travel that differ from the current situation. Once all the improvements in public transport systems are implemented, it is important to implement complementary policies regarding traffic demand management (not the demand management of public transport, but the demand management of motorized traffic, mainly - Travel Demand Management or TDM -) in order to discourage the use of less sustainable means of transport and encourage modal changes. These policies would help the public transport systems to become more sustainable and in most cases, they will encourage the use of public transport. This is the reason why these policies are implemented after the improvement of public transport systems (IDB 2014). Table 6 shows the fulfillment of product indicators or Component 2 .

Table 6 **Compliance with the product indicators of Component 2 (C2): Development of policies and tools for travel demand management for San Jose**

PRODUCT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
2.1 Policy guidelines for travel demand management (MDV) for San José	0	1	1	100	*The goal was met.* The guidelines were established in demand management consulting of Constanza García.
2.2 Workshops with the private sector to implement TDM win / win solutions for San Jose	0	5	3	60	*The goal was met partially.* Only 3 workshops were held with the private sector. The topic of demand management was discussed in the workshops held for PIMUS.
2.3 Collection of data on travel, demand and transport indicators	0	1	1	100	*The goal was met* It was carried out in the consultancy of demand management.
2.4 Pilot project in Downtown de San José	0	1	1	100	*The goal was met.* The guidelines for demand management are considered in the development of the pilot project of "PIMUS Casco Central".

***Note**: The color indicates an alert in compliance, according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.2.4 Effectiveness of products of component 3

All the goals of the component 3 were met, except 3.4.

This component pursued once the improvements in the systems of public transport and manage traffic demand were implemented, especially with implementation of mass transit corridors that have a transformative power in terms of urban planning, it is important to be clear about the land uses that should be established in the corridors and other dense areas of the city in order to reduce the average distance of travel by means of an improvement in the employment / housing ratio (and other uses such as shopping centers, etc.) and therefore be able to reduce the use of the car (IDB 2014) .

Table 7 **Compliance with the product indicators of component 3 (C3): Development of policies for land use and transportation based on relevant studies**

PRODUCT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
3.1 Study of possible land uses along the future fast traffic corridor for buses. (TRB)	0	1	1	100	*The goal was met.* This was developed within the PIMUS
3.2 Strategy paper for implementation of policies for use of land in the medium and long term.	0	1	1	100	*The goal was met.* The document was developed as an integrated strategy in the PIMUS.
3.3 Data collection of urban development indicators	0	1	1	100	*The goal was met.* Data collection was performed in all databases and studies within the preparation of PIMUS.
3.4 Agreement between public and private sectors in order to implement a pilot project for land use and integration of transport in the midterm.	0	1	0	0	*The goal was not met.* Political agreements have still not been reached on this subject. Proposals are being deepened.

***Note**: The color indicates an alert in compliance, according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.2.5 Effectiveness of products of component 4

All the goals of the component were met.

Under the ECM paradigm, this component aimed to address the improvement of vehicular technology with the purpose of reducing greenhouse gases (GHG) (IDB 2014).

This component was carried out with the consulting developed by Sigma and Jürg Grütter and is one of the projects of the PIMUS.

Table 8 **Compliance of the product indicators of component 4 (C4): Improving of vehicle fleet**

PRODUCT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
4.1 Diagnosis of the vehicle fleet in San José	0	1	1	100	*The goal was met.*
4.2 Data consolidation of vehicle fleet for the city and related indicator	0	1	1	100	*The goal was met.*
4.3 Improvement of technology conditions of "quasi-rent" vehicle fleet.	0	1	1	100	*The goal was met.*

PRODUCT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
4.4 Feasibility for the implementation of clean fuel technologies and development of a pilot project	0	1	1	100	*The goal was met.*
4.5 Guidelines for vehicle monitoring system.	0	1	1	100	*The goal was met.*
4.6 Pilot project for improved conditions for clean vehicle fleets.	0	1	1	100	*The goal was met* The Pilot was not developed. The country still does not have a vehicle scrapping policy and it is still a problem. However, this falls outside the scope of the project, since it is linked to political decisions.

***Note**: The color indicates an alert in compliance, according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.2.6 Effectiveness of products of component 5

All goals of the component were met.

This component also involved conducting studies to calculate the baseline in terms of GHG emissions and to corroborate the reductions of the project. This component was basically a requirement of the GEF for the implementation of a Monitoring, Reporting and Verification system (called MRV System) (IDB 2014).

This component was developed in consultancy developed by Grütter Consulting.

Table 9 **Compliance with the product indicators of component 5 (C5): Baseline studies and reduced GHG estimation**

PRODUCT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
5.1 Review of data and existing studies related to sources of GHG emissions in the transport sector	0	1	1	100	*The goal was met*
5.2 Use of the methodology developed by GEF and STAP to calculate GHG emissions	0	1	1	100	*The goal was met*
5.3 Development of baseline studies of current GHG emissions from transportation in the San José Metropolitan Area	0	1	1	100	*The goal was met*
5.4 Development of a model to estimate potential GHG reductions to be achieved through sustainable urban mobility scenarios in the short, medium and long term and a preliminary proposal for a monitoring, reporting and verification (MRV) to reach the first phases of a NAMA proposal.	0	1	1	100	*The goal was met*

***Note**: The color indicates a compliance alert according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.3 Efficiency: comparison of physical achievements and budget/execution

In summary, this project is rated as moderately satisfactory (MS) as it shows minor deficiencies in the execution of the budget, despite being executed in almost 100%, for the achievement of the planned products, as with counterpart resources.

