|  | **PROJECT SUMMARY** | **INDICATORS**(Specific, Measurable, Achievable, Reliable, Timely) | **VERIFICATION MEANS** | **RISKS/ ASSUMPTIONS** |
| --- | --- | --- | --- | --- |
| **Goal** | **Transformation of Colombia’s standard urban development model to an articulated Transit Oriented Development model that maximizes the GHG reductions and sustainable development co-benefits of existing and future public transit investment** | * Number of TOD neighborhoods initiated in Colombia both inside and outside pilot cities
* Difference between TOD neighbourhoods and control neighbourhoods for the following trends:
1. Annual GHG transport-related emissions per person
2. Transport costs per person (e.g., as % of household budget)
 | * Local sources, including household mobility surveys, travel models
* Fuel sales records
* Vehicle registration and fleet models
* Employment and home ownership records
 |  |
| **Outcomes** | **Increase in public and private investment in TOD neighborhoods throughout Colombia that reduce growth in private motorized vehicle travel because they have key urban design characteristics:*** Walkable, bikeable, mixed use, transit accesss, compact, diverse income levels
 | Pilot City Level (TOD vs control sites)* Level of investment in TOD areas *vis a vis* traditional BRT station areas (buildings, infrastructure, public space)
* Travel data trends in:
	+ Vehicle ownership /capita
	+ VKT / capita
	+ Average trip length
	+ Transit and NMT mode share
 | Pilot City Level* Public finance/investment records
* Records of private development
* Vehicle registration
* Household travel surveys
 | * TOD market demand exists
* Private sector sees economic opportunity
* National and local political engagement and policy shift
* TOD projects show improved accessibility characteristics when compared to conventional development
* Catalytic neighbourhoods are convincing models
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| **Outputs** | 1. **Local technical assistance causes at least 3 TOD projects to advance through key process *benchmarks*:**
2. Planning (corridor, activity center, station area) with stakeholder (community) participation
3. Feasibility and market analysis
4. Policy/Regulatory alignment/entitlement
5. Design and engineering [FC]
6. Securing financing [FC]
7. Construction [FC]
8. Close-out (sale or lease) [FC]
9. Measurement & Evaluation
10. **National policies for replication of TOD are mainstreamed into ministerial planning and practices with inter-institutional coordination mechanisms in place**
11. **Institutional structure in place for continuity of CIUDAT functions**
12. **Measurement and Evaluation process in place and functioning in pilot cities and national capacity growing to show pilot neighborhoods are on path to meet TOD standards**
 | 1. **Documented progress on process benchmark indicators**
* Plans approved with community and private sector engagement
* Analysis completed
* Local and national policies and regulations applied
* Design and engineering studies completed [FC]
* Financing determined, funds transferred [FC]
* Project completed [FC]
* Baseline evaluation conducted
1. **Policy progress indicators**
* Policy studies completed
* Recommendations submitted
* Number of government documents at national and city level (strategies, policies, laws, regulation, norms, voluntary standards) incorporating TOD policies and practices
1. **Institutional sustainability indicators**
* Plan for sustainability completed
* Formal institution(s) and/or Legal entity
* promoting TOD is in place
1. **M&E Indicators**
* M&E system established and producing data for adaptive management and learning
* Number of TOD evaluations conducted and shared
* Neighborhood scores on ITDP, LEED ND or similar indices
 | * Legislative actions
* Contracts, MOUs, meeting minutes, reports
* Loans or other financial agreements, PPPs
* Published changes to laws or regulations
* Financial reports
* Impact evaluation reports

