



United Nations Environment Programme

**Share the Road: Promoting Investments in Walking and Cycling Road
Infrastructure in Africa**

CASE STUDY

contributing to Terminal Evaluation of

**“Project 12/3-P1 – Support for Integrated Analysis and Development of Framework
Policies for Greenhouse Gas Mitigation”**

And

**“Project 12/3-P2 – Support for the Deployment of Renewable Energy and Energy-
efficient Technologies in Developing Countries”**

Author: Oliver Lah

Evaluation Office of UNEP

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List of acronyms & abbreviations

A.	B.
BRT	Bus Rapid Transit
C40	Cities Climate Leadership Group
COP	Conference of the Parties
DTIE	Division of Technology, Industry and Economics
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GHG(s)	Greenhouse gas(es)
IPCC	Intergovernmental Panel on Climate Change
ICLEI	Local Governments for Sustainability
INDC	Intended Nationally Determined Contribution
KCCA	Kampala Capital City Authority
KfW	Kreditanstalt für Wiederaufbau
KM	Knowledge Management
KMS	Knowledge Management System
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NAMA	Nationally Appropriate Mitigation Actions
NGO	Non-governmental Organization
NMT	Non-motorized transportation
StR	Share the Road
TA	Technical Assistance
ToC	Theory of Change
UNEP	United Nations Environment Programme

Evaluation Consultant:

Oliver Lah is a project coordinator at the Wuppertal Institute and focuses on climate change mitigation policy analysis and sustainable urban mobility. Oliver currently coordinates several projects, such as SOLUTIONS on urban mobility around the world (<http://www.urban-mobility-solutions.eu/>), and SUSTAIN EU-ASEAN, which facilitates collaboration on climate and resource issues between Europe and Southeast Asia (<http://www.sustain-eu-asean.eu/>). Oliver is actively involved in several other projects, including TIDE, EVIDENCE, FLOW and EMPOWER. Oliver worked with international organisations, such as the OECD/ITF, UN-Habitat and GIZ on urban mobility issues. He is a Lead Author for the Fifth IPCC Assessment Report, Member of the Habitat III Policy Unit Urban Services and Technology and one of the Directors of the Partnership on Sustainable, Low Carbon Transport (SLoCaT). Prior to that Oliver worked for the New Zealand government, the University of Munich and the Minister of State to the German Federal Chancellor. He holds a Bachelor of Arts with Honours in Political Science, and a Master of Environmental Studies from Victoria University of Wellington.

Table 1: Project Identification Table for Share the Road: Promoting Investments in Walking and Cycling Road Infrastructure in Africa

UNEP PIMS ID (umbrella):	619	IMIS number:	3874
Sub-programme:	Climate Change	Expected Accomplishment(s):	EA(b)
UNEP approval date (umbrella):	10 June 2010	PoW Output(s):	2010/11: 125, 126, 131, 134, 135 2012/13: 121, 122, 123 2014/15 : 123, 126
Expected Start Date:	Jan 2009	Actual start date:	01.01.2009
Planned completion date:	Aug 2015	Actual completion date:	On-going
Planned project budget at approval:	EUR 1.016.623,50	Total expenditures reported as of [date]:	EUR 737.626
Planned Environment Fund (EF) allocation:	EUR 254,377	Actual EF expenditures reported as of [date]:	EUR 75,857.00
XBF secured:	EUR 705,976	Leveraged financing:	661,769
Donors:			
- FIA Foundation	All phases	Amount:	EUR 571,129
- Unknown	Phase 2	Amount:	EUR 68,264
- Unknown	Phase 3	Amount:	EUR 22,375
Mid-term review/ evaluation (actual date):	N/A	Other reviews/evaluations (actual date):	N/A

EXECUTIVE SUMMARY

The Share the Road (StR) case study is a part of the broader evaluation.

1. Investment patterns for infrastructure around the world are unequally distributed, favouring road development for motorized transportation and neglecting infrastructure for non-motorized transportation (NMT) users. Africa has a high percentage of non-motorized transportation users with only a small fraction of its population owning or having access to a car. Hence, the shift of awareness and shift in government investment away from the prioritisation of building road infrastructure, towards the prioritisation of the movement of people, is the first priority for the project.

2. The investment in infrastructure for non-motorized transportation is aimed to improve transport access for NMT users, but also road safety and to contribute to a reduction of air pollution and greenhouse gas emissions. To achieve this, the Share the Road (StR) project implemented by the Transport Unit of UNEP's Division of Technology, Industry and Economics (DTIE) and local partners initiated and supported the development of policies that encourage non-motorized transportation and boost investments into NMT infrastructure in four countries in East Africa. This will enhance the accessibility of NMT infrastructure and services, improve safety, increase efficiency and reduce greenhouse gas emissions and local pollutants.

3. The project started in January 2009 and is still on-going. It has a planned budget of EUR 1.016.623,50 for all five project phases from 2009 to 2015.

4. During the *first phase* (01.01.2009 - 30.10.2010) UNEP established the new initiative Share the Road (StR). For the purpose of awareness raising, the project was promoted in various international meetings, i.e. the Make Roads Safe Campaign, the EcoMobility Alliance and the International Road Federation and Better Air Quality negotiations. Additionally, the project has focused on a strong relationship with its partners, such as the Climate Excellence Africa, International Road Assessment Programme, Kenya Urban Roads Authority, the Ministry of Roads Kenya, the Ministries of Transport in Kenya and Uganda, the First African Bicycle Information Organisation (FABIO) and UN-Habitat. This initial stage established a basis for the project and developed Global Report on NMT investment, 'Investment in Walking and Cycling Road Infrastructure', which was launched in November 2010.

5. The *second phase* (01.01.2011 - 29.02.2012) developed partnerships with multilateral, such as the African Development Bank and bilateral investors, such as national development banks in East Africa and focused on a demonstration project in Nairobi and a report on this and creating suitable tools to communicate effectively the findings of the project. According to the phase two proposal at least two documentary projects in at least two African countries should have been developed during this phase.

6. *Phase three* (01.03.2012 - 28.02.2013) the project team continued to work with the first three pilot countries (Kenya, Uganda and Rwanda). During this phase national policy support in three more countries in Africa was planned, but activities only started in one (Burundi). Additional country work in South Africa, India, Zimbabwe was limited to the advocacy level. Further work in this phase included awareness raising (e.g. a Car Free Day in Kampala).

7. *Phase four* (01.07.2013 - 01.10.2014) focused on global up-scaling and contributing to international publications, attendance and involvement at regional and global events to spread the idea of StR beyond its core region. The fourth phase also focussed on the shift from the local to the

global level, also focusing on an international scale up, the consolidation of basic activities and the mobilisation of new financial and human resources.

8. *Phase five* of the project (01.08.2014 – 01-08-2015) continued with the global outreach and upscaling and introduced a stronger focus on monitoring of progress.

9. In light of the relatively small size of the project the targeted objectives, to encourage development of non-motorized transportation policies, the support of demonstration projects as leading examples and the development of NMT support tools were realistic and appropriate for the timeframe and the planned budget was allocated efficiently. The actual costs for each phase was significantly less than the proposed budget, as follows:

Table 1: Actual versus planned spend

Phase	Actual Spend (Euro)	% Variance Against Planned Spend () denotes an underspend
One	114.354,64	(38,02%)
Two	110.813,96	(37,76%)
Three	136.848,80	(36,05%)
Four	150.000	(33,39%)
Five	225.857,00	(4,53%)
TOTAL	737.626,35	(27,44%)

10. A contributing factor to the project's effectiveness was the relatively stable project team over the duration of the project, which ensured smooth communication and allowed maintaining institutional knowledge.

11. As there are no similar projects currently being implemented by UNEP, external linkages are being sought to avoid duplication and create synergies. Between the transport unit's projects there is a good level of complementarity with, for example, the Global Fuel Economy Initiative covering the national level and the vehicle fleet and StR covering the local and national level and non-motorized transportation. The project links to other relevant activities for example the SUSTRAN project led by UN-Habitat and also builds on the solid network of the UNEP transport unit.¹ A substantial amount of the work is done internally within the UNEP project team. Activities such as the NMT policy for Nairobi are being carried out by consultants on a short-term basis. Other activities such as the impact assessment tool are developed by partners with an active interest in this area (University of Cape Town) and other activities were driven by partners such as Makerere University and FABIO who organised car-free days in Kampala with support from UNEP. For these activities supervision and management efforts are minimal.

12. As reflected in the *overall objective* of achieving a "systematic investment in walking and cycling infrastructure", the driving factors for the project were the aim to make the case for increased NMT infrastructure funding (+10%) to relevant authorities, which was a cornerstone for the NMT policies to be developed during the project. With regard to the inclusion of a quantified target in the policies, the project was partly successful, i.e. a provision with a reference to an even higher than envisaged (18.5%) target is mentioned in the NMT policy for Nairobi. This, however, directly refers to new road infrastructure investments, but also retrofitting of roads is also mentioned. The NMT policy for Uganda does not have such a provision, but provides a first step in creating an institutional and policy framework for future investment in NMT.

¹ The Transport Unit is part of the Energy Branch of DTIE, UNEP

13. *Summarizing higher level outcomes:* The StR project was the driving factor behind the NMT policy development in Nairobi and it provided competence-based incentives to stakeholders. In Uganda the policy development was already in process when the project engaged with Ministry officials and could be followed up immediately. The additional support provided by the project could also be considered as an additional incentive to move ahead with the policy development. Implemented NMT policies in Kenya and Uganda have been important examples for other African countries, especially for Rwanda and Burundi, in which similar policies are being discussed. Similarly, the facilitation of workshops in Rwanda and Burundi and technical assistance for NMT policy developments can be considered as an incentive for the countries to pursue these policies. An NMT policy is being developed in Rwanda, where a pilot project in Kigali is under consideration, speed limits are being enforced (40kph) and NMT infrastructure is integrated in new road projects. An action plan for the adoption of an NMT policy has been developed for Burundi.

14. One of the main goals of the project was on awareness raising, which could be achieved in all four countries through various activities, such as the car-free day in Uganda or stakeholder dialogues. Furthermore, an institutional mapping of NMT in Nairobi was developed that provides an overview of political and institutional actors that play a role in the governance and funding of NMT infrastructure and operations, which has also been one of the project primary goals. The StR project made a solid attempt to go beyond the development of outputs to achieve actual policy outcomes. The NMT policies have the potential to have a lasting impact on NMT infrastructure spending, which would make a substantial contribution to the sustainability of the transport sector in the pilot countries.

15. The project did an excellent job in raising awareness and encouraging the development of non-motorized transportation (NMT) policies. Testimony of that are the two policies in place in Kenya (Nairobi) and Uganda, and the reasonable progress towards similar policies in Rwanda and Burundi. The integration of walking and cycling in the wider discussions of sustainable mobility in the Africa Sustainable Transport Forum (ASTF) Action Framework is a helpful step towards a “balanced distribution of investments across transport modes” as stated in the specific objectives. The project has a very strong focus on the outcome (NMT policy) in the partner countries, which is a direct or indirect output of the project (depending on the country). The policies are officially adopted (in Uganda by Parliament and Nairobi by the City Council), which give the policies official status, which means relevant authorities and stakeholders can refer to the policy and its statements, recommendations and concrete proposals (e.g. for NMT corridors).

16. *Summarizing outcomes:* The Design Guidelines for NMT in Africa – a major project output - are an input into NMT policies and implementation actions in the pilot countries and beyond, building on the experiences with the pilot project in Kenya.

17. The first demonstration project in Nairobi can be considered a success, not only due to an improvement of safety for its non-motorized and motorized users, but the pilot case was effectively used to provide before-and-after surveys of behaviour changes among road users, collected through traffic counting and interviews. Also, the project was used as a showcase project, with high media coverage to ensure a high level of awareness rising for this NMT project. The funds spent on this demonstration project were used efficiently and usefully, by providing a safe NMT infrastructure, but also providing a showcase.

18. The NMT policies, which have been the core outcome of the project are likely to have a lasting impact in the pilot countries, as access to mobility services will contribute to improvements in many different areas, such as gender equality. Even though the Human Rights Based Approach (HRBA) has not specifically mentioned non-motorized transportation provides access to all is the

most equitable form of mobility. Furthermore, fostering non-motorized transportation and African countries and beyond will make a recognisable contribution to global climate change targets and improvements in energy efficiency in the partner countries.

Lessons Learned:

30. Developing and implementing policies to support non-motorized transportation and boost funding is a long-term process. The approach of the StR project, being set up as a long-term program (running from 2009 to 2015 so far with no end date in discussion yet) is important as the desired change of mind-sets and investment patterns takes a fairly long time.

31. The policies in place in Kenya and Uganda are considerable step forward from pure outputs to actual outcomes, but the transition to substantive impacts needs an even longer-term approach. To be successful, the progress needs to be driven by local and national authorities with the project only providing support. The focus on the policies is also in line with the role of UNEP in supporting the development of a framework on which implementation actions can build on.

32. Countries or cities should be selected on a self-identification basis to ensure the process is driven by stakeholders, in particular taking into account the limited availability of financial resources. The approach to involve local partners active in the area of non-motorized transportation on a small-scale basis is a very efficient and effective way to bring in local support and expertise.

33. The national level is essential to achieve an increase of funding for NMT infrastructure. While the local level, builds, owns and maintains some roads, the majority is funded by the national level. Hence, the national and local level (and also relevant donors) need to be part of the discussions.

34. The selection of pilot sites needs to strike a balance between various factors, e.g. the corridor in the Kampala CBD is likely to have a high level of visibility and impact when built, the UN Avenue also has a good level of visibility (e.g. for international visitors), but may be less effective with regard to impact compared to a similar project in the CBD or another major corridor of daily commuting.

Recommendations:

35. Moving towards an integrated approach: To boost the impact of the project a more integrated approach may be advisable, to go beyond the NMT focus towards sustainable transport as a system. The integration in a broader transport policy and infrastructure development agenda will support stronger recognition of active modes of transport and their role in a sustainable transport system.

36. Strengthen the focus on women, children and vulnerable groups: The project recognized a positive contribution on reducing gender inequality by providing improved access mobility services and infrastructure, which will provide better mobility for children and women, all of which will make a positive contribution to mobility as a human right. Building on that the project could produce more specific policy recommendations that actively address gender issues and the needs of vulnerable groups.

37. South-South cooperation and upscaling: One vital component of the project is the South-South cooperation, which started with exchange between the four partner countries and regional and international outreach activities. The upcoming phases of the project should aim to replicate the

activities from the first pilot countries in suitable cities in the rest of Africa, Latin America and Asia. Particularly effective in that regard is a twinning approach where two cities (with different levels of maturity with regard to NMT policy and infrastructure development) work together and have the opportunity to exchange on a regular basis.

38. Generating funding for the upscaling phases of the project: It remains challenging to attract large-scale funding for projects that focus on non-motorized transportation as the direct climate change mitigation potential is relatively small compared to fuel efficiency of fuel switch options.² and this is often a vital factor for programmes such as the International Climate Initiative (ICI), Global Environment Facility and the Green Climate Fund. To attract funding from these sources integration with other sustainable transport strategies would be helpful, which would allow showing the larger potential that non-motorized transportation can unlock. There is an increasing recognition of the role walking and cycling and play in climate change mitigation strategies as well as its contribution to wider sustainable development objectives on which an integrated project approach could build.

39. Facilitate dialogue with funding institutions for infrastructure development: In the following phases the project could put a stronger focus on the facilitation dialogue with funding institutions, such as the World Bank, African Development Bank and the NAMA Facility for infrastructure development.

40. Link to planned and existing infrastructure projects: There are a number of relevant infrastructure projects to which StR can provide advice to improve the impact. For example, the NAMA Facility has recently approved a project led by KfW and GIZ for Bus Rapid Transit (BRT) in Nairobi, which would provide an opportunity to ensure that non-motorized transportation infrastructure linkages are taken into account at an early stage to ensure last-mile connectivity. BRTs are also discussed in Kampala and Kigali. Linking to larger infrastructure projects, such as BRT, has the benefit of providing direct input into an activity that will generate impacts and if it is ensured that non-motorized transportation issues are taken into account properly, these impacts are likely to be positive, both from a BRT project perspective and from a wider urban mobility and access perspective.

41. Team-up with international partners: For the scale-up process closer cooperation with partners and networks will help to raise the profile and boost the impact. Organisations such as Walk21 and UITP have a strong European focus, but are working increasingly internationally. Some cooperation with the World Cycling Alliance is active in Uganda, but this could be extended to other countries. Similarly, cooperation has started with ICLEI, focusing primarily on dissemination, but cooperation on city policy and implementation action with ICLEI and other partners such as the World Resources Institute (WRI) may be desirable.