The Table 10 shows the budget and budget execution of the project, which was executed almost perfectly following a plan, without varying the amount of US $ 1,782,257 granted by the GEF to the beneficiary. In the Annex 7 it is shown materialized co-financing funds (by sourcea and type) at the project's final stage.

Table 10 **Comparison between the budget of IDB'sTCD (planned) and executed by the project (as of October 31, 2018) (US $)**

PRODUCT	PLANNED BUDGET (US$)	EXECUTED BUDGET	
		US$	%
Component 1: Studies to support the integration of public transport with motorized, non-motorized and private modes	239.191	239.102	100%
Component 2: Development of travel demand management policies and instruments for San José	193.993	193.980	100%
Component 3: Development of land use and transport policies based on relevant studies	392.029	391.990	100%
Component 4: Improvement of the vehicle fleet	403.069	403.069	100%
Component 5: Baseline studies and estimation of GHG emission reductions	*391.951*	389.911	99%
Project management costs	*162.024*	162.064	100%
PROJECT TOTAL	***1.782.257***	***1.780.116***	***100%***

***Note**: The color indicates a compliance alert according to the information provided.*

Source: IDB 2014, BID 2018.

5.4 Impact

In summary, this project is rated as moderately unsatisfactory (MU) in impact, since although it has significant deficiencies in its implementation, awareness and concrete proposals on issues of sustainable mobility and GHG reduction were finally created.

The impact/result indicators were not necessarily SMART[5] specific, measurable (goals were set), not all achievable, relevant since they responded to the problems of development (and

[5] SMART: specific, measurable, achievable, relevant y time bound.

in the vertical logic to the components and products) and bound to the time of technical cooperation (TC).

The impact indicators defined in the project design, did not adjust to their true scope, so they were poorly designed to have very high expectations, which could rather be achieved in the long term. One impact that the project generated was to identify specific areas of intervention that were not previously visualized in an integrated manner to achieve sustainable urban mobility. A more detailed analysis of these indicators is presented below.

5.4.1 Project impact/result indicators

No impact indicators were defined for the project as a whole

5.4.2 Result indicators of Component 1

The impact/result indicators of this component were not met

Table 11 ***Compliance with the impact / result indicators of component 1 (C1): Studies to support the integration of public transport with non-motorized and motorized private modes***

IMPACT/RESULT INDICATOR	BASE LINE	GOAL	COMPLIANCE	%	COMMENTS
1.1 Increase in the extension (Km) of integrated public transport coverage and increase in NMT coverage	0	0	0	0	*The goal was not met.* PIMUS proposes the integration of public transport to improve its efficiency after the implementation of the developed proposals; that have not yet been put into practice by MOPT.
1.2 Tons of CO_2 reduced by a most efficient operation of public transport vehicles in 5 years	0	429,000	0	0	*The goal was not met.* In the PIMUS, an approximate calculation of the reduced tons of CO2 is generated when implementing the proposals (29% reduction to 2030 and 72% to 2035). However, this indicator will be measurable in the long term, after the implementation of the proposals developed.

Note: *The color indicates an alert in compliance, according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.4.3 Result Indicators of Component 2

An impact/result indicator was met, the other was not met.

Table 12 **Compliance with the impact / result indicators of component 2 (C2): Development of travel demand management policies and instruments for San José**

IMPACT/RESULT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
2.1 Reduction of vehicle mileage (VKT) in private cars and increase in the use of public transport	0	1	1	100	*The goal was met.* The PIMUS widely proposes the reduction of travel time and the reduction of private vehicle use. However, the indicator is measurable in the long term after the implementation of the proposals developed.

IMPACT/RESULT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
2.2 Reduction of tons of CO_2 in a 5-year period due to the reduction of VKT	0	14.000	0	0	*The goal was not met.* In the PIMUS, an approximate calculation of the reduced tons of CO_2 is generated when implementing the proposals (29% reduction to 2030 and 72% to 2035). However, this indicator is measurable in the long term after the implementation of the proposals.

***Note**: The color indicates a compliance alert, according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.4.4 Result indicators of the Component 3

An impact / result indicator met the goal, the other two did not meet it.

Table 13 **Compliance with the impact / result indicators of component 3 (C3): Development of land use and transport policies based on relevant studies**

IMPACT/RESULT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
3.1 Reduction of the average travel length and mode change from at least 7% of private vehicles to public transport and NMT trips in San José, due to the integration of land uses and transportation in accordance with the Plan of Land Management (PLM) of San José	0	1	0	0	*The goal was not met.* In the PIMUS, it is widely proposed to reduce travel time and reduce the use of private vehicles; but, the indicator is measurable in the long term, after the implementation of the developed proposals.
3.2 Reduction of tons of CO_2 emissions through the shift towards more sustainable modes of transport	0	115.000	0	0	*The goal was not met.* In the PIMUS, an approximate calculation of the reduced tons of CO2 is generated when implementing the proposals (29% reduction to 2030 and 72% to 2035). This is something that is measurable in the long term after the implementation of the developed proposals.
3.3 Detailed tracking of current and future GHG emissions from the transport sector of San José in the GAM	0	1	1	100	*The goal was met* The methodology for monitoring GHG emissions was proposed with the Grütter Consulting.

***Note**: The color indicates a compliance alert according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.4.5 Result indicators of the Component 4

The impact/result indicator of the component did not reach the goal.

Table 14 **Compliance with the impact / result indicators of component 4 (C4): Improvement of the vehicle fleet**

IMPACT/RESULT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
4.1 Reduction of tons of CO2 in a period of 5 years due to the substitution of technology in the "cuasi-rentas"	0	158.000	0	0	*The goal was not met.* In the PIMUS, an approximate calculation of the reduced tons of CO_2 was generated when implementing the proposals (29% reduction to 2030 and 72% to 2035), a long-term measurable indicator, after the implementation

***Note**: The color indicates a compliance alert according to the information provided.*

Source: IDB 2014, BID 2018 and interviews 2018.

5.4.6 Result indicators of the Component 5

The two impact / result indicators of the component reached the goal.

Table 15 **Compliance with the impact/result indicators of component 5 (C5): Baseline studies and estimation of GHG emission reductions**

IMPACT/RESULT INDICATOR	BASE LINE	GOAL	CURRENT COMPLIANCE	%	COMMENTS
5.1 Detailed monitoring of the baseline and future GHG emissions of the trans-port sector of San José in the GAM	0	1	1	100	*The goal was met.* Developed with the consulting Grütter Consulting.
5.2 Monitoring, reporting and verification system (MRV) implemented	0	1	1	100	*The goal was met.* Developed with Grütter Consulting.

Source: IDB 2014, BID 2018 and interviews 2018.

5.5 Sustainability

In summary, this project is rated as moderately improbable (MI) in sustainability, since it depends on the political will to implement and give continuity to the project proposals, thus there is still uncertainty in this regard.

Supporting the development of activities that have a transformative impact to help Costa Rica move towards a low-carbon development path was one of the central objectives of the project. In order to achieve the sustainability of the results beyond the time of the Project, the TC used the strategies described in the following paragraphs.

5.5.1 Social and institutional sustainability

In order to achieve social and institutional sustainability, this TC effectively proposed the following strategies:

- *"Public awareness and participation are an integral part of a successful program. The workshops will include citizens, users of different modes of transport, the private sector (public transport operators, land developers and parking managers) and the public sector of local and national governments. "(IDB 2014).*
- *The counterpart of the TC by the Government of Costa Rica is MINAE. However, MOPT is also very involved in this project and will have the most important contribution in terms of revision and approval of documents and studies. "(IDB 2014).*
- *" Coordination mechanisms were established between MINAE and MOPT, with the appointment of a link between the two ministries and regular meetings, as well as the development of a common framework to improve transport conditions and to reduce GHG emissions in the transport sector. This continuous coordination would also serve as a basis for the GEF project."(GEF 2014).*

These proposals were partially fulfilled; therefore, a strategy must be implemented in this regard by the political promoters of the proposals, which would be the basis of a discussion to get to make proposals that can be implemented in the short, medium and long term.

5.5.2 Environmental/ecological sustainability

The incremental costs of this project to obtain global environmental benefits come directly from the implementation of the project components (integration with NMT and private transport, integration with TDM, integration with land use, improvement of vehicle norms and regulations and development of reference studies). These improvements will bring additional positive socio-economic and environmental impacts to the public transport sectorization project proposed by MOPT.

In several policy documents, Costa Rica has established transportation as a strategic area to improve the efficiency and effectiveness of its systems, which has a great potential to mitigate climate change substantially, in line with its objective of being neutral carbon for the year 2021.

The Action Plan of the National Climate Change Strategy of Costa Rica (2013) has established a complete set of measures that must be implemented to improve the efficiency of all sectors of the economy and, within those sectors, transportation is an immediate priority. The national government has discovered that transport is responsible for 27% of the total GHG emissions in the country (GEF 2014).

As part of its transportation action plan, the public transport zoning project (also known as public transport sectorization) represents an important measure that will contribute to that goal of the action plan.

Rapid population growth and vehicle ownership rates driven by increased revenues will lead to increased vehicle activity and higher GHG emissions. To combat increases in GHG emissions from the transport sector, national and subnational governments are adopting a more sustainable and low-carbon transport route through an integrated "Avoid-Shift-Improve" approach (ASI). This comprehensive approach seeks to avoid or reduce the kilometers traveled by vehicles that do not serve a productive objective, convert movements of passengers and cargo in efficient ways with less carbon consumption, and improve vehicle and fuel technolo-

gies, reducing GHG emissions from urban transport (passengers and cargo). This approach has been widely used in the proposals of the present project.

5.5.3 Financial sustainability

As an independent plan, the transportation-zoning project ("Sectorization") can have a significant reduction in GHG emissions and effectively reduce the impact on climate change. However, based on many experiences around the world, it is clear that improvements in public transport by themselves do not provide benefits as expected, so that complementary measures are needed to have a lasting impact that not only strengthens public transport, but also provide greater benefits to society as a whole. For example, a high capacity bus corridor may not show its full potential for change, if incentives and price signals are not implemented for car drivers to make the change (GEF 2014).

Some of the activities carried out by the project may continue with funding, since these could be assumed by the following actors:

1. *In Component 1 Studies to support the integration of public transport with motorized non-motorized and private modes. The municipalities are making progress with their own funds, which could be integrated through the Municipal Development and Advisory Institute (IFAM), MOPT and MINAE.*
2. *In Component 2 Development of travel demand management policies and instruments for San José. Efforts must be made with MOPT at a political level to integrate these proposals into the Sectorization Plan.*
3. *In Component 3 Development of land use and transportation policies based on relevant studies. It is necessary to include the government proposal of the Fast Passenger Train (FPT), which could serve to promote this component and the project in general.*
4. *In Component 4 Improvement of the vehicle fleet. In recent days the Government issued a decree to eliminate taxes on electric vehicles with a cost of less than US $ 30,000, so this juncture should be used to promote a more comprehensive strategy, which is part of the project proposals.*
5. *In Component 5 Reference studies and estimated reductions of GHG emissions. Costa Rica is investing many efforts in the development of metrics, especially through the DCC, which can give continuity to the project proposals.*

6 LESSONS, CONCLUSIONS AND RECOMMENDATIONS

This chapter is structured by identifying the lessons learned from the project and with this evidence developing conclusions and suggesting recommendations. Therefore, lessons learned, conclusions and recommendations for the dimensions of design and relevance, effectiveness and efficiency, impact, and sustainability are obtained.