² See e.g. IEA Energy Technology Perspectives 2014

1 INTRODUCTION

1.1 Share the Road background

19. Investment patterns for infrastructure around the world are unequally distributed, favouring road development for motorized transportation and neglecting infrastructure for non-motorized transportation (NMT) users. Africa has a high percentage of non-motorized transportation users with only a small fraction of its population owning or having access to a car. Hence, the shift of awareness and shift in government investment away from the prioritisation of building road infrastructure, towards the prioritisation of the movement of people, is the first priority for the project.

20. The investment in infrastructure for non-motorized transportation is aimed to improve transport access for NMT users, but also road safety and to contribute to a reduction of air pollution and greenhouse gas emissions. To achieve this, the Share the Road (StR) project implemented by the Transport Unit of UNEP's Division of Technology, Industry and Economics (DTIE) and local partners initiated and supported the development of policies that encourage non-motorized transportation and boost investments into NMT infrastructure in four countries in East Africa. This aims to enhance the accessibility of NMT infrastructure and services, improve safety, increase efficiency and reduce greenhouse gas emissions and local pollutants.

1.2 Evaluation scope and approach

21. The evaluation of the StR project contributes to the evaluation by the UNEP Evaluation Office of two umbrella projects (12/3-P1 and 12/3-P2) of the DTIE Energy Branch. The StR Project is part of the umbrella project "12/3-P2 – Support for the Deployment of Renewable Energy and Energy-efficient Technologies in Developing Countries".

22. The evaluation assesses the performance of the StR project with regard to the overall approach and analyse the progress in all four active pilot countries (Kenya, Uganda, Burundi and Rwanda), in particular the two most advanced countries with regard to policy development, Kenya and Uganda.

23. The evaluation was carried out from November 2015 to January 2016 and builds on an analysis of the project reports, proposals, outputs and interviews with the project team, stakeholders and officials. Field visits to Kenya and Uganda were carried out in November 2015 during which key individuals were interviewed to verify findings, including the project team, government officials (e.g. from Nairobi City Council, Kampala Capital City Authority, Ministry of Works and Transport), local consultants and academics (e.g. from Nairobi University, Makerere University) and the funding organisation (FIA Foundation).

24. All major public project outputs were reviewed, including the NMT policies for Nairobi and Uganda to which the project contributed, the Design Guidelines for non-motorized transportation in Africa, the Showcase Project report, the Road Safety Manual and documentations from the workshops (Annex 5, Lists of documents consulted for this case study).

2 THE PROJECT

2.1 Context

25. The main mode of transportation in Sub-Saharan Africa is walking, for example, the main transport mode for 49% of the population in Nairobi is walking and cycling. However, population growth, economic development and urbanization are driving an increase in transportation demands and motorization. This is generating substantial challenges in particular with regard to road safety,

access to public transport, climate change and air quality. This requires a reconsideration of current infrastructure investment patterns that favour the private car. Non-motorized transportation (NMT) needs to be recognized as a valuable mode of travel and investments into NMT infrastructure need to increase accordingly. The goal to which the project aims to make a contribution is to 'link environmental and safety issues in an urban context in the developing world where the majority of the population use non-motorized transportation modes – such as walking or cycling'. Even though a substantial part of the people in urban settings only use NMT the investment in NMT infrastructure for this majority is insufficient.

2.2 The Project

26. The StR project is promoting non-motorized transportation in Africa in order to increase public safety and health, as well as protecting the environment. It is one of the main UNEP transport initiatives along with five other initiatives. The implementation of the project is led by UNEP's Transport Unit in Nairobi, Kenya and funded and supported by the FIA Foundation, which is a registered charity in the United Kingdom. The project's overall objective is to work towards a *systematic investment in walking and cycling road infrastructure, linked with public transport systems*. For this purpose, the project focused on four pilot countries: Kenya, Uganda, Burundi and Rwanda.

27. The project started in January 2009 and is still on-going. It has a planned budget of EUR 1.016.623,50 for all five project phases from 2009 to 2015.

28. StR emphasises the shift from a car-centred approach towards a people-centred approach. In this regard the project developed demonstration projects and NMT support tools, creating and sharing new knowledge about NMT and transport behaviour. The project had a specific objective of raising awareness of NMT and including the topic in policies, achieving a stronger implementation of NMT in cities. In order to facilitate a sustainable and long term achievement, the project seeks regional partnership for financing, including with private and public bodies. The project planned to include several non-governmental and governmental organizations, as well as civil society and institutional bodies from the transport sectors, in order to collect their prioritisations as well as to work with them towards the project's overall objective of more funding towards NMT infrastructure. Furthermore, the project aims to reach out to other African regions, Asia and Latin America, in particular in phase five and beyond.

29. The project is part of longer term cooperation with the FIA Foundation and current phases went from October 2008 until 2015. The intention is that the project will continue to operate beyond 2016. The overall objective is expected to be shown as government commitments of at least 10% of transport infrastructure financing towards non-motorized infrastructure development.

2.3 Target geography, target groups

30. The project focuses on local and national level policymakers in East African countries for the development of NMT policies, which are intended to create the basis for changing infrastructure investments taking a more people-centred approach on road infrastructure that provides adequate walking and cycling facilities.

31. The StR project started with a focus on Kenya's capital Nairobi as the first pilot city and then expanded to Uganda, Burundi and Rwanda. Active partners during the implementation were the Kenya Urban Road Authority (KURA), the Climate Excellence Africa, International Road Assessment Programme, the Kenyan Ministry of Roads, the Ministry of Transport and a Kenyan environmental conservation Non Governmental Organization called Uvumbuzi. The demonstration project for the StR Project became the United Nations Avenue road in Gigiri (Nairobi County) in 2009. The United

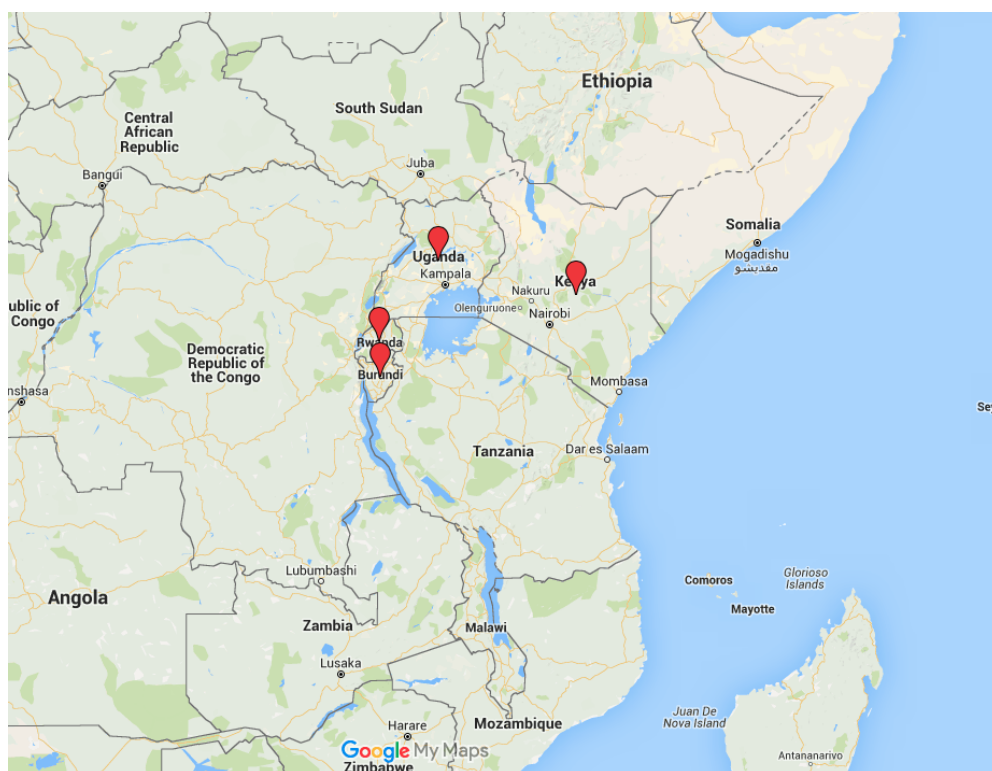
Nations Avenue is approximately 1.6 km long, beginning at the intersection of Limuru Road towards the Runda Roundabout. United Nations Avenue has been selected according to the Show Case Report, because of the high rate of accidents on this road, insecurity for pedestrians and cyclists and high levels of congestion at the intersection of the United Nations Avenue and Limuru Road intersection. The project team highlighted the fact that shortly before the selection of the site two children died on UN Avenue in road crashes, which then was a driving factor of the choice of the pilot project along with the fact that the share of car travel is much higher than in the rest of the city (71% at UN Ave. and only 15% city-wide). No other sites were considered as an alternative for the pilot project.

32. Uganda became the second pilot country initiating the StR project. The main partners in Uganda were the Ministry of Works and Transport, the First African Bicycle Information Organisation (FABIO), the International Road Assessment Programme, the Kampala Capital City Authority and the United Nations Human Settlement Programme. The activities in Uganda focused primarily on the capital Kampala, with some outreach activities to other cities in the county.

33. In addition to Kenya and Uganda, the StR project focused on Rwanda as its third pilot country in 2011. The Ministry of Infrastructure and the Rwanda Transport Development Agency were cooperating partners during the process.

34. The fourth pilot country for StR became Burundi, in which the Ministry of Transport, Public Works and Equipment, as well as the NGO Propreté, Environnement et Santé played crucial roles.

Figure 1 Map of the Share the Road project area



2.4 Objectives and components, project partners

35. According to the project proposal the overall objective of the StR project during all five phases was to work towards a *systematic investment in walking and cycling road infrastructure, linked with public transport systems*. The project was implemented through several components, each in cooperation with different partners, such as:

Goal: To link accessibility, environmental and safety issues in an urban context in the developing world where the majority of the population walk or cycle

Overall objective: To stimulate a systematic investment in walking and cycling road infrastructure, linked with public transport systems (represented by a commitment of at least 10% of any infrastructure financing towards non-motorized infrastructure)

Objectives	Major components	Partners	Related PoW 2010/11 output
1. Encourage development of non-motorized transportation (NMT) policies for balanced distribution of investments across transport modes.	Development (support) of NMT policies: non-motorized transportation (NMT) policy for Nairobi (launched in March 2015)	Climate Excellence Africa, International Road Assessment Programme, Kenya Urban Roads Authority, Ministry of Roads, Ministry of Transport, Uvumbuzi	Public/private partnerships are promoted and best practices are applied leading to energy efficiency improvements and greenhouse-gas emission reductions
	non-motorized transportation (NMT) policy for Uganda (launched in October 2012)	First African Bicycle Information Organisation (FABIO), International Road Assessment Programme, Kampala Capital City Authority (KCCA), Ministry of Works and Transport, UN-Habitat	National climate technology plans are developed and used to promote markets for cleaner energy technologies and hasten the phase-out of obsolete technologies
	Support local awareness raising to support the NMT policy development in Rwanda and Burundi.	As above	
	Formation of Africa Sustainable Transport Forum (ASTF)	UN-Habitat World Bank Government of Kenya	Knowledge networks to inform and support key stakeholders in the reform of policies and the implementation of programmes for renewable energy, energy efficiency, and reduced greenhouse gas emissions are established
2. Support demonstration projects as examples of shared sustainable roads.	UN Avenue Report: Kenya Showcase Project November 2011 – April 2013	Kenya Urban Roads Authority (KURA)	Barriers are removed and access is improved to financing for renewable and energy-efficient technologies at the national level through targeted analysis of costs, risks and opportunities of clean energy and low carbon technologies in partnership with the finance sector
3. Undertake development of NMT support tools as a key means of creating a	Share The Road: Design Guidelines for Non-Motorised Transport in Africa (April, 2013)	Goudappel Coffeng	Advisory and support services are provided to major groups to demonstrate how climate change can be integrated into their

solid foundation of knowledge and expertise, from which the sustainable application of NMT principles can be promoted.			operations
	Impact assessment tool for non-motorized transportation	University of Cape Town	

The project is funded by:

FIA Foundation	The FIA Foundation is an independent UK registered charity which manages and supports an international programme of activities promoting road safety, environmental protection and sustainable mobility. The FIA Foundation is taking an active role in the project that goes beyond the typical role of a funding agency, by directly contributing to the dissemination of activities, reviewing and commenting on outputs. http://www.fiafoundation.org
The Road Safety Fund	The Road Safety Fund has been established to support the implementation of the United Nations' Decade of Action for Road Safety 2011-2020. The Share the Road project is part of a number of activities the Road Safety Fund supports to make progress during the UN Decade of Action for Road Safety. http://www.fiafoundation.org/our-work/road-safety-fund/

2.5 Implementation arrangements and planned milestones/key dates in project design and implementation

36. The global report produced during phase one, 'Investment in Walking and Cycling Road Infrastructure' stated a lack of extensive field research. This was followed by support for the development of non-motorized transportation (NMT) policies in Kenya (Nairobi) and Uganda and then regional up-scaling of the programme to Rwanda and Burundi. One of the project's central outputs was a series of case studies, highlighting NMT investment and development, as well as providing showcases based on pilot projects. This required fieldwork, the development of communication tools and the facilitation of stakeholder dialogues.

37. StR participated in, and organized, conferences and workshops and developed a number of reports. Dissemination activities included the development of promotional films, case study descriptions and evaluations, the development of a toolkit, a small brochure, a report about pedestrian safety, design guidelines for NMT in Africa and two reports about investment in NMT.

Planned outputs and activities according to the proposals:

Planned Outputs	Achieved/ Comments	Delivered outputs	Achieved/ Comments
3 Case Studies of policy development for NMT	Yes	Review of existing literature	Yes (part of a report)
Action Plan, stakeholders involved, key challenges and lessons learned will be communicated effectively	Yes	Interviews with experts in road assessment	Yes
Contribute to future partnerships with i.e. African Development Bank, World Bank, Global Environmental Facility	Not on a concrete basis yet.	Action plan for investment in NMT infrastructure published on the ASTF website	Yes
A website for Share the Road will be	Yes	Case Study development	Yes

developed			
Case Studies will be developed into a tool kit (print and online)	No	Ongoing website update	Yes
On the ground demonstration projects	Yes (one: Nairobi, a second one in Kampala will follow in 2016)	Best Practice example	Yes
Promotion of Share the Road agenda through various communication tools	Yes	Case Studies and guidelines disseminated through the website, conferences, events	Yes

2.6 Project Design Assessment

38. The StR project established a list of local and international stakeholders relevant for the success of the project in the initial proposal. This list comprises only well-known stakeholders already in close relation to the project team prior to the project without a systematic prioritisation of interest groups and agendas. However, the comparatively small landscape of the relevant interest groups made this possible and appeared to be sufficient for the initial phase of the project.

39. The project was intended to be highly focused on NMT policy developments at a national level and sought, therefore, close relationships with governments and practitioners. The success of the project depended on active cooperation with international networks, such as C40, ICLEI and further regional East African cooperation. South-South Cooperation was a part of the envisaged cooperation with ICLEI to provide useful information beyond the regional area.

40. The case studies, as well as the workshops and conferences the project hosted and supported helped to put NMT on the national agenda and raised awareness, which was one of the main goals of the project.

41. Within project design documents key regional and international policies and frameworks are identified. Opportunities for co-benefits between road safety and other policy objectives are also highlighted. Up-scaling is a core objective of the later phases of the project design. Local and national authorities are identified as having a major role in the development of the NMT policy. A number of workshops are planned to engage stakeholders. Dedicated dissemination activities are planned. A number of networks (e.g. ICLEI) are intended to be engaged in the project activities to disseminate the findings.

42. Risks were identified in a SWOT analysis during the project mobilisation, but not as part of the proposal(s). No dedicated risk management strategy was developed as part of the project design. However, there is little negative environmental economic and social impact to be expected from improved NMT infrastructure. No dedicated offset mechanisms for project activities were planned. The project is largely run by UNEP, but local experts are engaged on a short-term consultant basis. The FIA Foundation takes a very active role in the project. Supervision arrangements are minimal and only apply to short-term consultants.

43. The planned activities appear ambitious considering the relatively small budget. All the key elements are captured somehow in the project design, but not systematically. They largely focus on the output level not the outcomes or impact. The proposal for each phase includes appropriate milestones with an ambitious, yet achievable number of outputs. There are only high level road safety figures presented.

44. The baseline database of NMT policies, pilots and initiatives is reasonably well described at least with regard to the current situation in the pilot countries. The phase three proposal describes the data collection for the UN Avenue pilot project. The project focused to a considerable extent on

the stakeholder engagement process and on awareness raising as a means to create awareness about the benefits of non-motorised transport.

45. The project design documents contain no dedicated monitoring of the planned impacts (i.e. change in the modal share of non-motorised transport), although this is being planned for 2016 onwards. The monitoring mentioned in the project proposals focuses on output delivery and activities, such as global upscale and operational strengthening. The main knowledge products are publicly available documents. The role of the ministries and local authorities in tracking the success of the NMT policies has been reasonably well described. Plans for evaluation start in later phases of the project and currently focus on the consolidation of activities from earlier phases and measuring the progress of the policies (outcomes).

46. All major stakeholders at the local and national level in the partner countries have been identified. The funding agency, FIA Foundation, was involved in the project development and local stakeholders in all four countries were consulted. Road safety is a major issue in all the participating countries. Strategically the project is also addressing other policy issues such as climate change, air quality and access. It is made clear that local stakeholders need to play an active role in delivering on the project objectives. Roles of stakeholders national and regional partners are clear, both from the perspective of the project and the individual entities.

2.7 Implementation and changes in design during implementation

47. The project was adaptive as it's outcome focused approach relies heavily on partners outside the project team, i.e. the local and national governments.

48. The project team remained relatively stable during the project, the project manager changed once and was replaced from within the project team.

49. No major changes to scope or delivery were reported in the annual progress reports, but adjustments had to be made to some timelines, mostly to reflect issues in policy and discussion processes in partner countries.

2.8 Project financing

Table 2 Project Costs

Project phases		Estimated cost at design		Actual Cost	Expenditure ratio (actual/planned)
Phase 1	USD	200.000,00	USD	128.314,68	38,02% less actual expenditure
	EUR	184.488,50	EUR	114.354,64	
			EUR	114.354,64	
Phase 2	EUR	178.037,00	EUR	110.813,96	37,76% less actual expenditure
			EUR	42.549,00	
Phase 3	EUR	213.591,00	EUR	136.600,75	36,05% less actual expenditure
			EUR	114.225,60	
Phase 4	EUR	224700,00	EUR	150.000,00	33,39% less actual expenditure
Phase 5	EUR	215.807,00	EUR	225.857,00	4,53% higher actual expenditure

			EUR	150.000,00	
Total	EUR	1.016.623,50	EUR	737.626,35	27,44% less actual expenditure
			EUR	571.129,24	

Table 3 Co-financing by type of financing

Co financing (Type/Source)	UNEP own Financing (US\$1,000)		Government (US\$1,000)		Other* (US\$1,000)		Total Disbursed (US\$1,000)
	Planned	Actual	Planned	Actual	Planned	Actual	
Grants	110.150 EUR	24.750 EUR			40.000,00 EUR FIA 37.500,00 EUR Norway 28.750,00 EUR Korea 24.750,00 EUR UNEP 12.500 EUR DFID 20.000 EUR Dutch Government		
In-kind support	129.884 EUR						
Totals	240.034 EUR		32.500 EUR		131.000 EUR		Actual spend: 76.025,15 EUR

Table 4 Project Expenditures by year and component

Phase 1

Component/sub-component/output		Estimated cost at design		Actual Cost	Expenditure ratio (actual/planned)
		Phase 1		Phase 1	
		(2008 – 2010)		(2008 – 2010)	
1. Making the case for donor-funded sustainable road building	USD	42.646,08	USD	27.125,00	57,19% less actual expenditure
	EUR	25.020,75	EUR	39.330,52	
2. Toolkit for road sustainability	USD	34.000,00	USD	39.889,00	17,31% increased actual expenditure
	EUR	31.358,10	EUR	36.786,07	
3. Africa case study	USD	45.000,00	USD	15.900,00	64,68% less actual expenditure
	EUR	41.514,84	EUR	14.661,14	
4. Working with partners	USD	41.375,00	USD	23.129,00	54,53% less actual expenditure
	EUR	38.165,29	EUR	17.352,01	
5. 10% workshop – financing and building sustainable roads in Africa	USD	52.500,00	USD	6.750,60	87,15% less actual expenditure
	EUR	48.429,52	EUR	6.224,90	
Total	USD	200.000,00	USD	128.314,68	38,02% less actual expenditure
	EUR	184.488,50	EUR	114.354,64	

Phase 2

Cost component		Estimated cost at design		Actual Cost	Expenditure ratio (actual/planned)
		Phase 2 (2010 – 2011)		Phase 2 (2010 – 2011)	
A. Salary Costs	EUR	117.204,00	FIA USD	21.450,00	57,22% less actual expenditure
			FIA EUR	19.751,37	
			Co-Fund USD	33.000,00	
			Co-Fund EUR	30.389,54	
			Total USD	54.450,00	
			Total EUR	50.140,91	
B. Activity Costs	EUR	60.833,00	FIA USD	16.000,00	0,26% increased actual expenditure
			FIA EUR	14.737,04	
			Co-Fund USD	38.100,00	
			Co-Fund EUR	35.087,74	
			FIA USD Workshop	944	
			FIA EUR Workshop	869,44	
			Co-Fund USD	3.027,00	
			Co-Fund EUR	2.787,68	
			FIA USD Print	7.806,00	
			FIA EUR Print	7.191,15	
			Co-Fund USD	3.186,00	
			Co-Fund EUR	2.934,51	
			Total USD	69.063,00	
			Total EUR	60.673,05	
FIA only USD	27.936,00				
FIA only EUR	22.797,63				
Total	EUR	178.037,00	USD	123.513,00	37,76% less actual expenditure
			EUR	110.813,96	

Phase 3

Cost component		Estimated cost at design		Actual Cost	Expenditure ratio (actual/planned)
		Phase 3 (2012)		Phase 3 (2012)	
A. Salary Costs	UNEP EUR	69.589,00	USD	32.500,00	63,32% less actual expenditure
			EUR	29.933,02	
	FIA EUR in-kind	15.431,00	Co-finance USD	20.400,00	
	FIA EUR grant	25.714,00	Co-finance EUR	18.786,26	

			Total USD	52.900,00		
	Total EUR	110.734,00	Total EUR	48.719,28		
B. Operational Costs			USD	19.640,83	80,22% increased actual expenditure	
		EUR	3.571,00	EUR		18.092,98
				Co-finance USD		3.899,17
				Co-finance EUR		3.591,88
				Total USD		23.540,00
				Total EUR		21.681,87
C. Activity Costs – Country Case Studies	UNEP EUR	25.000,00	USD	71.862,98	44,49% less actual expenditure	
	FIA EUR grant	74.286,00	EUR	66.199,60		
	Total EUR	99.286,00				
Total			Total USD	148.302,98	36,05% less actual expenditure	
	Total EUR	213.591,00	Total EUR	136.600,75 (136,848.80 Euro)		

Phase 4

Cost component		Estimated cost at design		Actual Cost	Expenditure ratio (actual/planned)
		Phase 4			
A. Operational strengthening	UNEP EUR	42.700,00			42,11% less actual expenditure
	FIA EUR	51.500,00	FIA EUR	54.537,00	
	Total EUR	94.200,00			
B. Global/up scaling	UNEP EUR	7.500,00			31,57% less actual expenditure
	FIA EUR	76.000,00	FIA EUR	57.137,00	
	Total EUR	83.500,00			
C. Foundation building	UNEP EUR	5.000,00			18,45% less actual expenditure
	FIA EUR	22.500,00	FIA EUR	38.329,00	
	Dutch EUR	20.000,00			
	Total EUR	47.000,00			
Total	EUR	224.700,00	Total EUR	150.003,00	33,39% less actual expenditure

Phase 5

Cost component		Estimated cost at design		Actual Cost	Expenditure ratio (actual/planned)
		Phase 5 (2015)		Phase 5 (2015)	
A. Operational strengthening	UNEP EUR	56.770,00	UNEP EUR	61.470,00	2,78% higher actual expenditure
	FIA EUR	54.118,00	FIA EUR	52.506,00	
	Total	110.888,00	Total EUR	113.976,00	
B. Global/up scaling	UNEP EUR	5.236,00	UNEP EUR	0	42,99% less actual expenditure
	FIA EUR	44.263,00	FIA EUR	28.217,00	
	Total	49.499,00	TOTAL EUR	28.217,00	
C. Foundation building	UNEP EUR	13.899,00	UNEP EUR	14.387,00	50,96% higher actual expenditure
	FIA EUR	41.521,00	FIA EUR	69.277,00	
	TOTAL	55.420,00	TOTAL EUR	83.664,00	
Total		215.807,00			4,53% higher actual expenditure
	TOTAL	215.807,00	Total EUR	225.857,00	

Table 5 Financial management ratings

Financial management components	Rating	Evidence/ Comments
Attention paid to compliance with procurement rules and regulations	MS	No irregularities in procurement rules and regulations were noticed during the project's lifetime.
Contact/communication between the PM & Division Fund Managers	S	
PM knowledge of the project financials	HS	The differences between proposed and actual budget were noticed by the project team and a project extension was requested
PM responsiveness to financial requests	HS	
PM responsiveness to addressing and resolving financial issues	HS	The differences between proposed and actual budget were noticed by the project team and a project extension was requested
Were the following documents provided to the evaluator:		
A.	Crystal Report	N/A
B.	All relevant project Legal agreements (SSFA, PCA, ICA) if requested	Y
		N/A
		5 Proposals 4 Final Reports (other still in process)

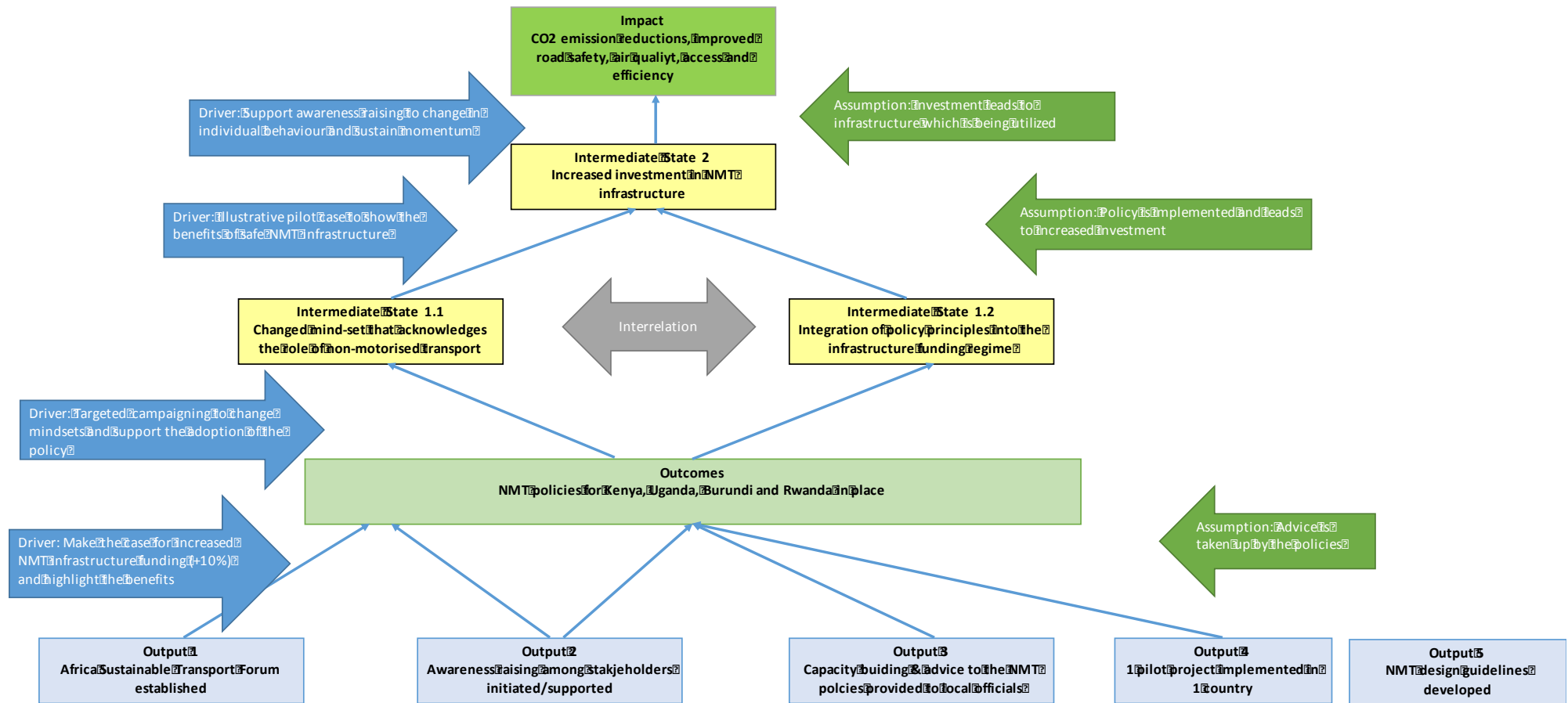
	C.	Associated Financial reports for legal agreements (where applicable)	Y	4 financial reports were provided. Report Nr. 5 will be available after the period ends.
	D.	Copies of any completed audits	Y	N/A
Availability of project legal agreements and financial reports			HS	All documents have been made available
Timeliness of project financial reports and audits			S	All documents have been made available, although the final report of phase 5 was only made available in Feb. 2016
Quality of project financial reports and audits			MS	The quality of the financial reports varied. The currency changed from US Dollar to Euro and the design changed several times. The second financial report lacks in depth detail of spending. The co-funding has not been made explicit in the final financial reports.
PM knowledge of partner financial expenditure			HS	Only small sub-contracts were awarded to project partners which are well documented
Overall rating			S	

2.9 Reconstructed Theory of Change

42. The StR project aims to make a direct contribution to non-motorised transport in the pilot countries. The NMT policies the project supports are immediate outcomes. In the proposals for the various phases of the project, StR makes a reasonable effort to link project activities and outputs to the relevant target group and the desired outcomes.

43. With regard to the impacts the project clearly recognises the potential of synergies that non-motorized transportation can generate for road safety, climate change and transportation access. The project documents recognise the fact that local support from key stakeholders is vital for the success of the outcomes, which creates certain risks for the success of the project. Less emphasis is given to the link between project outcomes and impact as there is a broad assumption that the policies, when in place, will deliver an increase in walking and cycling infrastructure investment which will then lead to improvements in safety and access and reduced environmental impacts.

Figure 2: Reconstructed Theory of Change



3 FINDINGS

3.1 Strategic relevance

44. The StR project contributes to the Climate Change Sub-Programme of the Programmes of Work (2010/11, 2012/13, 2014/15). As such it contributes to the expected accomplishment of the Climate Change Sub-Programme “Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways” (2010/11, 2012/13, 2014/15).

45. The project objectives of generating benefits in environment, safety and accessibility through improved non-motorised transport make a clear contribution to the Sustainable Development Goals. Linkages to other initiatives under the umbrella included cooperation with the Low Carbon Transport India project and the Global Fuel Economy Initiative. There has also been a noticeable level of cooperation with the SUSTRAN project led by UN-Habitat and more network activities are currently planned with ICLEI, WRI/EMBARQ and other networks.

46. The project’s objective and implementation strategies address environmental issues and needs, such as climate change and air quality. Global up-scaling is a major objective of the later phases of the project and replication efforts have already started, for example with contributions to the Urban Mobility India conference in November 2015, International Road Federation events in Peru and Jamaica in 2014, the Child Road Safety in the Americas in Costa Rica in May 2015 and an urban mobility solutions workshop in Belo-Horizonte, Brazil in March 2016.

47. Governments are playing a very active role in the project and there is a high level of ownership in the pilot countries, which is vital for the success on the project. The NMT policies supported by the project have officially been adopted by parliament in the case of Uganda and published by the city government in the case of Nairobi. The role of the project differs somewhat from country to country, for example the Nairobi City County Government was the driving force behind the NMT policy development in Nairobi and the project provided support to this process along with others. In Nairobi the project took the initiative and had a direct role in the development of the policy and the demonstration project on UN Avenue.

48. The project is in line with the Bali Strategic Plan for Technology Support and Capacity Building (BSP) as it directly aims to strengthen the capacity of governments in the partner countries to address their most pressing needs, such as air quality and road safety and global environmental priorities, such as climate change.

49. Providing access to mobility services and infrastructure has the potential to make a positive contribution to reducing inequality in transportation, by providing better mobility for children and women, all of which may make a positive contribution to mobility as a human right. The NMT

policies for Nairobi and Uganda both refer to the specific challenges of women and children and vulnerabilities in the current system. Both policies include a dedicated section on gender specific issues, but only limited dedicated policy recommendations.

3.2 Achievement of outputs

50. The project has been implemented primarily by UNEP itself with some involvement from the FIA Foundation and local consultants. The main stakeholders were directly involved in the development of the policies. The proposals for each phase are short and crisp documents that outlined the key activities, outputs and their contributions to outcomes.