6.1 *With regard of design and relevance*

1 Appropriation of proposals:

- *LL:* The appropriation of the governmental or municipal entities that will ultimately implement the proposals is essential for the success of the project.
- *Conclusion*: The different instances of MOPT, especially the Councils, were not adequately linked to the development of sustainable urban mobility proposals for the project, which is a limitation for their approval and implementation.
- *Recommendation*: It is important to seek political support at the highest level in order to foster awareness, revision and joint development of the PIMUS proposals so that they are effectively implemented.

2 Role of partners:

- *LL*: Project partners must be clear about their role, duties and responsibilities, and sign an agreement that establishes a clear execution structure.
- *Conclusion*: The progress and implementation of this project depended on key people in political positions (those who were replaced), but not on a structure in which the project partners, especially MOPT and its Councils, had a clear role with a formal commitment that would entail to the appropriation and implementation of the project proposals.
- *Recommendation*: The Implementing Agency (IA) must make sure that there is a clear structure of ownership and implementation of the proposals and that the project partners clearly understand their duties and obligations. These must be written in an agreement, which would promote their proper ownership and achievement of products and results.

3 Adaptive management:

- *LL*: Faced with relevant changes in context, the project must be adapted to ensure added value for the achievement of the national and global objectives.
- *Conclusion*: The project underwent important changes in the context, which should have given way to its redefinition and appropriation by the new authorities, in order to facilitate the implementation of the proposals.
- *Recommendation*: Project design must clearly establish mechanisms for adaptation to relevant changes in context, in order to ensure that scarce resources be used in the best way.

4 Realism in the scope of the project:

- *LL*: Project design must consider their possible impacts in a more realistic way, especially when the implementation of governmental institutions is involved and the political component is variable of paramount relevance.
- *Conclusion*: The design of the project exceeded its expectations from the point of view of the impact of its results, taking into account that it implied very important changes in the status quo, political decisions and finances of private interested groups.
- *Recommendation*: The design of the project must consider the imminent risks of political action, despite technical considerations.

6.2 With regard of effectiveness and efficiency

5 Changes in the results matrix:

- *LL*: Formal changes with the approval of the IA in the results matrix are essential to changes in the context of the project, especially due to the time that elapses between design and implementation or changes in the context.
- *Conclusion*: There were changes in the context of the country and of the sector, which decreased the relevance and effectiveness of some of the proposed products in the design of the project. However, formal changes in the results matrix were not analyzed and requested properly.
- *Recommendation*: Although actors must deeply analyze changes in the results matrix, those changes must be proposed in an assertive manner and should be formally approved, in order to carry out an adaptive management of the project and maintain or increase its relevance, effectiveness and efficiency.

6 Public nature of the project's products:

- *LL*: It is essential that the products generated in projects funded by GEF be public and therefore, be available to society in general.
- *Conclusion*: The products achieved with this type of technical cooperation should serve to provide information and be an input so that other organizations / institutions advance in the achievement of national objectives.
- *Recommendation*: All products achieved in this type of project should be published on the WEB, in order to promote the public use of the information generated.

7 ***Synergies with other key actors***:

- *LL*: Synergies are achieved and more efficient use of the "scarce resources" of a project can be made, through the identification of initiatives - in accordance with the established goals - that are already in progress, and can be concluded and / or scaled with key institutions at a local, regional and national levels.
- *Conclusion*: Some synergies achieved by the project with national institutions or municipalities and other projects and initiatives generate greater ownership of key actors, such as savings in human and financial resources.
- *Recommendation*: A strategy for generating synergies with other institutional actors, projects and initiatives must be developed, for which it is necessary to map

and design a coordination structure, in order to promote synergies and provide continuity in achieving the objectives.

6.3 With regard to impact and sustainability

8 ***Sustainability and environmental impact:***

- *LL*: Environmental ecological sustainability does not only depend on the identification of GHG reduction mechanisms. It is important to create spaces for dialogue to promote agreements in order to implement high impact mechanisms.
- *Conclusion*: The environmental/ecological sustainability depends to a great extent on the knowledge of the problem and the appropriation of the community - and other interested groups- as well as the solutions, to carry out more integral processes of territorial planning and improvement of quality of life.
- *Recommendation*: It is very important to give continuity to the participation processes developed by the project.

9 ***Consideration of gender and youth***:

- *LL*: The GEF reduction strategy must take into account the participation of and the effect on women and young people of the relevant actors.
- *Conclusion*: It is proven that women and young people have less access to private motorized means of transport, which is why many of the proposals for sustainable urban mobility will have a greater impact on these populations.
- *Recommendation*: It is necessary to improve communication in order to reach women and young people more efficiently in all areas of society.