51. During the **first phase** (01.01.2009 - 30.10.2010) the basis for the Share the Road (StR) project was created. To raise awareness of the topic of NMT, the project was promoted in various international meetings, i.e. the Make Roads Safe Campaign, the EcoMobility Alliance and the International Road Federation and Better Air Quality conference. Additionally, the project has established relationships with key partners, such as the Climate Excellence Africa, International Road Assessment Programme, Kenya Urban Roads Authority, the Ministry of Roads Kenya, the Ministries of Transport in Kenya and Uganda, the First African Bicycle Information Organisation (FABIO) and UN-Habitat.

Table 6: Achieved versus Planned Outputs (Phase 1)

Planned Outputs for Phase 1 (01.01.2009 – 31.10.2010)	Evidenced during evaluation
Policy statement document/summary report	Global Report on NMT investment, 'Investment in Walking and Cycling Road Infrastructure', (launched in November 2010).
Designated web pages and content on UNEP Transport Unit Website	Website "Share the Road" available under www.unep.org/transport/sharetheroad
Various briefing documents and presentations to governments, partners and other stakeholders Various correspondence to international institutions, meetings and travel of UNEP staff	Various presentations, meetings and conferences in Africa and Europe
Cross-Sectoral Global Alliance for EcoMobility Infrastructure Financing Working Group	Workshop 30. November 2010 at UNEP Headquarters
One Road design and finance guidance document Preliminary draft of African Case Study Findings Final draft of African Case Study Findings	Preliminary findings from the Nairobi case study were online in September 2009 and updated on July 2010
One promotional brochure on Share the Road 10% campaign to accompanying policy statement	Development of project brochures (September 2008; June 2009; November 2009)
Statement supporting the Share the Road 10% campaign in the Ministerial Declaration	Summary brochure of the global report sent to Moscow Ministerial
Synthesized end of project report	Final report of phase 1
<i>Evaluation summary:</i> All relevant outputs were delivered. With the global report on NMT investment a solid	

contextual basis was provided. Partnerships and the Working Group established in this phase provided a good network for awareness raising, dissemination and outreach.

50. The *second phase* (01.01.2011 - 29.02.2012) developed partnerships with multilateral, such as the African Development Bank and bilateral investors, such as national development banks in East Africa and focused on a demonstration project in Nairobi and a report on this and creating suitable tools to communicate effectively the findings of the project. According to the phase two proposal at least two documentary projects in at least two African countries should have been developed during this phase.

Table 7: Achieved versus Planned Outputs (Phase 2)

Planned Outputs for Phase 2: (01.01.2011 – 29.02.2012)	Evidenced during evaluation
Share the Road partnerships developed with key multilateral and bilateral donors investing in the East Africa sub-region, e.g. AfDB, WB, EU and the governments themselves (national and city-level) on shifting towards more balanced investments in road transport via systematic allocations in NMT road infrastructure. The success of such partnerships can be measured by the impact on actual investment policies of donors and government agencies.	Establishment of a partnership with the Kenyan Government Consultation with the African Development Bank and Agence Française de Développement
Meeting outcome documents from bilateral meetings with donors and governments and the late 2011 2nd Share the Road event, which will provide key information on the needs of the government demand side and the policy options available to achieve increased investments in NMT infrastructure.	Stakeholder workshops in Rwanda and Burundi
Improved environment, safety and accessibility from the demonstration projects in at least 2 East African countries, measured through “before and after” reports, including multimedia documentation, as well as the success of donor and government buy-in for the full implementation of Share the Road proposed investments in NMT road infrastructure.	<i>Kenya:</i> UN Avenue Report: Kenya Showcase Project (November 2011 – April 2013): The ex-ante and ex-post data comparison of the modal share of walking does not provide a clear picture of the benefits of the upgrade, which is likely due to the very limited sample (100 individuals) and time-frame (one day each from 7am to 7pm). http://www.unep.org/transport/sharetheroad/PDF/kenya_showcase.pdf <i>Uganda:</i> A pilot project in the Kampala Central Business District is included in the 2016 national Budget of the Government of Uganda. No assessment carried out for this demonstration project.
Communication tools, i.e. 1-2 brochures for use in political advocacy and further development of the existing Share the Road website as the hub for information on investment trends, best practices and costs and benefits of NMT road infrastructure for environment, safety and accessibility.	Share the Road booklet (French) http://www.unep.org/transport/sharetheroad/PDF/Partager_la_Route_Strbooklet_fr.pdf Website updates on a monthly basis

Evaluation summary: Most relevant outputs were delivered, but only one before-after analysis has been carried out. An update on the (longer-term) impact of this pilot case and potentially other sites that have been built in the meantime would help with the replication. The second demonstration will be implemented in 2016, for which it would be very useful to also develop a before-after analysis.

51. *Phase three* (01.03.2012 - 28.02.2013) the project team continued to work with the first three pilot countries (Kenya, Uganda and Rwanda). During this phase national policy support in three more countries in Africa was planned, but activities only started in one (Burundi). Additional country work in South Africa, India, Zimbabwe was limited to the advocacy level. Further work in this phase included awareness raising (e.g. a Car Free Day in Kampala).

Table 8: Achieved versus Planned Outputs (Phase 3)

Planned Outputs for Phase 3: (01.03.2012 – 28.02.2013)	Evidenced during evaluation
Continued and additional country case studies supporting policy developments for systematic non-motorized transport investments, as well as support to implement policy	<p><u>Kenya:</u> The Non-motorized transportation (NMT) policy for Nairobi was launched in March 2015.</p> <p><u>Uganda:</u> Non-motorized transportation (NMT) policy for Uganda (launched in October 2012)</p> <p><u>Rwanda:</u> Concept Paper on a National Share the Road Project in Rwanda</p> <p><u>Burundi:</u> Key issues: current transport policies in Burundi, road infrastructure and safety, the triple pillar approach of UNEP Share the Road, problems and solutions of urban mobility http://www.unep.org/transport/sharetheroad/PDF/NationalWorkshop_Burundi.pdf</p> <p>Additional countries involved: South Africa, India, Zimbabwe</p> <p>Design Guidelines for Non-Motorised Transport in Africa (April 2013) http://www.unep.org/transport/sharetheroad/PDF/StR_DesignGuidelines_web.pdf</p>
Groundwork for regional financing partnership for Africa	Africa Sustainable Transport Forum (held from 28 to 30 October 2014)
Communication tools	<p>StR Quickguide www.unep.org/Transport/sharetheroad/PDF/StR_quickguide_web.pdf</p> <p>Car Free Day in Kampala supported</p>

	<p>Awareness raising in Kenya – short video http://www.unep.org/transport/sharetheroad/library/str_gigiri.asp</p> <p>Development of postcards</p>
Civil society network development	<p>Civil society network development Youth for Safety www.youthforroadsafety.org</p> <p>Hosting a `Long Short Walk` on UN Avenue in Nairobi</p> <p>Committee role in supporting the organization of Kenya's `World Day of Remembrance for Road Traffic Victims</p>
<p><i>Evaluation summary:</i> The NMT policies in Kenya and Uganda are valuable benchmarks and reference points. Both policies are rather descriptive, but also include some concrete recommendations and create a good basis for further action as described earlier. The launch of StR in six countries seems to have been too ambitious at least in this phase of the project.</p>	

52. *Phase four* (01.07.2013 - 01.10.2014) focused on global up-scaling and contributing to international publications, attendance and involvement at regional and global events to spread the idea of StR beyond its core region. The fourth phase also focussed on the shift from the local to the global level, also focusing on an international scale up, the consolidation of basic activities and the mobilisation of new financial and human resources.

Table 9: Achieved versus Planned Outputs (Phase 4)

Planned Outputs for Phase 4: (July 2013 – October 2014)	Evidenced during evaluation
An NMT-Public Transport civil society campaign platform that increases civil society awareness and provides mechanisms for civil society to support NMT.	Contribution to the Global South to South Expo 2013, and cooperation with the Kenyan Civil Society Network for NMT & Road Safety (CIVNET)
Engagement with supporting donors to fund NMT facilities in Kenya, Uganda, Rwanda and Burundi. This includes national agreements and donor working group documents.	Support for the development of grant proposals for the Global Road Safety Fund (GRSF) 2014
High Level Processes and Agendas: Promoting NMT through Processes like SDGs	Africa Sustainable Transport Forum (held from 28 to 30 October 2014)
One or more partnership publications on NMT though Share the Road	Share The Road: Design Guidelines for Non-Motorised Transport in Africa (April, 2013)
At least 1 high level workshop output document focusing on NMT	Training workshop on 19-20 March 2014, in Kampala, Uganda. Training Modules are available on the website.
Ongoing engagement with infrastructure donors through meeting reports, national agreements, donor working group documents or project documents	Development of a partnership with The Inter-American Development Bank (IDB)

A side event and session at a key UN meeting	Contribution to the World Urban Forum 7 in Medellin, Colombia Share the Road was presented during the 7th Session of the UN General Assembly, Open Working Group on Sustainable Development Goals (SDGs)
Engagement with high level events and people (e.g. establishment of a NMT ambassador)	No evidence
Global and regional upscaling through funding agreements, workshop output, reports or further dissemination of existing tools	Contribution to the International Road Federation (IRF) Latin America Congress
<p><i>Evaluation summary:</i> The NMT Guidelines are useful, but an update of the guidelines to include some of the project or the implementation actions and impact assessments would strengthen the document. Global outreach, in particular the contribution to the SDGs process is very valuable. The idea of engaging prominent figures as NMT ambassadors was not pursued.</p>	

53. Phase five of the project (01.08.2014 – 01-08-2015) continued with the global outreach and upscaling and introduced a stronger focus on monitoring of progress.

Table 10 Achieved versus Planned Outputs (Phase 5)

Phase 5: (August 2014 – August 2015)	Evidenced During Evaluation
Up-scaling to a global level; promoting NMT and the StR Project at the global level (Increasing geographical coverage and more substantial activities and outputs)	Representation at global events October 2014: International symposium on Sustainable Transport in Africa February 2015: Exploring Sustainable Low Carbon Development in Tanzania March 2015: Child Road Safety in the Americas Regional Congress May 2015: 4 th International Road Federation Caribbean Regional Congress July 2015: Road Safety Engineering Training Course August 2015: Kenya Child Safety & Protection Forum
Continuation of foundation building Providing ongoing support to finalize commitments and to ensure collective regional communication strengthening the focus on the road safety agenda in Africa, working with initiatives that have strong road safety objectives.	Establishment of relationship with the Caribbean Development Bank Developing of a concept note for the World Bank on funding an NMT network plan for Nairobi Discussion with UNEP Green Economy Team and UNEP Financing Team
Acquiring additional financial and human resources Widening the network of partners (including support from the Dutch Cycling Embassy and DFID)	Not evidenced.

Evaluation summary:

The NMT Project Appraisal Tool is a helpful addition to the guidelines, which may help making the case for further demonstration and larger scale projects. Webinars and workshops to train policy advisors and experts on the application of the tool would raise the profile of the project and would ensure that the tool is used by the target group. The tool, along with the case studies and guidelines were helpful for the global up-scaling and outreach activities in phase five and will continue to be for the upcoming phases. Securing additional funding to the up-scaling of the project was not successful.

3.3 Effectiveness: Attainment of project objectives and results

52. The project's objectives were generally realistic, but there were several delays in the finalisation of outputs and there was a fairly consistent level of under-spending. The UNEP transport unit is well-equipped to lead the project and sought to engage with appropriate local partners, universities, consultants and stakeholders.

53. Due to the active role of the funding agency (FIA Foundation) the Foundation effectively provided advice and direct input to the projects objectives and results. One additional factor of the projects' effectiveness was the relatively steady project team over the duration of the project, which could provide a smooth communication and no loss of knowledge. There was one major staff change, yet the position was filled internally.

54. The project provided useful and comprehensive case studies, in which the links between developed studies, pilot projects, policies and impact is fairly convincing. This combination shows a solid commitment to envisaging change in NMT road investments and individual behaviour. Several stakeholders mentioned that support for awareness raising would be helpful to maintain momentum among stakeholders and the public. Local experts are part of the wider project team and can help sustaining the long term relationship to assure the project's sustainability. The project was designed to be a long-term process and later phases within the project started several scale-up activities to assure a transition to continued future measurements.

Direct outcomes from reconstructed TOC

55. Direct outcomes from the Nairobi project have been NMT policies in Kenya and Uganda and stakeholder dialogues also in Burundi and Rwanda.

56. The policy development in Uganda was largely driven by the Ministry of Works and Transport, but the project provided useful inputs. An NMT policy is being developed in Rwanda, a pilot project within the city of Kigali is under consideration, limits are being enforced (40kph) and NMT infrastructure is integrated in new road projects. An action plan for the adoption of an NMT policy has been developed for Burundi.

57. The Design Guidelines for NMT in Africa are an input into NMT policies and implementation actions in the pilot countries and beyond, building on the experiences with the pilot project in Kenya. Implemented NMT policies in Kenya and Uganda have been important examples for other African countries, especially for Rwanda and Burundi, in which similar policies are being discussed.

58. An additional direct outcome is the financial flow in the pilot countries, which are beginning to change, for example a NMT pilot project in Kampala has been included in the budget for 2016 and noticeable improvements have also occurred in Nairobi, (e.g. on Thika Highway). In particular

provision for dedicated NMT funding in Nairobi will continue to sustain financial flows for walking and cycling infrastructure in the city.

Likelihood of impact using RoTI and based on reconstructed TOC

59. The following sections reflect on the Theory of Change making the link between drivers and assumptions to identify how the different steps from outputs, outcomes and impacts were intended, how they played out and why.

Contribution to the direct generation of impacts

60. The StR project made a solid attempt to go beyond the development of outputs to achieve actual policy outcomes that have the potential to have a lasting impact on the sustainability of the transport sector in the target countries. However, within the project lifetime (phases 1-5) only very limited direct impacts with regard to reduced CO₂ emissions, improved safety and access beyond the demonstration project area can be measured.

Contribution to the Intermediate State 1.1: Changed mind-set that acknowledges the role of non-motorised transport

61. The pilot case of UN Avenue aimed to show the benefits of safe NMT infrastructure not just on paper, but with actual walking and cycling ways, which aimed to strengthen the case and support the policy implementation and the transition to a larger role of NMT in future infrastructure spending.

62. The Africa Sustainable Transport Forum and various local awareness raising activities will also contribute to a changing mind-set about the role and the opportunities of NMT among decision makers, stakeholders and the wider public.

63. Targeted campaigning was considered to be an enabling factor to support the take up of the policies and their adoption and at a later stage to sustain momentum among stakeholders and the wider public. This is still valid and it was emphasized by several stakeholders that continued support from UNEP for awareness raising activities would be desirable. To avoid activities being perceived as one-off events, support for, for example, car-free days was mentioned by several stakeholders as very helpful to get individuals involved as well as to reach out to more decision makers beyond those directly involved in the project. This is particularly important as there are no provisions for enforcement and although the policies for Nairobi and Uganda are official they do not have a strong legal status and the relationship to other policies and funding mechanisms is not properly defined.

Contribution to the Intermediate State 1.2 Integration of policy principles into the infrastructure funding regime

64. The driving factors to move towards changing infrastructure patterns was the development of NMT policies. The interaction with relevant authorities as well as concrete recommendations were vital for success of the NMT policies. The assumption to move towards an intermediate state is then that the advice provided by the project is taken up by the relevant authorities and incorporated in policies or a dedicated NMT policy. With regard to the inclusion of a quantified target in the policies the project was partly successful. A provision with a reference to an even higher (18.5%)

target is mentioned in the NMT policy for Nairobi. The NMT policy for Uganda, however, does not make reference to such a quantified target, but may create a basis for changing infrastructure patterns

Contribution to the Intermediate State 2: Increased investment in NMT infrastructure

65. Both aspects combined, the changed mind-set and the improved policy framework are likely to contribute to changing infrastructure investment patterns, provided momentum, both on the policy and awareness side is maintained.

Achievement of project goal and planned objectives

66. The StR project was the driving factor behind the NMT policy development in Nairobi. In Uganda the policy development was already in the process when the project engaged with ministry officials and could be followed up immediately. The additional support provided by the project could also be considered as an additional incentive to move ahead with the policy development. Similarly, the facilitation of workshops in Rwanda and Burundi and technical assistance for NMT policy developments can be considered as an incentive for the countries to pursue these policies. One of the main goals of the project was on awareness raising, which could be achieved in all four case studies through various initiatives, such as the car-free day in Uganda or stakeholder dialogues. Furthermore, an institutional mapping of NMT in Nairobi was developed that provides an overview of political and institutional actors that play a role in the governance and funding of NMT infrastructure and operations.

67. The NMT policies, which have been the core outcome of the project are likely to have a lasting impact, provided the policies in Nairobi and Uganda lead to increased NMT infrastructure investment. Even though the Human Rights Based Approach (HRBA) was not specifically mentioned, non-motorized transportation which provides access to all is the most equitable form of mobility. Furthermore, fostering non-motorized transportation in African countries and beyond has the potential to make a recognisable contribution to global climate change targets and improvements in energy efficiency in the partner countries.

Delivering on the overall objective

54. The overall objective of achieving a “systematic investment in walking and cycling infrastructure” features well in the commitment of the NMT policy for Nairobi to increase the spending of walking and cycling infrastructure funding to 18.5%. This refers to new road infrastructure investments, but also retrofitting of roads is also mentioned. The NMT policy for Uganda does not have such a provision, but provides a first step in creating an institutional and policy framework for future investment in NMT.

68. The primary role for the NMT policies in place so far (Nairobi and Uganda) is to create an operating environment that is more favourable to walking and cycling and strengthen the role of non-motorized transportation in the overall policy in infrastructure spending discussions.

Delivering on specific objectives

69. The project did an excellent job in raising awareness and encouraging development of non-motorized transportation (NMT) policies. Testimony of that are the two policies in place in Kenya (Nairobi) and Uganda, and the reasonable progress towards similar policies in Rwanda and Burundi. The integration of walking and cycling in the wider discussions of sustainable mobility in the Africa Sustainable Transport Forum (ASTF) Action Framework is a helpful step towards a “balanced distribution of investments across transport modes” as stated in the specific objectives.

70. Demonstration projects were supported as stated in the second specific objective. The UN Avenue upgrade provides one example of “shared sustainable roads”, which was visited by relevant stakeholders, for example from Uganda. More demonstration projects in different urban environments would be desirable to provide a broader picture of the applicability of infrastructure elements under certain conditions. While the UN Avenue case has some very good features, it also has some weaknesses in the design, e.g. disruption in the flow on the bike lane, which makes it a slightly imperfect demonstration project.

71. The participating countries, in particular Kenya and Uganda, can be considered champions in East Africa. The project provided additional knowledge on NMT beyond the design guidelines, pilot project showcase and infrastructure papers. Some basic guidelines on NMT policy development might be useful. Generally, knowledge sharing is done primarily through workshops and via the website. The selection of the key stakeholders has been fairly straightforward in the four pilot countries from a political and institutional perspective and their key individuals, knowledge partners and civil society organisations working on non-motorized transportation are usually very well-known as this community is small.

72. Monitoring and evaluation is being considered as an important issue and a primary goal in the later phases of the project to be able to track progress of the policy implementation and delivery. The development of a monitoring component introduced in phase five focuses primarily on a qualitative consolidation of the project’s foundation and the delivery policies, action plans and working papers (depending of the level of maturity in the countries). An assessment that tracks the actual impact of improved walking and cycling infrastructure on indicators such as air quality, access, safety and GHG emissions is planned for 2016.

3.4 Sustainability and replication

73. The FIA Foundation is committed to the project and is considered to be engaged long-term. Yet, financial up scaling and therefore long-term security of the programme is challenging as many funding agencies fail to acknowledge the importance of walking and cycling as contributors to climate change mitigation. But there has been some additional co-funding from additional sources (countries) in the first phases of the project. The funding from the FIA foundation has steadily increased and there is a common understanding that this is a longer term relationship with UNEP.

74. Due to a relatively strong level of ownership in the countries where an NMT policy is in place already the project’s potential sustainability is much higher. Also, the NMT policies are now very strong interventions as they provide a framework that has the potential to endure. Synergies

between improved safety, access and air quality can make a contribution to deliver on the Sustainable Development Goals, which provides a good basis for broad political support, which is highly likely to endure. Even though the NMT policies are not likely to lead to a radical change in infrastructure in the short-term, they may influence funding priorities if, for example, commitments like the increased spending in Nairobi are followed through, which will have long-term effects on the city and its people.

75. Initiating behaviour change on infrastructure funding decisions requires a long-term approach and advocacy. Changing political mind-sets in ministries and local governments takes time and the long-term approach the project takes acknowledges this. There are supportive individuals in key institutions to help the process along and to advocate internally for a stronger role of NMT policy and the development of NMT infrastructure. As was mentioned several times the partners consider the main role for the project to help with advocacy and awareness raising to keep up the momentum with regard to stakeholders and the general public.

76. It is important that the project maintains momentum and tracks the implementation of policies and provides additional advice where needed in the future. As there seems to be a reasonable level of continuity in the cooperation with stakeholders in the pilot countries to ensure delivery on the policies and continue awareness raising the project is likely to have a sustainable impact. Furthermore, sustainability was part of the regional and global outreach and replication activities of phase five. The ability to provide examples of policies and pilot projects that are actually implemented is a valuable asset for any replication activities.

3.5 Efficiency

77. The relatively small project was efficiently managed, but there were some delays and carry overs of outputs to the next phase. As there are no similar projects currently being implemented by UNEP external linkages are being sought to avoid duplication and create synergies. Between the transport unit's projects there is a good level of complementarity with, for example, the Global Fuel Economy Initiative covering the national level and the vehicle fleet and StR covering the local and national level and non-motorized transportation. The project links to other relevant activities for example the SUSTRAN project led by UN-Habitat and also builds on the solid network of the UNEP transport unit.³

78. In particular, in Uganda the project had a good head-start where the NMT policy was already in the development process. The project documentation was fairly straightforward with a small project team and targeted inputs from local consultants. The project is fully integrated in the wider activities of the transport unit and there is some level of complementarity with other transport activities.

³ The Transport Unit is part of the Energy Branch of DTIE, UNEP

79. A substantial amount of the work is done internally within the UNEP project team. Activities such as the NMT policy for Nairobi are being carried out by consultants on a short-term basis. Other activities such as the impact assessment tool are developed by partners with an active interest in this area (University of Cape Town) and other activities were driven by partners such as Makerere University and FABIO who organised car-free days in Kampala with support from UNEP. For these activities supervision and management efforts are minimal.

3.6 Factors affecting performance

80. The project phases cover about one year each for which a proposal and work plan were developed. Activities are often too ambitious considering the small timeframe and not all activities could have been delivered. There were delays in the project delivery, but there is a reasonable level of flexibility within the work program so that items that could not be finalised in one phase are completed in the following one.

81. The formal partnership arrangements are minimal due to the structure of the project with no formal consortium. There is a reasonably good interaction with main stakeholders at workshops, but there could be a more frequent interaction between events, providing more on-demand advice. There was little interaction with other UNEP projects beyond the other transport projects, which seems understandable given the thematic focus and limited regional coverage.

82. No specific baseline assessment has been carried out beyond what the partner countries considered as the starting point to request support from the project. As part of phase five data gathering and assessment tools were developed and disseminated.

a) Preparation and readiness

83. Relevant stakeholders were identified in all four pilot countries. The objectives and the work plan were feasible, although occasionally over-ambitious. Project team and partners had the capacity to carry out the planned activities. The project documentation was fairly straightforward with a small project team supported by targeted inputs from local consultants.

84. The project documentation was fairly straightforward with a small project team supported by targeted inputs from local consultants. As the project team itself was very small, changes could be made relatively swiftly. The project team was appropriate and the work structure varies from country to country, for example in Nairobi a local consultant developed the NMT policy, in Uganda a Ministry of Transport Policy Adviser was the lead author of the policy and UNEP provided inputs to that.

85. Linkages to other initiatives under the umbrella included the Low Carbon Transport India project on the issue of NMT and the Partnership for Clean Fuels and Vehicles with regard to local partners. The funding agency (FIA Foundation) takes an active role in advising the project and providing direct input.

b) Project implementation and management

86. The UNEP Transport Unit was sufficiently staffed and resourced to lead the project and engage with appropriate local partners, universities, consultants and stakeholders (Task Manager, 100%; Transport Consultant, 50%; Transport Unit Head, 15%; Communication Officer, 25%; two

working days per month for FIA Foundation Director of the Environment). There was one major staff change, yet the position was filled internally. The project was efficiently managed and delivered in a timely manner. The funding agency FIA Foundation took on an active role and provided effective advice and direct input to the projects objectives and results.

c) Stakeholder participation, cooperation and partnerships

87. The selection of the key stakeholders is fairly straightforward in the four pilot countries from a political and institutional perspective. The key individuals, knowledge partners and civil society organisations working on non-motorized transportation are usually very well-known as this community is small.

88. The project is fully integrated in the wider activities of the transport unit and there is some level of complementarity to other transport activities. However, beyond the sector there is fairly little interaction with other projects. There has been a noticeable level of corporation with the SUSTRAN project led by UN-Habitat. Networking activities are planned with ICLEI, WRI/EMBARQ and other networks.

d) Communication and public awareness

89. Beyond the design guidelines, pilot project showcase and infrastructure papers, some basic guidelines on NMT policy development are provided as a basis for others to replicate the project activities independently. Generally, knowledge sharing is done primarily via workshops and the website.

e) Country ownership and driven-ness

90. Nairobi, Kenya directly asked for support and so did Burundi. Policy development was already in process in Uganda when further support was sought. Governments are playing a very active role in the project and the NMT policies are officially adopted by parliament. As the policies were either initiated by the host country or support has been requested the ownership level was very high, which reflects the project's approach.

f) Financial planning and management

91. The relatively small project was efficiently managed and in a timely manner. The small project team remained relatively steady over the duration of the project. It was one major staff change, with the position being filled internally. There was some additional co-funding from additional sources (countries) in the first phases of the project. The funding from the FIA foundation has steadily increased and there is a common understanding that this is a longer term relationship with UNEP.

92. As each of the project phases only lasts for about a year project planning, proposal and reporting are being carried out within this timeframe. This allows for tracking of results and adjustments in the work plan within a reasonable timeframe. Financial reports are relatively clear, but lack some details with regard to the reporting of some of the co-funding sources. There is a certain recognition of potential risks within each of the project progress reports, but no dedicated risk monitoring and management. The monitoring focuses primarily on the production of outputs and progress towards outcomes.

g) Supervision, guidance and technical backstopping

93. A substantial amount of the work is done internally in the UNEP project team. Activities such as the NMT policy for Nairobi are being carried out by consultants on a short-term basis. Other activities such as the impact assessment tool are developed by partners with an active interest in this area (University of Cape Town) what even driven by partners such as Makerere University and FABIO who organised car free days in Kampala. For these activities supervision and management efforts are minimal.

h) M&E

94. For the pilot project (UN Ave.), assessments of share of different transport modes and travel behaviour have been carried out, but they only give an indication of the impact of this intervention as the sample is very small as stated earlier. Beyond that, there is no overall monitoring and evaluation plan yet. Monitoring and evaluation has been considered as an important issue in the later phases of the project to be able to track progress of the policy implementation and delivery. This monitoring component introduced in phase five focuses primarily on a qualitative consolidation of the project's foundation and the delivery policies, action plans and working papers (depending of the level of maturity in the countries). An assessment that tracks the actual impact of improved walking and cycling infrastructure on indicators such as air quality, access, safety and GHG emissions is planned for the upcoming phases.

4 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

The Share the Road project fits very well strategically into the work program of the funding organisation, The first phase of the project identified key facts and figures relevant to develop further guidelines. The main driving factors include road safety, accessibility and the environment, which remains to be one of the main focuses of the project and a core activity of the FIA Foundation. The benefits of NMT are further elaborated on in workshop presentations and reports, such as less air pollution and congestion, and accessibility. A more in-depth gender analysis and needs assessment of vulnerable groups, including children is largely missing.

95. The Share the Road project is an outcome driven project, with the NMT policies being an immediate outcome. This makes these documents a helpful reference and starting point, but direct impacts will required dedicated implementation efforts and enforcement.

96. There is a good level of ownership and visibility of the project in the case study countries. The policies themselves remain at the fairly high-level and are largely descriptive, which requires further activities and action plans to ensure the objectives are delivered upon. A notable exception to that is the provision of the NMT policy for the city of Nairobi to invest 18.5% of the road infrastructure spending in non-motorized transportation. For the policies in place in Uganda and in development in Rwanda and Burundi provisions that are specific in nature and fit the local context would be useful.

97. Considering the relatively small size of the project, Share the Road did a very good job in moving outputs, such as the design guidelines, to outcomes such as the NMT policies in Nairobi and Uganda and similar plans for Rwanda and Burundi, which are intended to make positive contributions towards impacts with regard to safety, access, air quality and Greenhouse Gas Emissions. Outputs such as the Design Guidelines for NMT in Africa provide useful ideas and advice to initiate a process towards an NMT policy. The focus on the policies is also in line with the role of UNEP in supporting the development of a framework on which implementation actions can build on.

RECOMMENDATIONS

98. The NMT policies are important building blocks for improving walking and cycling infrastructure, but **the policies need a stronger link to other key political and financial mechanisms**, in particular **infrastructure spending policies**. Hence, **a solid follow-up program is important for the impact of the program**. This can be pursued further in partnership with relevant think tanks and NGOs active in this area, which has already started as follow-up of this evaluation (e.g. in cooperation with the SOLUTIONS network and WRI Brazil).

99. Fundraising is challenging for walking and cycling projects as funding institutions often focus on climate mitigation potential measured in tons of CO₂, which neglects the fact that non-motorized transportation is a key link and enabler within a sustainable transport system. A practical approach to address and **integrate non-motorized transportation in a larger implementation oriented project**. This is currently being pursued, for example as part of an electric vehicle project UNEP started in 2015, which also integrates NMT aspects.

100. **Facilitate dialogue with funding institutions for infrastructure development:** In the following phases of the project could put a stronger focus on the facilitation dialogue with funding institutions, such as the World Bank, African Development Bank and the NAMA Facility for infrastructure development.

101. **Link to planned and existing infrastructure projects:** There are a number of relevant infrastructure projects to which Share the Road can provide advice to improve the impact.

102. **Team-up with international partners:** For the scale-up process closer cooperation with partners and networks will help to raise the profile and boost the impact. Organisations such as Walk21 and UITP have a strong European focus, but are working increasingly internationally. Some cooperation with the World Cycling Alliance is active in Uganda, but this could be extended to other countries. Similarly, cooperation has started with ICLEI, focusing primarily on dissemination, but cooperation on city policy and implementation action with ICLEI and other partners such as the World Resources Institute (WRI) should be pursued further.

103. The project recognized a positive contribution on **reducing gender inequality** by providing improved access mobility services and infrastructure, which will provide better mobility for children and women, all of which will make a positive contribution to mobility as a human right.