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8 ANNEXES

Annex 1:

INTERVIEW QUESTIONNAIRE

FE Project Integrated Plan of Sustainable Urban Mobility for San José, Costa Rica (PIMUS)

Interviewed person (Name, contact): _____

Date: _____. Interview method (telephone, etc.): _____

INTRODUCTION
The IDB is conducting the PE of the Integral Sustainable Urban Mobility Project (PIMUS) for San José, Costa Rica. The idea of the evaluation is to make a critical assessment of the performance of the project, providing a complete and systematic analysis from the design of the Project, the implementation process, and process toward the accomplishment of products, results and possible impacts.
¿ What was your role in the development of the project??
I. RELEVANCE
1. How does the project relate to the main objectives of the area of interest of the Global Environment Facility (GEF) and to environmental and development priorities at the local, regional and national levels?
2. Were the problems well identified at the beginning? Has the design and implementation of the project been adapted to the national reality and existing capacities? Explain
3. Did the problems the project aimed to target improved or deteriorated?
4. Was there a coherence between the needs of stakeholders vs. IDB-GEF? Between the internal logic and the expected outputs/results? Between the design and its implementation approach?
5. In the execution of the project, what changes have been necessary to make in relation to what has been proposed (technical, financial, economic and institutional) and what were the reasons for these changes to guarantee the achievement of the objectives? or was it necessary to make any important adjustments to maintain the relevance of the project?
6. ¿Lessons learned?
II. EFFECTIVENESS
7. What components / products of the project have been achieved? What was the baseline? Planned? Which products were completely achieved? Which ones were partially achieved? Which ones have not been achieved?
8. Do the established indicators describe well the progress in the expected and planed products in Costa Rica? Learned lessons

9. What have been the main risks (and assumptions) that affected the effective development of the project? Were they well identified? Were they mitigated? How? ¿LL?
10. Have links been fostered with institutions or organizations?
11. What other unplanned achievements did the project have? Strengths and weaknesses (opportunities, threats, and aspirations)?
12. Now that the project has finished its execution period and in retrospect, what would you have done differently? What went well and did not go well?
13. To take into account in future agreements, what learning was obtained after this execution of the project?
III. EFFICIENCY
14. Did the expenses of each component/activity/product correspond to those estimated in the budget and have they been sufficient? Was it necessary to make adjustments (in terms, resources, etc.)?
15. How appropriate was the time allotted for the execution of each of the project's outputs/components?
16. What key problems have arisen? Strengths and weaknesses of financial execution (opportunities, threats, and aspirations)?
17. If at this time you had more financial resources for the project, what would you do?
18. How could the project have been executed more efficiently? Learned lessons?
IV. SOSTAINABILITY
19. Is there a sustainability strategy? What are the key activities? How will they be financed?
20. Have the investments made been sustainable?
21. Have the products results or scope/benefits of the project been sustainable so far?
22. Do you think the project will be sustainable? If yes, what factors do you think have contributed to its sustainability? From the technical and institutional point of view? Why?
23. What are the weaknesses of the project?
24. Who are the beneficiaries, partners and local actors of the project? How many? Have they appropriated it? What commitments have they acquired? Have they collaborated? How have they complemented each other? What activities have been assumed by the

counterpart or other actors?
25. Collaboration and complementarity with other projects or initiatives in Costa Rica or internationally? What commitments have you acquired? Have they collaborated? How have they complemented each other? Products with added value?
26. What are the key actors to guarantee the continuity and/or sustainability of the results/benefits of the project? What are the key activities to strengthen the EA?
27. What are the main challenges for the sustainability of the project? Have they been addressed? What potential measures could be taken? Learned lessons?
V. MONITORING AND EVALUATION
28. What instruments have been used to monitor and evaluate the project? (Partial reports, endings, Inspection Visits, PMR/PCR, Evaluation Reports, etc.). What indicators have been used?
29. How has the supervision been? What could be improved?
30. Has a results-based management approach been used? Explain
31. How often were they applied (periodicity)? Learned lessons?
VI. IMPACT
32. What experiences, processes, methodologies or innovative services have emerged or were adopted? Have they been successful? What activities have fostered innovation?
33. What are the impacts or possible impacts of the Project (environment, income level, socio-economic issues)?
34. Has the project contributed to an unexpected impact?
35. How can the project develop on its successes and learn from its weaknesses? Learned lessons?

Annex 2:

LIST OF PEOPLE AND ORGANIZATIONS INTERVIEWED

Table 16 People/organizations interviewed

NAME	DATE	ORGANIZATION	POSITION
Verena Aráuz	19-09-2018	Consultora	Excoordinadora del proyecto
Édgar Zamora	27-9-2018	BID	Especialista de Transporte
Florencia Rodríguez	10-10-2018	Consultora ACYA Global	Coordinadora técnica PIMUS
Ana Lucía Moya/Andrea Meza	19-10-2018	DCC/MINAE	Asistente/Directora
Vladimir Klotchkov	24-10-2018	Municipalidad de San José	Exdirector de Urbanismo
Édgar Gutiérrez Espeleta	24-10-2018	MINAE	Exministro
Silvia Valentinuzzi	25-10-2018	MIVAH	Directora de Gestión Integral del Territorio
Andrea Sangil	26-10-2018	Subcontratados por Gensler	Centro para Sostenibilidad Urbana, actualmente asesora de la Primera Dama
Joyce Arguedas	30-10-2018	MOPT	Exdirectora Secretaría Planificación Sectorial
Fabio Ureña	1-11-2018	MIVAH	Jefe Departamento Planificación y Ordenamiento Territorial
Lucía Artavia	7-11-2018	Municipalidad de Curridabat	Exfuncionaria, actualmente asesora Despacho Primera Dama
Eduardo Brenes/Jessica Martínez	7-11-2018	MOPT	Viceministro Transportes y Directora SPS
Marcela Guerrero	8-11-2018	Asamblea Legislativa	Exdiputada y actual Directora IFAM
Sebastián Urbina	19-11-2018	MOPT	Exviceministro de Transporte
Sofía Fallas	Various	BID	Consultora de la División de Transporte en la Representación de Costa Rica
Mauricio Bayona	Various	BID	Especialista Senior de Transporte en la Representación de Costa Rica