Table 11 Evaluation Ratings

Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

Criterion	Summary Assessment	Rating
A. Strategic relevance	The project has a high-level of strategic relevance to UNEP's overall energy efficiency and climate change programme, not necessarily because of the emission reduction potential of non-motorized transportation, but it's enabling role for sustainable transport as a whole.	S
B. Achievement of outputs	Most planned outputs were delivered at a reasonable level of quality.	S
C. Effectiveness: Attainment of project objectives and results	Considering the relatively small size of the project (in terms of budget and staff time) the effectiveness of the project is quite remarkable. Achieving policy change in two countries (Kenya and Uganda) and initiating change in two further countries (Rwanda and Burundi) is a substantial result.	S
1. Achievement of direct outcomes	The two NMT policies currently in place in Kenyan and Uganda are at least partly a direct outcome achieved by the project.	S
2. Likelihood of impact	The focus of the project is on policy support, which creates the basis for implementation action. Teaming-up with implementation support initiatives may help improving the likelihood of impact.	S
3. Achievement of project goal and planned objectives	Achieving the overarching goal of the project, i.e. increasing safety, reducing emissions and improving transportation or mobility? access will take some time. However, the policies developed with assistance from the project (two so far) make a positive contribution towards those objectives.	S
D. Sustainability and replication	The project is designed to be a long-term program, which is part of the key thematic pillars of the transport unit. Funding at the current level (with some increases) is likely to be secured from the FIA Foundation and the project even started without external funding. The basic structure is focusing on the ability to replicate, which is done currently already and further upscaling and replication is envisaged.	ML
1. Financial	A reasonable level of funding is secured from the FIA Foundation to continue project activities at the current	L

Criterion	Summary Assessment	Rating
	level. Upscaling of the project activities may require additional funding. With regard to the project impact, the take up of policy recommendations and the development of infrastructure national funding and development assistance would be required. Generally speaking, there is substantial funding available for transport infrastructure projects, but the prioritisation is a key factor to which the NMT policy aimed to make a contribution. Considering the challenging environment for NMT projects, the UNEP transport unit did a good job in raising funds for this project.	
2. Socio-political	There is a growing demand for advice on walking and cycling policy and infrastructure and an increasing recognition of the importance of active modes. The project activities in the case study countries have contributed to the establishment of a foundation of knowledge, policy frameworks and networks to continue to promote NMT policy and infrastructure. There was a good sense of political ownership in the first case study countries and there are sufficient stakeholders and motivated government officials who can continue to promote NMT infrastructure development. However, it was noted by several of them that continued support from the project, in particular for awareness raising would be very useful.	L
3. Institutional framework	The StR project did not make an attempt to influence or change the current institutional settings in the case study countries, but it aimed to influence key officers and stakeholders in the existing structures. There are supporters of the project's objectives in the main government institutions relevant for the delivery on the project objectives, who can help make progress on the implementation of the policies.	ML
4. Environmental	The implementation of walking and cycling infrastructure can make a positive contribution to a number of policy fields and is not associated with major risks, which means there is only little opposition against non-motorized transportation to be expected from civil society groups. There is, however, direct competition between transport modes for infrastructure funding, which does create opposition that needs to be overcome.	L
5. Catalytic role and replication	The NMT policies aim to initiate behaviour, in particular from decision makers, to re-direct investment from car-based road transport to walking and cycling infrastructure. Incentives were provided in the form of in-kind contributions in the form of technical advice and	ML

Criterion	Summary Assessment	Rating
	<p>staff time to the policy development, which reduced the effort for the implementing government departments. Institutional changes in the sense of changing the structures in relevant authorities were not initiated, but policy development and change was initiated by the project. The policies developed aimed at increased funding from government and external sources. With that the case study countries are champions for NMT transport in East Africa.</p>	
E. Efficiency	<p>There are no similar projects currently being implemented by UNEP and linkages are sought to avoid duplication and create synergies to relevant projects with other of the transport unit, such as Low Carbon Transport India. The project phases span normally two years for which a proposal and work plan is been developed. Activities are usually described more ambitious in the proposals and not all activities can be delivered within the short timeframe. There are delays in the project delivery, but there is a reasonable level of flexibility within the work program so that items that could not be finalised in one phase are completed in the following one. Between the transport programs there was a good level of complementarity, for example with the global fuel economy initiative covering the national level and the vehicle fleet and StR covering the local and national level and non-motorized transportation.</p>	S
F. Factors affecting project performance	<p>Government and civil society stakeholders play a very active role in particular transport ministries to which the project provides advice. The project development was primarily driven by UNEP and the FIA Foundation, but there was a consultation with some key stakeholders in the process, in particular the relevant authorities, but also NMT advocates based at universities and NGOs. The project objectives were clear yet very ambitious considering the relatively small budget. The project is been implemented primarily by UNEP itself with some involvement from the FIA Foundation and local consultants. The proposals for each phase are short and crisp documents that outlined the key activities. The UNEP transport unit is well-equipped to lead the project and engages the appropriate local knowledge partners, universities, consultants and stakeholders. The formal partnership arrangements are minimal due to the structure of the project with no formal consortium. There is a reasonable share of in-kind contributions both from UNEP and FIA Foundation. The project management arrangements were appropriate.</p>	S

Criterion	Summary Assessment	Rating
1. Preparation and readiness	<p>The project links to other relevant activities for example the SUSTRAN project led by UN-Habitat and built on the solid network of the UNEP transport unit. The opportunities for co-benefits feature fairly strongly in some of the deliverables. In particular in Uganda the project had a good head-start where the NMT policy was already in the development process.</p>	S
2. Project implementation and management	<p>The project documentation was fairly straightforward with a small project team and targeted inputs from local consultants. As the project team itself was very small changes could be made relatively swiftly. The project team was appropriate and the work structure varies from country to country, for example in Nairobi a local consultant developed the NMT policy, in Uganda a Ministry of transport policy adviser was the lead author of the policy and UNEP provided inputs to that. The projects cooperated with the Low Carbon India Project and Africa Sustainable Transport Forum, which are part the the umbrella project. The funding agency (FIA Foundation) takes an active role in advising the project and providing direct input.</p> <p>Changing political mind-sets in ministries and local governments takes time and the long-term approach the project takes acknowledges this. There are supportive individuals in key institutions to help the process along and to advocate internally for a stronger role of NMT policy and infrastructure. As was mentioned several times the partners consider the main role of the project to be helping with advocacy and awareness raising to keep up the momentum with regard to stakeholders and the general public.</p>	S
3. Stakeholders participation and public awareness	<p>The selection of the key stakeholders is fairly straightforward in the case study countries from a political and institutional perspective. The key individuals, knowledge partners and civil society organisations working on non-motorized transportation are usually very well-known as this community is small. The project is fully integrated in the wider activities of the transport unit and there is some level of complementarity to other transport activities. However, beyond the sector there is fairly little interaction with other projects. There has been a noticeable level of corporation with the SUSTRAN project led by UN-Habitat. Networking activities are planned with ICLEI, WRI/EMBARQ and other networks. There is a reasonably good interaction with main</p>	S

Criterion	Summary Assessment	Rating
	stakeholders at workshops, but there could be a more frequent interaction between events, providing more on-demand advice. Awareness raising is considered to be one of the main areas of assistance the project can bring to local actions, e.g. supporting car free days in Kampala, which was considered very helpful. Important for these activities is sustained action to not lose momentum. The project worked with the main individuals and institutions active in the field of NMT and provided support for them to make use of existing structures. There was little interaction with other UNEP projects beyond the other transport projects. Some basic guidelines on NMT policy development might be useful as a basis for others to replicate the project activities independently.	
Communication and public awareness	Beyond the design guidelines, pilot project showcase and infrastructure papers, some basic guidelines on NMT policy development are provided as a basis for others to replicate the project activities independently. Generally, knowledge sharing is done primarily via workshops and the website.	S
4. Country ownership and driven-ness	Nairobi, Kenya directly asked for support and so did Burundi. Policy development was already in the process in Uganda when further support was sought. Governments are playing a very active role in the project and the NMT policies are officially adopted by parliament. As the policies were either initiated by the host country or support was requested the ownership level was very high, which reflects the projects approach.	MS
5. Financial planning and management	The relatively small project was efficiently managed and delivered in a timely manner. The small project team remained relatively steady over the duration of the project. There was one major staff change, which was filled internally. There was some additional co-funding from additional sources (countries) in the first phases of the project. The funding from the FIA foundation has steadily increased and there is a common understanding that supports a longer term relationship with UNEP.	MS
6. UNEP supervision and backstopping	Supervision and backstopping by UNEP was appropriate. The transport unit is well staffed and can provide sufficient back-stopping if needed.	S
7. Monitoring and evaluation	There is good effort in measuring progress with regard to development and adoption of the MMT policies. There have also been some evaluation efforts to measure the benefits of the pilot project. A basic impact assessment	MS

Criterion	Summary Assessment	Rating
	tool that is being developed by the project will also provide some illustrative examples of the potential benefits of NMT infrastructure. However, there is no overall monitoring and evaluation plan that measures the impact of the entire project in the case study countries.	
a. M&E Design	The design for the pilot project evaluation includes all the necessary basics, such as surveys, assessments and changes of the transport modes being used commuters and local residents. The impact assessment beyond that is supported by the tool, which will be launched soon and will provide some guidance on evaluating change (ex-post or ex-ante) in the modal split triggered by (implemented or planned) infrastructure improvements.	MS
b. Budgeting and funding for M&E activities	As there is no dedicated monitoring and evaluation component in the project it is hard to measure if that budgeting was sufficient. As evaluation and impact assessment is featured in some form in several deliverables of the project there appears to be a reasonable level of commitment to financially support work on monitoring and evaluation activities. For example the impact assessment tool being developed with University of Cape Town was considered to be properly resourced, also because there is a reasonable academic interest in this task by the partner organisation.	MS
c. M&E Plan Implementation	The traffic count and road user survey for the pilot project was very basic. It provided limited information as to the benefits of the infrastructure intervention at this particular site, in particular as the UN Avenue case was not compared to other possible sites. Also only an ex-ante evaluation was carried out a comparison of this analysis to the ex-post impacts would be interesting. Beyond that as mentioned before there is no overall evaluation plan to be implemented as part of the project.	MS
Overall project rating		S

4.2 Lessons Learned

104. Developing and implementing policies to support non-motorized transportation and boost funding is a long-term process. The approach of the StR project, being set up as a long-term program (running from 2009 to 2015 so far with no end date in discussion yet) is important as the desired change of mind-sets and investment patterns takes a fairly long time.

105. The policies in place in Kenya and Uganda are considerable step forward from pure outputs to actual outcomes, but the transition to substantive impacts needs an even longer-term approach.

To be successful, the progress needs to be driven by local and national authorities with the project only providing support.

106. Countries or cities should be selected on a self-identification basis to ensure the process is driven by stakeholders, in particular taking into account the limited availability of financial resources. The approach to involve local partners active in the area of non-motorized transportation on a small-scale basis is a very efficient and effective way to bring in local support and expertise.

107. The national level is essential to achieve an increase of funding for NMT infrastructure. While the local level, builds, owns and maintains some roads, the majority is funded by the national level. Hence, the national and local level (and also relevant donors) need to be part of the discussions.

108. The selection of pilot sites needs to strike a balance between various factors, e.g. the corridor in the Kampala CBD is likely to have a high level of visibility and impact when built, the UN Avenue also has a good level of visibility (e.g. for international visitors), but may be less effective with regard to impact compared to a similar project in the CBD or another major corridor of daily commuting.

4.3 Recommendations

109. Moving towards an integrated approach: To boost the impact of the project a more integrated approach may be advisable, to go beyond the NMT focus towards sustainable transport as a system. The integration in a broader transport policy and infrastructure development agenda will support stronger recognition of active modes of transport and their role in a sustainable transport system.

110. Strengthen the focus on women, children and vulnerable groups: The project recognized a positive contribution on reducing gender inequality by providing improved access mobility services and infrastructure, which will provide better mobility for children and women, all of which will make a positive contribution to mobility as a human right. Building on that the project could more specific policy recommendations that actively address gender issues and the needs of vulnerable groups.

111. South-South cooperation and up-scaling: One vital component of the project is the South-South cooperation, which started with exchange between the four partner countries and regional and international outreach activities. The upcoming phases of the project should aim to replicate the activities from the first pilot countries in suitable cities in the rest of Africa, Latin America and Asia. Particularly effective in that regard is a twinning approach where two cities (with different levels of maturity with regard to NMT policy and infrastructure development) work together and have the opportunity to exchange on a regular basis.

112. Generating funding for the up-scaling phases of the project: It remains challenging to attract large-scale funding for projects that focus on non-motorized transportation as the direct climate change mitigation potential is relatively small compared to fuel efficiency of fuel switch options.⁴ and this is often a vital factor for programmes such as the International Climate Initiative (ICI), Global

⁴ See e.g. IEA Energy Technology Perspectives 2014

Environment Facility and the Green Climate Fund. To attract funding from these sources an integration with other sustainable transport strategies would be helpful, which would allow showing the larger potential non-motorized transportation can unlock. There is an increasing recognition of the role walking and cycling and play in climate change mitigation strategies as well as its contribution to wider sustainable development objectives on which an integrated project approach could build.

113. Facilitate dialogue with funding institutions for infrastructure development: In the following phases of the project could put a stronger focus on the facilitation dialogue with funding institutions, such as the World Bank, African Development Bank and the NAMA Facility for infrastructure development.

114. Link to planned and existing infrastructure projects: There are a number of relevant infrastructure projects to which StR can provide advice to improve the impact. For example, the NAMA Facility has recently approved a project led by KfW and GIZ for Bus Rapid Transit (BRT) in Nairobi, which would provide an opportunity to ensure that non-motorized transportation infrastructure linkages are taken into account at an early stage to ensure last-mile connectivity. BRTs are also discussed in Kampala and Kigali. Linking to larger infrastructure projects, such as BRT, has the benefit of providing direct input into an activity that will generate impacts and if it is ensured that non-motorized transportation issues are taken into account properly, these impacts are likely to be positive, both from a BRT project perspective and from a wider urban mobility and access perspective.

115. Team-up with international partners: For the scale-up process closer cooperation with partners and networks will help to raise the profile and boost the impact. Organisations such as Walk21 and UITP have a strong European focus, but are working increasingly internationally. Some cooperation with the World Cycling Alliance is active in Uganda, but this could be extended to other countries. Similarly, cooperation has started with ICLEI, focusing primarily on dissemination, but cooperation on city policy and implementation action with ICLEI and other partners such as the World Resources Institute (WRI) may be desirable.

5 ANNEXES

5.1 Completed Matrix of the overall quality of project design Share the Road

5.2 List of individuals consulted for the case study

5.3 Evaluation Matrix

5.4 List of documents consulted for the case study

5.1 Completed Matrix of the overall quality of project design Share the Road

1. Design matrix

	Project context	Evaluation Comments	Rating
1	Does the project document provide a description of stakeholder consultation during project design process?	Local and international stakeholders are identified in the proposal. (is there evidence they were consulted?)	S
2	Does the project document include a clear stakeholder analysis? Are stakeholder needs and priorities clearly understood and integrated in project design? (see annex 9)	The proposal does not give systematic overview of relevant stakeholders, but names some of the relevant players that are known to the project team are listed.	MS
3	Does the project document entail a clear situation analysis?	The key facts and figures are mentioned, but not as part of an in-depth analysis.	MS
4	Does the project document entail a clear problem analysis?	The main driving factors, in particular road safety, air pollution, CO2 emissions and congestion are mentioned in the analysis. Also changes in motorization in developing countries are stated.	MS
5	Does the project document entail a clear gender analysis?	No	U
	Relevance		Rating

6	Is the project document clear in terms of relevance to:	i) Global, Regional, Sub-regional and National environmental issues and needs?	Cooperation is envisaged with international networks in as much as the ICLEI's EcoMobility Alliance regional cooperation East Africa is a core component of the project. The project aims to develop NMT policies at the national level.	S
7		ii) UNEP mandate	While the proposal focuses on road safety as a driving factor (a core activity of the FIA Foundation) the planned activities on NMT clearly also benefit local environmental objectives, in particular with regard to air-pollution and global climate change targets.	S
8		iii) the relevant GEF focal areas, strategic priorities and operational programme(s)? (if appropriate)	N/A	
9		iv) Stakeholder priorities and needs?	There is some high-level indication of stakeholder priorities, but very limited analysis.	MS
10	Is the project document clear in terms of relevance to cross-cutting issues	i) Gender equity	No.	MU
11		ii) South-South Cooperation	South-South Cooperation is not spelt out specifically in the proposals, but could be part of the envisaged cooperation with ICLEI.	MS

12		iii) Bali Strategic Plan	No	U
	Intended Results and Causality			
13	Are the outcomes realistic?		Yes.	S
14	Are the causal pathways from project outputs [goods and services] through outcomes [changes in stakeholder behaviour] towards impacts clearly and convincingly described? Is there a clearly presented Theory of Change or intervention logic for the project?		The link between studies, pilot project (outputs) policies (outcomes) and impacts is fairly convincing in the project design.	S
15	Is the timeframe realistic? What is the likelihood that the anticipated project outcomes can be achieved within the stated duration of the project?		The activities stated in each proposal are often over-ambitious and some activities are carried over to the next phase.	MU
16	Are activities appropriate to produce outputs?		Yes	S
17	Are activities appropriate to drive change along the intended causal pathway(s)?		The combination of studies, pilot project and policies shows a solid commitment to drive change. To complete this framework implementation assistance would be desirable.	S
18	Are impact drivers and assumptions clearly described for each key causal pathway?		No	MU

19	Are the roles of key actors and stakeholders clearly described for each key causal pathway?	No.	MU
20	Is the ToC-D terminology (<i>result levels, drivers, assumptions etc.</i>) consistent with UNEP definitions (<i>Programme Manual</i>)	No.	MU
	Efficiency		
21	Does the project intend to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	The project works with existing local networks active in the area of walking and cycling advocacy and research and aims to complement their work.	S
	Sustainability / Replication and Catalytic effects		
22	Does the project design present a strategy / approach to sustaining outcomes / benefits?	The project was designed to be a long-term process and several scale-up activities are being planned to sustain the outcomes and reach more cities.	MS
23	Does the design identify social or political factors that may influence positively or negatively the sustainability of project results and progress towards impacts?	To a limited extent the project proposals and reports make reference to factors affecting progress, although with no analysis of these factors.	MS
24	Does the design foresee sufficient activities to promote government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?	Awareness raising is an important part of the project design.	MS