Annex 3:

IDENTIFICATION OF DEVELOPMENT PROBLEMS THAT GAVE ORIGIN TO THE DESIGN OF THE PROJECT

Table **17** **Development problems identified which lead to the project's design**

PROBLEM	CLARITY IN DIAGNOSIS	OBJECTIVE OF TC?	EXPLANATION
In Latin America, the transport sector is the largest contributor to carbon emissions from total energy consumption, producing 35%. Of these, land transport represents 90% of transport emissions, half produced by passenger transport and the other half by freight transport. Given the high rate of urbanization in the region and the rapid increase in the number of private vehicles, a strong increase in GHG emissions is expected	VC	Yes	To combat rising emissions, countries are trying to move towards more sustainable low-carbon transport development through an integrated Avoid-Shift-Improve (ASI) approach. This integrated and comprehensive approach seeks to avoid the rapid increase of vehicle kilometers travelled by energy intensive modes, to shift passenger and cargo movements to efficient modes, and to improve the energy efficiency of the vehicle fleet, reducing GHG emissions from urban transportation and increasing urban areas competitiveness and the quality of life of their residents.
Costa Rica has not been able to "go green." Public transport in San Jose Metropolitan Area is still marked by a variety of operators and vehicles of greatly varying technology and age, many of them far from current environmental standards, producing unnecessarily high levels of emissions.	VC	Yes	The Global Environment Facility aims to finance incremental costs of turning local investments in transport into projects that provide global environment benefits, namely GHG emissions reductions through transport efficiency and technology improvement.
Traffic congestion problems have worsened in the SJMA due to the rapid increase in the use of private cars.	VC	Yes	In 1998, there were just over 250,000 private cars in the country. By 2010, this number had increased to more than 1 million, representing an increase of around 300% in just over a decade
The users of public transport are mostly captive users.	VC	Yes	It means that they can not use another mode of transport and the use of public transport is practically their only option.
The use of the NMT is not as high as in other cities of the region, especially considering that the average distance traveled in San José does not exceed 7 km.	VC	Yes	For example, 4% of trips in Bogotá (Colombia) are made by bicycle, while in San José only 2% of trips are made using that mode.
The use of MPV has increased virtually without restrictions related to the use of space on the road, the demand for parking, or	VC	Yes	The lack of management of TDM has generated a vicious circle mainly driven by the increase in revenue that is directly related to an increase in car ownership rates and its excessive use

PROBLEM	CLARITY IN DIAGNOSIS	OBJECTIVE OF TC?	EXPLANATION
the costs faced depending on the use of the vehicle.			
Lack of urban mobility plans.	VC	Yes	Include appropriate transport policies and projects that can integrate existing improvements in the public transportation system with other modes of transport.
Lack of coherent and enforceable TDM policies to complement public transport improvements	VC	Yes	The lack of this element mainly due to the lack of technical knowledge and the ability to implement appropriate measures within government institutions. San Jose has not been able to solve its urban transport problems by implementing optimal parking pricing policies, vehicle ownership rates and road use prices to modify the price elasticity of the demand for private car use. TDM measures have proven to be the best complement for improving public transport. They help the transport user to choose a mode based on the price signals provided by the system.
Lack of land use planning integrated with public transport plans and policies in San José.	VC	Yes	Without this integrated plan, the potential for long-term benefits in reducing GHG emissions from the transport sector is significantly reduced and great opportunities are lost. Land use policies in San José have generally had a relatively low density and still do not follow a transit-oriented development pattern.
Lack of norms, regulations and adequate incentives to produce and import cleaner fuels and vehicles in San José,	VC	Yes	Lack of regulatory frameworks for vehicles prevents the country from improving fuel quality and importing cleaner vehicles, which limits the potential for reducing GHG emissions. For San José, the implementation of cleaner technologies in the vehicle fleet would be of great benefit, especially for specific types of vehicles such as cuasi-rentas (taxis) and, a low-capacity public transportation system based on lighter vehicles.
Lack of studies and estimates of basic indicators related to transport that support adequate frameworks for baseline estimates of GHG emissions and possible reductions	VC	Yes	The collection of data on initiatives related to climate change has become a crucial step in the development of comprehensive emission reduction policies that can be measured, monitored and verified correctly.

***Note**: VC= Very clear C= Clear NC= Not Clear NM= Not mentioned*

Source: GEF 2014, IDB 2014.

Annex 4:
KEY ACTORS OF THE PROJECT

Table 18 Key actors, role and ability to execute it within the project

KEY ACTOR	ROLE	ABILITY TO EXECUTE ROLE	EXPLANATION
Climate Change Department- Ministry of Environment and Energy (DCC-MINAE)	Coordinator of TC	R	The Project Headquarters was located in the DCC-MINAE office and was the entity that effectively coordinated its execution. In charge of closely coordinating the activities of the project with MOPT, also had to coordinate with the MSJ in those actions related to them,
Ministry of Public Works and Transportation	Rector and implementer of TC recommendations	R	MOPT is the government agency of the transport sector that is in charge of the development of the sectorization project (baseline for the project proposal to the GEF) and was supposed to act as a MINAE partner in the implementation of the project. It has jurisdiction over public transportation and work on several major roads in San Jose. Many roads are the jurisdiction of MOPT. However, MOPT was not the executing agency of the project, but the institution responsible for providing support and approval in the activities related to transportation.
Ministry of Housing and Human Settlements (MIVAH)	Related to housing and human settlements	G	MIVAH is the technical governing body of the Government of the Republic in terms of housing and human settlements. From this Ministry, the policies and guidelines are issued, according to the needs and demands of the different socioeconomic strata, in order to facilitate access to housing, subject to the coordination of an integral planning of our country.
Institute of Housing and Urbanism (INVU)	Relevant for the development of the land use strategy	G	Public entity responsible for executing policies and plans regarding territorial planning and development at the national level, as well as designing, coordinating and promoting housing programs aimed at diverse segments of the population that allow citizens to have access to a room solution for their own, according to their needs and possibilities, raising their quality of life and reducing the housing deficit.
Ministry of Finance	Regulations	G	It has a relevant role in terms of the regulations that will be proposed and how they impact (positively) the government revenues of products and services related to transportation.
Municipality of San José (MSJ)	Relevant for the development of land use strategy of its canton	G	Its role lies in the cooperation for the development of integration centers (terminals) and to complement them with their plans for the development of facilities for pedestrians and bicycle lanes.
Civil Society Organizations (CSO)	Interest groups that have proposals and points of view	G	There are some CSOs, mostly related to the development of friendly spaces for people, such as bicycle paths and public spaces. The organization Chepecletas provided feedback on the development of this proposal and was included in the

KEY ACTOR	ROLE	ABILITY TO EXECUTE ROLE	EXPLANATION
			development of this project. Other civil society organizations complemented their participation.
Non Governmental Organizations (NGO)	Interest groups that have proposals and points of view	G	The support of the private sector is a positive enabler for these components, since they are not only an effort of the public sector, but also will enjoy the support of the private sector: public transport operators, association of parking lots and private developers' chambers.
International organizations and organizations	Complementary efforts	E	Other international organizations such as GIZ and the World Bank have been developing related initiatives that were also useful, both in terms of co-financing and the complementarity of these efforts.
Academic Organizations	Provider of data and review of proposals	G	Some research units such as ProDUS and the National University are well-respected and reliable stakeholders that provide solid analysis

***Note**: E= excellent G= good R= regular B= bad.*
The color indicates an alert in compliance, according to the information provided.

Source: GEF 2014, BID 2014 and interviews 2018.

Table 19 Some key players within MOPT and its mission, related to the project proposals

KEY ACTOR	EXPLANATION
Road Safety Council (COSEVI)	*Mission*: It is the policy making organization, facilitator, examiner and integrator of efforts through the financing of road safety projects, executed inter-organizationally and aimed at creating, promoting and maintaining a culture of road safety in society; helping to achieve a better condition and quality of life for the people of the country.
Council of Public Transport (CTP)	*Mission*: Institution that designs and optimizes terrestrial public transport systems in their different modalities, regulating and supervising them, guaranteeing the satisfaction of the needs of users and service providers, through an agile and efficient system of nature friendly public land transportation.
National Road Council (CONAVI)	*Mission*: To guarantee the well-being and development of Costa Rica, through the sustainability of the national road network, through contracts and agreements with third parties, which ensure optimum operating conditions, through a process of continuous improvement and in harmony with the environment.
Administrative Court of Transport (TAT)	*Mission*: As the maximum deconcentration body of MOPT and with instrumental juridical personality, it provides administrative justice and legal security to the public service of the remunerated transportation of people in the country, through the knowledge and prompt and effective resolution of the appeals and access procedures, filed by the administrations that consider their rights infringed by the acts or resolutions of the Public Transport Council; and establishing the indemnities that were appropriate.

Annex 5:

MINUTE THAT DESCRIBES THE CHANGES PROPOSED DURING THE EXECUTION OF THE PROJECT (in Spanish)

MINUTA DE REUNIÓN

Reunión No.	2	Fecha:	11.5.2015	Hora:	8:30 – 11:30	Lugar:	DCC
Participantes:	Joyce Arguedas (JA), William Alpízar (WA), Verena Arauz (VA)						

Temas tratados:

- Revisión de Plan de Trabajo: Se analizaron todos los componentes en el plan de trabajo con tal de especificar productos puntuales y de carácter urgente para aprovechar la coyuntura actual.
- Bases para TdRs del Componente 5

Acuerdos:

- Tal y como ha sido recomendado también por el BID, se acuerda juntar a los componentes 1, 2 y 3 bajo una sola consultoría.
- Componente 1: se cuentan con varias guías y manuales de intermodalidad para diferentes ciudades de Latinoamérica que pueden ser aplicadas también para el área metropolitana de San José. En el Plan GAM se establecen 11 posibles lugares para estaciones intermodales en SJ. Gracias al estudio de EPYPSA se establecen lugares para las terminales en la troncal de Desamparados, que se desarrollará de primero. Lo que no se tienen son los diseños de estas estaciones ya priorizadas por el MOPT. Es por eso que los productos principales de este Componente son: a) El diseño de las 2-3 estaciones intermodales priorizadas por el MOPT. Este proceso será participativo con las municipalidades y empresarios de autobús correspondientes. (Proyectos Piloto) b) Una estrategia de financiamiento para las intermodales y la infraestructura asociada, que estudie las distintas opciones plausibles en el contexto del país.
- Componente 2, Desarrollo Urbano: Se buscará una reunión con Tomás Martínez del Plan GAM. Además, se propone que él forme parte de las reuniones de coordinación de forma regular.
- Componente 3: Gestión de la Demanda. Para este tema no hay nada de políticas actualmente por lo cual si es conveniente establecer esta guía. En cuanto al piloto, JA propone enfocarse en el cuadrante en el centro de San José que actualmente está limitado en los 4 extremos por zonas peatonales. En el centro pasa la Avenida Segunda. Sobre esta avenida se quiere hacer el BRT de la ruta Diametral San Pedro-Pavas (o Escazú), una ciclovía y la ampliación de la acera. Es por eso que una medida importante de Gestión de la Demanda es la limitación de vehículos privados en esta área. El piloto implicaría un análisis de la vialidad de la zona y alrededores para dar opciones alternas para la circulación de vehículos ya que tendrán una limitación de flujos en el área indicada. Además se restringiría el estacionamiento en vía pública tanto de vehículos privados como de taxis.
- Componente 4: Mejoras en la tecnología vehicular. Para que una política de mejoras de tecnologías vehiculares realmente tenga efecto en la cantidad de GEI generados, se debe asegurar, que aquellos vehículos viejos (más de 20 años) dejen de circular. Ac-