25	If funding is required to sustain project outcomes and benefits, does the design propose adequate measures / mechanisms to secure this funding?	Resource mobilisation is envisaged.	MS
26	Are financial risks adequately identified and does the project describe a clear strategy on how to mitigate the risks (in terms of project's sustainability)	No.	MU
27	Does the project design adequately describe the institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results?	Key regional and international policies and frameworks are identified.	MS
28	Does the project design identify environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?	Opportunities for co-benefits between road safety and other policy objectives are highlighted	S
29	Does the project design foresee adequate measures to promote replication and up-scaling / does the project have a clear strategy to promote replication and up-scaling?	Up-scaling is a core objective of the later phases of the project. This is part of the aim to boost the visibility and role of NMT.	S
30	Are the planned activities likely to generate the level of ownership by the main national and regional stakeholders necessary to allow for the project results to be sustained?	Local and national authorities have a major role in the development of the NMT policy.	HS
	Learning, Communication and outreach		
	Has the project identified appropriate methods for communication with key stakeholders during the project life?	A number of workshops are planned to engage stakeholders. No specific methodologies are mentioned in the Project Document.	MS

	Are plans in place for dissemination of results and lesson sharing.	Yes. Dedicated dissemination activities are planned.	S
	Do learning, communication and outreach plans build on analysis of existing communication channels and networks used by key stakeholders ?	A number of regional, multilateral and international networks are being engaged in the project activities to disseminate the findings.	S
	Risk identification and Social Safeguards		
31	Are all assumptions identified in the ToC presented as risks in the risk management table? Are risks appropriately identified in both, ToC and the risk table?	Risks are identified in a SWOT analysis during the project, not as part of the proposal(s).	MS
32	Is the risk management strategy appropriate?	No dedicated risk management strategy has been developed as part of the project design.	MU
33	Are potentially negative environmental, economic and social impacts of projects identified?	No.	MS
34	Does the project have adequate mechanisms to reduce its negative environmental foot-print?	No dedicated offset mechanisms for project activities are planned.	MU
	Have risks and assumptions been discussed with key stakeholders?	No.	MU
	Governance and Supervision Arrangements		

35	Is the project governance model comprehensive, clear and appropriate? (<i>Steering Committee, partner consultations etc.</i>)	The project is largely run by UNEP, but local experts are engaged on a short-term consultant basis. The FIA Foundation takes a very active role in the project.	MS
36	Are supervision / oversight arrangements clear and appropriate?	Supervision arrangements are minimal and only apply to short-term consultants.	S
	Management, Execution and Partnership Arrangements		
37	Have the capacities of partners been adequately assessed?	Yes.	S
38	Are the execution arrangements clear and are roles and responsibilities within UNEP clearly defined?	Yes	S
39	Are the roles and responsibilities of external partners properly specified?	Yes.	S
	Financial Planning / budgeting		
40	Are there any obvious deficiencies in the budgets / financial planning? (<i>coherence of the budget, do figures add up etc.</i>)	No, but the planned activities appear ambitious considering the relatively small budget.	HS

41	Is the resource utilization cost effective?		Yes	S
42	How realistic is the resource mobilization strategy?		Very realistic. The FIA foundation took an active role in the project development.	HS
43	Are the financial and administrative arrangements including flows of funds clearly described?		Yes.	S
Monitoring				
44	Does the logical framework	<ul style="list-style-type: none"> capture the key elements of the Theory of Change for the project? 	All the key elements are captured somehow, but not systematically.	S
		<ul style="list-style-type: none"> have 'SMART' indicators for outcomes and objectives? 	Yes.	S
		<ul style="list-style-type: none"> have appropriate 'means of verification'? 	They largely focused on the output not the outcome or impact.	MS
45	Are the milestones appropriate and sufficient to track progress and foster management towards outputs and outcomes?		The proposal for each phase includes appropriate milestones with an ambitious, yet achievable number of outputs.	S

46	Is there baseline information in relation to key performance indicators?	No. There are only high level road safety figures presented.	MU
47	How well has the method for the baseline data collection been explained?	The baseline database of NMT policies, pilots and initiatives is reasonably well described at least with regard to process data in the phase 4 proposal. The phase 3 proposal describes the data collection for the UN Avenue pilot project.	S
48	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?	The outputs were delivered as planned and the outcomes, so far include a NMT policy for Nairobi and a NMT policy for Uganda, which aim to boost non-motorized transportation.	S
49	How well are the performance targets justified for outputs and outcomes?	A strong focus is put on the stakeholder engagement process and on the awareness raising, not directly associated with specific targets though.	S
50	Has a budget been allocated for monitoring project progress in implementation against outputs and outcomes?	N	U
51	Does the project have a clear knowledge management approach?	The website is considered to be the main knowledge platform.	S
	Have mechanisms for involving key project stakeholder groups in monitoring activities been clearly articulated?	The role of the ministries and local authorities in tracking the success of the NMT policies has been reasonably well described.	S
	Evaluation		

52	Is there an adequate plan for evaluation?	Plans for evaluation start in later phases of the project and focused currently at the consolidation of activities from earlier phases and measuring the progress of the policies (outcomes).	S
53	Has the time frame for evaluation activities been specified?	Evaluation is part of the overall activities of phase 5.	MS
54	Is there an explicit budget provision for mid-term review and terminal evaluation?	No.	U
55	Is the budget sufficient?	No.	U
Stakeholder Assessment			
56	Have all stakeholders who are affected by or who could affect (positively or negatively) the project been identified and explained in the stakeholder analysis?	All major stakeholders at the local and national level in the partner countries have been identified.	S
56	Did the main stakeholders participate in the design stages of the project and did their involvement influence the project design?	FIA Foundation was involved in the project development and local stakeholders were consulted.	S
56	Are the economic, social and environmental impacts to the key stakeholders identified, with particular reference to the most vulnerable groups ?	Road safety is a major issue in all the participating countries. Strategically the project is also addressing other policy issues such as climate change, air quality and access. Gender issues and the needs of vulnerable groups are not directly addressed in the Project Document, but it is stated that NMT is highly accessible for all.	S

56	Have the specific roles and responsibilities of the key stakeholders been documented in relation to project delivery and effectiveness?	It is been made clear that local stakeholders need to play an active role in delivering on the project objectives.	S
56	For projects operating at country level, are the stakeholder roles country specific? Is there a lead national or regional partner for each country/region involved in the project?	Roles of stakeholders national and regional partners are clear, both from the perspective of the project and the individual entities.	S

5.2 Evaluation Matrix

2. Evaluation matrix

			Evaluation question	Comments and remarks for case studies
A.	Relevance for UNEP's Mandate		Is the intervention likely to have any lasting differential impacts on gender equality and the relationship between women and the environment?	The NMT policies that are the core output of the project are likely to have a lasting impact access to mobility services, which will contribute to improvements in gender equality. The two policies in place have dedicated sections on gender issues and children.
			To what extent has the project applied the UN Common Understanding on Human Rights Based Approach (HRBA)?	The HRBA has not specifically mentioned, but non-motorized transportation provides access to all and is the most equitable form of mobility. Efforts are made to improve accessibility with a major focus being direct to this in the Nairobi and Uganda policies. Bike sharing systems are not
			Is the project in line with the UN Declaration on the Rights of Indigenous People, and have they pursued the concept of free, prior and informed consent?	The rights of indigenous people have not been specifically mentioned, but as mentioned before NMT policies and infrastructures will provide access to the largest possible number of people. Note is given (e.g. in the Uganda NMT policy) to the fact that cultural traditions inhibit women to cycle and enjoy the benefits of this mode of transport.
			Are there any aspects of the project that could be considered as examples of South-South Cooperation?	Global upscaling is a major objective of the later phases of the project, for example through city networks, strategic partners such as WRI/EMBARQ, GIZ, TRL and UN-Habitat. There have been several visits between the pilot countries to exchange experiences within the policy development and infrastructure design at different stages in the process.

		Relevance of the subprojects for the umbrella project	Has the project aligned its indicator frameworks with the umbrella project?	The umbrella project has not been specifically addressed in any of the proposals and the primary objective as stated in the proposals (road safety) may seem not directly in line with the umbrella project, but NMT will contribute to a number of social environment and economic objectives including climate change and energy efficiency.
			Has the project provided contributions to the stated outcomes of the umbrella project?	Fostering non-motorized transportation and African countries in beyond will make the recognisable contribution to global climate change targets and improvements in energy efficiency in the partner countries and strengthen the point that NMT has a role to play in this.
B.	Achievement of Outputs		Have the subprojects managed to achieve their expected outputs? (sample) What are the reasons behind the success (or failure) of the (sub-)projects in producing their different outputs and meeting expected quality standards?	The Share The Road: Design Guidelines for non-motorized transportation in Africa benefited from the experiences and show-case of the pilot project. The NMT policies for Nairobi and Uganda are important examples for similar measures.
C.	Effectiveness: Attainment of Objectives and Planned Results		Did the TOC accurately reflect assumptions and drivers for the projects to achieve their intended results?	The links between outputs, outcomes and desired impacts are in line with the thinking of the project team and reflect the overall approach of the project.
			Were the immediate outcomes attained?	NMT policies are in place in Nairobi and Uganda/Kampala and similar policies are being discussed in Rwanda and Burundi.
			How likely will the interventions lead to the independent impact?	The NMT policy in Nairobi has a provision for a share of 18.5% of funding going to walking and cycling infrastructure in the city. The policy in Uganda does not have such a provision and focuses primarily on awareness raising.

D.	Sustainability and replication	project sustainability	Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives? Did the sub-projects conduct 'succession planning' and implement this plan? Was lasting capacity built for key stakeholders, expected to carry project results into the future? To what extent do unresolved gender inequalities affect sustainability of project benefits?	There is a relatively strong level of ownership in the countries where a NMT policy is in place already.
		financial sustainability	To what extent are the continuation of project results and the eventual impact of the projects dependent on financial resources? What is the likelihood that adequate financial resources will be or will become available to use capacities built by the projects? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?	The project started with UNEP internal funds is likely to continue in some form even if the current funding arrangements do not develop as positively as they currently seem to be. The commitment from FIA Foundation is considered to be long-term, with a reasonably steady increase in funding each phase and positive signs for a continued cooperation. Scaling up the financial size of the program is challenging as many funding agencies fail to acknowledge the importance of walking and cycling as contributors to climate change mitigation.
		institutional sustainability	To what extent is the sustainability of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to make those results contribute to changes in human behaviour and impact on environmental benefits?	The NMT policies are now very strong interventions, but they provide a framework that has the potential to endure. Although the policies have no legal status and need continued support from inside and outside the relevant authorities to ensure recommendations are taken up and statements are being followed through.
		environmental sustainability	Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?	Synergies between key policy objectives are well acknowledged and provide a good basis for broad political support. The NMT policies are not likely to lead to a radical change in infrastructure in the short-term, but may influence funding priorities, which will have long term effects.

		social sustainability	Are there any social or political factors that may influence positively or negatively the sustainability of project results and progress towards impacts? To what extent do unresolved gender inequalities affect sustainability of project benefits?	An institutional mapping of NMT in Nairobi was developed that provides an overview of formal political and institutional actors that play a role in the governance and funding of NMT infrastructure and operations. This was largely limited to the institutions delivering on the infrastructure investment and delivery.
		Catalytic role and replication	Has the project catalyzed behavioural changes in terms of use and application, by the relevant stakeholders, of capacities developed?	Initiating behaviour change on infrastructure funding decisions requires a long-term approach and advocacy. The NMT policies with support of the project will make a positive contribution to this. It is important that the project maintains momentum and tracks the implementation of policies and provides additional advice where needed. The proposal for phase five points in this direction.
			Has the project provided incentives (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour?	The project was the driving factor behind the NMT policy development in Nairobi and with their ? provided competence based incentives to stakeholders. In Uganda the policy development was already in process when the project engaged with Ministry officials. The additional support provided by the project could also be considered as an additional incentive to move ahead with the policy development. Similarly the advice and the facilitation of workshops in Rwanda and Burundi towards NMT policy developments can be considered as an incentive for the countries to pursue these policies. In addition awareness raising activities are supported by the project.
			Has the project contributed to institutional changes, for instance institutional uptake of project-demonstrated technologies, practices or management approaches?	No substantive institutional changes have occurred in the pilot countries as result of project activities. However, the role of institutional issues is being acknowledged by key stakeholders who are involved in all major aspects of the project to initiate a mind shift within the existing structures.

			Has the project contributed to policy changes (on paper and in implementation of policy)?	Kenya and Nairobi were the first case study for this project and substantive? before it went into the policy development and stakeholder dialogue. The NMT policy includes a specific figure (18.5%) of new road infrastructure investment funds that should be invested in walking and cycling infrastructure when building new roads. The implementation of this and the availability of funds needs further support to ensure the policy delivers impacts. The same applies to Uganda where the policy development was largely driven by the Ministry of Works and Transport, but the project provided useful inputs. An NMT policy is being developed in Rwanda, a pilot project within the city of Kigali is under consideration, limits are being enforced (40k) and NMT infrastructure is integrated in new road projects. An action plan for the adoption NMT policy has been developed for Burundi.
			Has the project contributed to sustained follow-on financing (catalytic financing) from Governments, private sector, donors etc.?	The financial flows in the pilot countries are beginning to change, for example a NMT pilot project in Kampala has been included in the budget for 2016. In Uganda no blanked similar to the one in Nairobi commitment was given. In particular provision for dedicated NMT funding in Nairobi may make a contribution to increases in funding for walking and cycling infrastructure in the city. However, this requires continued advocacy and direct cooperation with government agencies and other funding institutions, such as development banks. BRT project currently being discussed or planned in Kampala and Nairobi may provide a useful opportunity in this regard.
			Has the projects created opportunities for particular individuals or institutions (“champions”) to catalyze change (without which the project would not have achieved all of its results)?	The participating countries in particular Kenya and Uganda can be considered champions in East Africa.
			Have any lessons and experiences of the project been integrated into new or follow-up activities and projects among the same set of stakeholders?	There is a reasonable level of continuity in the cooperation with stakeholders in the time? countries to ensure delivery on the policies and continue awareness raising.

			Is there evidence of replication of the project and/or their lessons and experiences in other geographies?	The project started in Kenya and then replicated its activities in Uganda, Rwanda and Burundi.
			Have projects been replicated on a larger scale or scaled up? If yes, what are the factors that may influence replication and scaling up of project experiences and lessons?	Regional and global outreach and replication activities are planned in phase 5. The real life examples of policies and pilot projects that are implemented is a valuable asset for any replication activities. Hence, it is vital to ensure a reasonable level of implementation in the first four pilot countries to prove the success of the project and its overall approach.
E.	Efficiency	cost effectiveness	has there been any duplication of efforts between UNEP and others, within or outside of the project?	There are no similar projects currently being implemented by UNEP, but there are synergies with the other transport unit projects.
		timeliness	Has the project been delivered according to plan?	The project phases span normally two years for which a proposal and work plan is been developed. Activities are usually described very ambitious in the proposals and not all activities are always delivered within the short timeframe.
			Have delays affected project execution, costs and effectiveness, and if yes, how? what measures have been taken or bring the project as far as possible in achieving results? What recommendations can be derived from these experiences?	There are delays in the project delivery, but there is a reasonable level of flexibility within the work program so that items that could not be finalised in one phase can be completed in the following one.
			have there been complementarities and synergies with other subprojects under the umbrellas? If yes, how have they been leveraged? What are factors that favor these synergies? Has this resulted in benefits for UNEP beyond the scope of the umbrella projects?	Between the transport programs there was a good level of complementarity with for example the global fuel economy initiative covering the national level and the vehicle fleet and StR covering the local and national level and non-motorized transportation.
F.	Factors and processes affecting	Preparation and readiness	Were project stakeholders adequately identified and were they sufficiently involved in project development ?	Stakeholders play a very active role in particular transport ministries to which the project provides advice. The project development was primarily driven by UNEP and the FIA Foundation, but there was consultation with some key

	project performance		stakeholders in the process.
		Were the project's objectives and components clear, practicable and feasible within their timeframe?	The project objectives were clear yet very ambitious considering the relatively small budget.
		Was the project document clear and realistic to enable effective and efficient implementation?	The project is been implemented primarily by UNEP itself with some involvement from the FIA Foundation and local consultants. The proposals for each phase are short and crisp documents that outlined the key activities.
		Were the capacities of executing agencies properly considered when the project was designed?	The UNEP transport unit is well-equipped to lead the project and engages the appropriate local knowledge partners, universities, consultants and stakeholders.
		Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation?	The formal partnership arrangements are minimal due to the structure of the project with no formal consortium.
		Were counterpart resources (funding, staff, and facilities) and enabling legislation assured?	There is a reasonable share of in-kind (what form do these take?) contributions both from UNEP and FIA Foundation.
		Were adequate project management arrangements in place?	There was a reasonable level of continuity in the project team. There was one change of the project manager who was replaced by consultant working on the project already.
		Were lessons from other relevant projects properly incorporated in the project design?	The project links to other relevant activities for example the SUSTRAN project led by UN-Habitat and builds on the solid network of the UNEP transport unit.
		Were potentially negative environmental, economic and social impacts of project identified?	The opportunities for synergies between environmental, economic and social objectives feature fairly strongly in some of the deliverables.
		What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval	In particular, in Uganda the project had a good head-start where the NMT policy was already in the development process. There was also a good network of partners in Nairobi who provided a good basis for the policy development.

			adequately addressed?	
		Project implementation and management	To what extent have the project implementation mechanisms outlined in the ProDocs (or any design documents for the sub-projects) have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?	The project documentation was fairly straightforward with a small project team and targeted inputs from local consultants.
			How effective and efficient was the project management's reaction to changes changes during the life of the project	As the project team itself was very small changes could be made relatively swiftly.
			What was the role and performance of the teams and working groups established and the project execution arrangements at all levels? Was it effective and efficient for the project?	The project team was appropriate and the work structure varies from country to country, for example in Nairobi a local consultant developed the NMT policy, in Uganda a Ministry of transport policy adviser was the lead author of the policy and UNEP provided inputs to that.
			What were the advantages and disadvantages of having bundled different sub-projects together under an umbrella project from a management and supervision point of view.	Linkages to other are initiatives under the umbrella were not obvious.
			Did the the steering bodies established for the sub-project provide direction and guidance that was incorporated in the umbrella project?	The funding agency (FIA Foundation) takes an active role in advising the project and providing direct input.
			What were operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how did project management overcome these problems?	Changing political mindsets in ministries and local governments takes time and the long-term approach the project takes acknowledges this. There are supportive individuals in key institutions to help the process along and to advocate internally for a stronger role of NMT policy and infrastructure. And was mentioned several times the partners consider the main role for the project to help with advocacy and awareness raising to keep up the momentum with regard

				to stakeholders and the general public.
		Stakeholder participation, cooperation and partnerships	How effective were mechanisms for sharing information and collaborating with other UNEP projects and programmes, external stakeholders and partners?	The large number of knowledge project is been developed by the project beyond the design guidelines, pilot project showcase and infrastructure papers. Some basic guidelines on NMT policy development might be useful. Generally, knowledge sharing is done primarily workshops and via the website.
			What approach(es) and mechanisms were used to identify and engage stakeholders in various stages of the projects? What were the strengths and weaknesses of these approaches with respect to the project objectives and the stakeholders' motivations and capacities?	The selection of the key stakeholders is fairly straightforward in the pilot countries from a political and institutional perspective and their key individuals, knowledge partners and civil society organisations working on non-motorized transportation are usually very well-known as this community is small.
			Have the (sub-)projects made full use of opportunities for collaboration with other (sub-)projects and programmes including opportunities not mentioned in the Project Documents? Have complementarities been sought, synergies been optimized and duplications avoided between the sub-projects and with other projects?	The project is fully integrated in the wider activities of the transport unit and there is some level of complementarity to other transport activities. However, beyond the sector there is fairly little interaction with other projects.
			What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project?	There has been a noticeable level of corporation with the SUSTRAN project led by UN-Habitat.

			To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks?	Networking activities are planned with ICLEI, WRI/EMBARQ and other networks.
			How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UNEP and for the stakeholders and partners themselves? Do the results of the projects promote participation of stakeholders, including users, in environmental decision making?	There is a reasonably good interaction with main stakeholders at workshops, but there could be a more frequent interaction between events, providing more on-demand advice.
			How effective were the public awareness activities that were undertaken during the course of implementation of the (sub-)projects to communicate the projects' objective, progress, outcomes and lessons? This should be disaggregated for the main stakeholder groups identified in the inception report.	Awareness raising is considered to be one of the main assists the project can bring to local actions, e.g. supporting car free days in Kampala, which was considered very helpful. Important for these activities is sustained action to not loose momentum.
			Did the projects identify and make use of existing communication channels and networks used by key stakeholders? Did the projects provide feedback channels?	The project worked with the key individuals and institutions active in the field of NMT and provided support for them to make use of existing structures.
			Was there learning across the umbrella projects that led to improved subproject and component design and more effective projects?	There was little interaction with other UNEP projects beyond the other transport projects.
		Country ownership and driven-ness.	How were partner countries selected? What criteria were used and were they appropriate?	Nairobi, Kenya directly asked for support and so did Burundi. Policy development was already in the process in Uganda when further support was sought.
			To what extent have Governments assumed responsibility for the (sub-)projects and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the projects?	Governments are playing a very active role in the project and the NMT policies are officially adopted by parliament.

			How and how well did the projects stimulate country ownership of project outputs and outcomes?	As the policies were either initiated by the host country or support been requested the ownership level was very high, which reflects the projects approach.
		Financial planning and management	Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners	The relatively small project was efficiently managed and in a timely manner.
			Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance	The small project team remained relatively steady over the duration of the project. It was one major staff change, with the position being filled internally.
			Has financing materialized as expected / planned, and if not, why not?	There was some additional co-founding from additional sources (countries) in the first phases of the project. The funding from the FIA foundation has steadily increased and there is a common understanding that this a longer term relationship with UNEP.
		Supervision, guidance and technical backstopping	Was effective supervision provided that verified the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution?	Assistant amount of the work is done internally in the UNEP project team. Activities such as the NMT policy for Nairobi are being carried out by consultants on a short-term basis. Other activities such as the impact assessment tool are developed by partners with an active interest in this area (University of Cape Town) what even driven by partners such as Makerere University and FABIO who organised car free days in Kampala. For these activities supervision and management efforts are minimal.

		Monitoring and evaluation	Were the M&E arrangements designed adequate and following UNEP policies and procedures?	For the pilot project assessments of modal share and travel behaviour have been carried out to monitor and evaluate the impacts of this pilot intervention for the presentation in a show case deliverable. Beyond that, there is no overall monitoring and evaluation plan yet. Monitoring and evaluation is being considered as an important issue in the later phases of the project to be able to track progress of the policy implementation and delivery. This monitoring component introduced in phase five focuses primarily on a qualitative consolidation of the project's foundation and the delivery policies, action plans and working papers (depending of the level of maturity in the countries). An assessment that tracks the actual impact of improved walking and cycling infrastructure on indicators such as air quality, access, safety and GHG emissions is not planned yet.
			- Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.	Monitoring and evaluation is one of the strategic activities of phase 5. There is no dedicated to budget component directed towards M&E, it is rather part of the overall budget.
			To what extent did the projects engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this?	And monitoring is focusing primarily on the policy development, implementation and delivery the stakeholder engagement is as active as in the main part of the project.
			Did the projects appropriately plan to monitor risks associated with environmental, economic and social safeguards?	The design guidelines highlight some detailed small-scale risks linked to the setup and design of NMT infrastructure. Beyond that no major risk assessment has been carried out also considering the fact that NMT infrastructure is not likely to be associated with major social, environment and economic risks.
			Arrangements for evaluation: Has the desired level of achievement (targets) been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?	This is a very strong focus on the outcome (NMT policy) in the partner countries, which is an direct or indirect output of the project (depending on the country). The policies are legislatively adopted, which creates a legal relationship. Creating a legal instrument between the project in the country would not be sensible.

			M&E Plan Implementation	As each of the project phases only lasts for about a year project planning, proposal and reporting are being carried out within this timeframe. This allows for tracking of results and adjustments in the workplan within a reasonable timeframe. Financial reports are clear and accurate. There is a certain recognition of potential risks within each of the project progress reports, but no dedicated risk monitoring and management. The monitoring focuses primarily on the production of outputs and progress towards outcomes.
			Was the logical framework used as a planning and monitoring instrument?	The linkages between outputs, outcomes and impacts are very clear to the project team and are followed up logically as the project progresses.
			To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable?	In the first phase of the project a Global Report on Investment in Walking and Cycling Road Infrastructure has been developed to provide some form of a baseline. So far there is no consistent tracking of progress, but as part of phase 5 data gathering and assessment tools are being developed and disseminated.

5.3 List of individuals consulted for the case study

- 3.** Rob de Jong, UNEP
- 4.** Carly Koinange, UNEP
- 5.** Sean Cooke, Research Associate, Centre for Transport Studies, University of Cape Town
- 6.** Tom Opiyo, ITEC
- 7.** Winnie Mitullah, Associate Professor, Institute for Development Studies University of Nairobi
- 8.** Mohamed Abdullahi, County Executive, Roads, Public Works & Transport
- 9.** Joseph Jumba, UN-Habitat / Ministry of Works and Transportation, Uganda
- 10.** Romanus Opiyo, Lecturer, Department of Urban and Regional Planning University of Nairobi
- 11.** Patrick Kayemba Executive Director First African Bicycle Information Organisation (FABIO), Jinja – Uganda
- 12.** Andrew M. Kitaka, Director, Engineering and Technical Services, Kampala Capital City Authority (KCCA)
- 13.** Amanda A. Ngabirano, Urban Planning Lecturer, Makerere University Kampala-Uganda
- 14.** Rogers Kisambira, Civil Engineer Department of Transport Services and Infrastructure Ministry of Works and Transport
- 15.** Kabanda Peter, Ag. Commissioner Policy and Planning Ministry of Works and Transport
- 16.** Susan Wothaya, UNEP
- 17.** James Ng'ang'a, Engineer, Nairobi City County Government
- 18.** Sunny Kodukula, ICLEI
- 19.** Richard Clarke, FIA Foundation
- 20.** Sheila Watson, FIA Foundation

5.4 List of documents consulted for the case study

Project proposals and reports (phases 1 to 5)

Pedestrian Safety, A Road Safety Manual for Decision-Makers and Practitioners
World Health Organization, Geneva, 2013

http://www.unep.org/Transport/sharetheroad/PDF/pedestrian_raodsafety.pdf

Share the Road; UN Avenue Report: A Kenya Showcase Project, UNEP, Nairobi

http://www.unep.org/Transport/sharetheroad/PDF/kenya_showcase.pdf

Share the Road: Design Guidelines for Non Motorized Transport in Africa

Regina Orvañanos Murguía, UNEP, Nairobi.

http://www.unep.org/Transport/sharetheroad/PDF/StR_DesignGuidelines_web.pdf

Share the Road: Investment in Walking and Cycling Road Infrastructure

Patricia Kim, Elisa Dumitrescu, UNEP, Nairobi, 2010.

<http://www.unep.org/Transport/sharetheroad/PDF/SharetheRoadReportweb.pdf>

Share the Road: Invest in walking and cycling

UNEP, Nairobi, 2011.

http://www.unep.org/Transport/sharetheroad/PDF/share_the_road_booklet.pdf

Share the Road: Better Mobility for All on UN Avenue, Nairobi, Kenya

<http://www.unep.org/transport/sharetheroad/PDF/UNAVenueBrochure.pdf>

Share the Road; UN Avenue Report: A Kenya Showcase Project, UNEP, Nairobi

http://www.unep.org/Transport/sharetheroad/PDF/kenya_showcase.pdf

Pedestrian Safety, A Road Safety Manual for Decision-Makers and Practitioners
World Health Organization, Geneva, 2013

http://www.unep.org/Transport/sharetheroad/PDF/pedestrian_raodsafety.pdf

5.5 Quality Assessment of the Evaluation Report

Evaluation Title:

Low Carbon Transport (case study for umbrella project 1,2/3 P1&P2)

By Oliver Lah

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. The quality assessment is used as a tool for providing structured feedback to the evaluation consultants.

The quality of both the draft and final evaluation report is assessed and rated against the following criteria:

	UNEP Evaluation Office Comments	Draft Report Rating	Final Report Rating
Substantive report quality criteria			
A. Quality of the Executive Summary: Does the executive summary present the main findings of the report for each evaluation criterion and a good summary of recommendations and lessons learned? (Executive Summary not required for zero draft)	Draft report: Descriptive Exec Summary without lessons and recommendations Final report: Revised to cover all elements	3	5
B. Project context and project description: Does the report present an up-to-date description of the socio-economic, political, institutional and environmental context of the project, including the issues that the project is trying to address, their root causes and consequences on the environment and human well-being? Are any changes since the time of project design highlighted? Is all essential information about the project clearly presented in the report (objectives, target groups, institutional arrangements, budget, changes in design since approval etc.)?	Draft report: Somewhat confused content. Final report: Section revised	3	4
C. Strategic relevance: Does the report present a well-reasoned, complete and evidence-based assessment of strategic relevance of the intervention in terms of relevance of the project to global, regional and national environmental issues and needs, and UNEP strategies and programmes?	Draft report: Lacked specificity. Final report: Section revised and extended	3	4
D. Achievement of outputs: Does the report present a well-reasoned, complete and evidence-based assessment of outputs delivered by the intervention (including their quality)?	Draft report: Section confused and including recommendations. Final report: Well presented in a table.	2	5
E. Presentation of Theory of Change: Is the Theory of Change of the intervention clearly presented? Are	Draft report: Lacked discussion of assumptions and drivers, diagram acceptable.	3	3

	causal pathways logical and complete (including drivers, assumptions and key actors)?	Final report: Discussion not expanded.		
F.	Effectiveness - Attainment of project objectives and results: Does the report present a well-reasoned, complete and evidence-based assessment of the achievement of the relevant outcomes and project objectives?	Draft report: Repetition, mixture of content in the sections etc. Final report: Section revised.	2	5
G.	Sustainability and replication: Does the report present a well-reasoned and evidence-based assessment of sustainability of outcomes and replication / catalytic effects?	Draft report: Not all elements of sustainability covered and discussion lacked focus. Final report:	2	3
H.	Efficiency: Does the report present a well-reasoned, complete and evidence-based assessment of efficiency? Does the report present any comparison with similar interventions?	Draft report: Lack of content and focus Final report: Section revised	2	3
I.	Factors affecting project performance: Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance? In particular, does the report include the actual project costs (total and per activity) and actual co-financing used; and an assessment of the quality of the project M&E system and its use for project management?	Draft report: Lack of clarity and detail. Final report: Section revised	3	4
J.	Quality of the conclusions: Do the conclusions highlight the main strengths and weaknesses of the project, and connect those in a compelling story line?	Draft report: Table of ratings provided instead of conclusions Final report:	3	4
K.	Quality and utility of the recommendations: Are recommendations based on explicit evaluation findings? Do recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?	Draft report: Recommendations lack clarity and not spelt out. Final report:	2	4
L.	Quality and utility of the lessons: Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?	Draft report: Lessons lack clarity and not spelt out. Final report:	2	N/A
Report structure quality criteria				
M.	Structure and clarity of the report: Does the report structure follow EO guidelines? Are all requested Annexes included?	Draft report: Final report:	3	5
N.	Evaluation methods and information sources: Are evaluation methods and information sources clearly described?	Draft report: No section on evaluation approach. Final report:	1	4

Are data collection methods, the triangulation / verification approach, details of stakeholder consultations provided? Are the limitations of evaluation methods and information sources described?	Details provided		
O. Quality of writing: Was the report well written? (clear English language and grammar)	Draft report: Final report:	2	6
P. Report formatting: Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: Final report:	3	6
OVERALL REPORT QUALITY RATING		2.4	4.3

The quality of the evaluation process is assessed at the end of the evaluation and rated against the following criteria:

	UNEP Evaluation Office Comments		Rating
Evaluation process quality criteria			
Q. Preparation: Was the evaluation budget agreed and approved by the EO? Was inception report delivered and approved prior to commencing any travel?			6
R. Timeliness: Was a TE initiated within the period of six months before or after project completion? Was an MTE initiated within a six month period prior to the project's mid-point? Were all deadlines set in the ToR respected?			6
S. Project's support: Did the project make available all required documents? Was adequate support provided to the evaluator(s) in planning and conducting evaluation missions?			6
T. Recommendations: Was an implementation plan for the evaluation recommendations prepared? Was the implementation plan adequately communicated to the project?			N/A
U. Quality assurance: Was the evaluation peer-reviewed? Was the quality of the draft report checked by the evaluation manager and peer reviewer prior to dissemination to stakeholders for comments? Did EO complete an assessment of the quality of the final report?			5
V. Transparency: Were the draft ToR and evaluation report circulated to all key stakeholders for comments? Was the draft evaluation report sent directly to EO? Were all comments to the draft evaluation report sent directly to the EO and did EO share all comments with the commentators? Did the evaluator(s)			5

prepare a response to all comments?			
W. Participatory approach: Was close communication to the EO and project maintained throughout the evaluation? Were evaluation findings, lessons and recommendations adequately communicated?			5
X. Independence: Was the final selection of the evaluator(s) made by EO? Were possible conflicts of interest of the selected evaluator(s) appraised?			6
OVERALL PROCESS RATING			5.6

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1

The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.