tualmente en no existe una chatarrera y es un tema que siempre sale a la discusión. Un producto acordado es el estudio de factibilidad de una chatarrera. El resto de los productos se acordarán con Irene de acuerdo a los resultados de las mesas de diálogo. VA también se reunirá con CEGESTI para acoplar este componente con el proyecto de vehículos limpios de PNUMA. JA consultará con Sebastián Urbina para analizar otros posibles productos.

- Componente 5: Los dos productos son el ajuste y la validación de la línea base de los GEI en el Área Metropolitana de San José y la propuesta de un sistema de MRV. VA elaborará los TdR de este componente hasta el jueves y WA y JA darán sus aportes hasta el día martes 19.5.
- Parte importante de este sistema de MRV es la recopilación de datos de los buses. Esto va ligado con el proceso de la implementación del Pago Electrónico. En vista de que este proceso va ya bastante avanzado, se requiere de un coordinador para apoyar al MOPT. Se evalúa la opción de contratar a un consultor que apoye en este tema. JA enviará los detalles de este proceso.
- VA ajustará el Plan de Trabajo con los productos, presupuestos y las observaciones del BID y lo enviará mañana martes.
- **Próxima reunión: Martes 26.5. a las 8:30 a.m. en la DCC**

Annex 6:

ANTICIPATED RISKS IN THE PROJECT OPERATIONS MANUAL

Table 20 **General risks of the project and mitigation strategies**

RISKS	CLASIFICATION OF RISKS	MITIGATION
The interested parties feel threatened by the implementation of the components of the project (i.e., the importers of vehicles after the changes in the regulation, the citizens do not want to change the modes of transport)	M	The project includes workshops with stakeholders and communication activities that will reduce this risk in two main ways: first, integrate the views of stakeholders in the planning process; secondly, provide more detailed explanations of the real impacts of the measures to be taken (which are generally positive for all parties involved in the long term). It has been shown in other cases that these activities reduce the level of opposition to a project.
Lack of transport activity data, information on the composition and characteristics of the fleet and emission factors.	L	This risk has been mitigated in part: the IDB has already financed a study on the viability of a sustainable urban mobility program in Costa Rica, called "Technical assistance for the conceptualization of an urban transport program in San José". This study contains valuable data on transportation. in the SJMA. In addition, given the implementation of BRT has been considered several times before, there are also other studies. The transport data and the composition of the fleet are not yet available.
The sectorization project is not consulted.	M	The IDB has submitted a technical assistance grant that is considered a counterpart to this program. These technical assistance funds are aimed at guaranteeing that the work being carried out by the National Government has the expected results. This approach and donation have been endorsed by the National Government of Costa Rica.
Poor coordination and lack of alignment between government institutions; there are political considerations	L	The GEF project management unit will manage the relationships between the institutions with the following support: a. Technical and management of IDB representatives from the headquarters and the representative office in Costa Rica. b. Resources to operate, implement studies/analysis, finance incremental costs of projects that reduce GHG emissions from transportation. The risks of poor coordination exist, but are considered low. The main risk related to coordination is the resistance of public transport operators, and mitigating this resistance is one of the main objectives of this project. Government agencies (at the municipal and state level) are well aware of the needs of sustainable urban transport solutions in San José. In addition, the government has expressed great interest in the project and will assume a leadership role.

***Note**: High risk.* *L: Low risk.* *M: Medium risk.*

Source: GEF 2014.

Annex 7:

SOURCES AND AMOUNTS OF CO-FINANCING (TO OCTOBER 19, 2018)

Table 21 Sources and Amounts of Co-financing

CO-FINANCING SOURCES[6]	NAME OF CO-FINANCIER	TYPE OF CO-FINANCING[7]	CO-FINANCING ENDORSED/ APPROVED BY GEF's CEO	DISBURSED AT PROJECT's CLOSURE	
			(US$)	(US$)	(%)
GEF Agency	BID	Cash	800,000	0	
National Government	MOPT	Investment	7,000,000	0	It will be counted in the future in an eventual implementation of the proposals. Mainly for investments in infrastructure for active mobility, pedestrianization and accessibility
National Government	MINAE	In kind	170,000	170,000	100%
Bilateral AID Agency	GIZ	In kind	310,000	250,000	81%
Government	CAR	Cash	250,000		
		TOTAL	**8.220.000**	**420.000**	**5%**

6 Sources of co-financing may include: Bilateral Aid Agencies, Foundations, GEF Agency, Local Governments, National Government, Civil Society Organizations, other multilateral agencies and, Private Sector, among others.

7 Type of co-financing may include: donation, soft loan, hard loan, guarantee and in kind, among others