Analysis of documents including plans, designs, regulationsLegal documents and plansCompleted pilot neighbourhood assessments and baseline analyses | * CIUDAT assistance is helpful
* Process leads to completion and does not stall after assistance
* Recurrent measurement of impact indicators is consistent
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| **Technical Cooperation Activities** | **Notes**: * Activities 1, 2, 3, 4 and 5 will be conducted by CIUDAT TC staff with guidance and support from the CIUDAT Advisory Committee and CIUDAT Board.
* Activity 6 will be conducted by CCAP as TC to fulfil DO and Implementing Entity responsibilities.
1. **Local Technical Assistance**
	1. **Establish process for selection of catalytic intervention opportunities in coordination with CCAP, CIUDAT FC staff, Advisory Committee and CIUDAT Board**
		1. Prepare planning, design, GHG, replication and political context criteria for:
			* Phase A pre-selection (identification of catalytic TOD projects), and
			* Phase B prioritization (allocation of cooperation resources)
	2. **Identify and select catalytic intervention opportunities (technical and financial)**
		1. Issue call for proposal
		2. Review Phase A proposals
		3. Pre-select 3 cities under Phase A under each call
		4. Provide guidance to the pre-selected cities so that their Phase B proposals specify strategic interventions that maximize GHG reductions with viable financial leverage strategies
			* Assess GHG reduction potential of proposal
			* Evaluate proposals TOD design and planning
			* Review local government political context
			* Assess the potential of proposal to be replicated both locally and nationally
		5. Develop M&E and other requirements for assistance
		6. Identify appropriate types and amounts of CIUDAT TC and FC assistance in conjunction with CCAP, CIUDAT FC staff, Advisory Committee and Board
	3. **Provide technical assistance to assess and advance catalytic intervention opportunities**

Technical assistance could include, guidance or studies on: Scenario plans; Corridor, activity center or station area plans; Infrastructure alternative selection or market feasibility studies; other pre-investment studies; PPP or other legal coordination design; and Local regulatory or incentive mechanism design.* + 1. Conduct 3 pre-feasiblity studies in “ready-to-go” cities by external consultants, supported and guided by CIUDAT TC experts. (The exact number will depend on local needs and consultant costs.)
		2. Conduct 4 technical interventions in cities that have made progress toward TOD by CIUDAT TC experts. (The exact number will depend on local needs.)
		3. Provide input on additional local pre-investment studies that will be supported by CIUDAT FC staff and FC-funded consultants. (See FC Task 2a, iii)
	1. **Conduct basic capacity building to strengthen local TOD capacities with participation from CIUDAT FC staff.**
		1. Prepare and circulate summary educational materials to Colombian cities and National Ministries on key aspects of TOD (introduction, planning, implementation, finance…) with input from CIUDAT FC staff.
		2. Conduct one capacity building workshop to promote high quality proposals for assistance
		3. Conduct one capacity building workshop on TOD planning, implementation and finance
1. **National Policies for Replication**
	1. **Hire expert consultants to conduct 2-3 national policy studies to replicate best TOD practices. Topics could include:**
		1. Land-value capture
		2. Tools to promote and leverage TOD financing
	2. **Conduct policy analysis and provide recommendations to CIUDAT Board and Ministries** (with input from CIUDAT FC staff) **on topics such as:**
		1. Guidance on best local policies on TOD zoning, development standards, parking regulations, incentives and land-based value capture;
		2. Aligning National policies on housing, transit access and climate change with TOD principles
	3. **Develop recommendations on capacity building programs to equip cities for planning, financing implementing and evaluating TOD (with input from CIUDAT FC staff)**

(Prepare at least one paper)* + 1. Develop recommendations for integrating TOD into existing national technical assistance efforts
		2. Develop policy recommendations for capacity building on TOD (local and national) during and beyond the NAMA project time frame (feed into Task 3)
	1. **Support of the international learning process on transport NAMAs**
* E.g., communicate with GIZ Transfer project (MRV, workshops, handbook, database)
1. **Institutional Continuity for CIUDAT**
	* 1. Develop a plan to fully embed CIUDAT TOD support functions into the National Government and for sustain CIUDAT beyond NAMA support
		2. Establish CIUDAT as an independent legal entity
2. **Measurement and Evaluation**M&E tasks will be conducted in coordination with CIUDAT FC staff (FC Task 6).
	1. **Develop M&E Plan based on forthcoming guidance from NAMA Facility**
	2. **Develop guidelines for local and national data collection and reporting** (one paper)
	3. **Finalize the M&E Plan and launch implementation with contributions from CIUDAT FC staff**
		1. Provide guidance on M&E to at least 4 pilot cities
		2. Work with CIUDAT Advisory Committee to guide national M&E data collection
3. **Management functions of CIUDAT Director**
	1. **Coordinate activities with CCAP, the CIUDAT Board and CIUDAT Advisory Committee**
		1. **Develop annual workplans** consistent with NAMA requirements(log-frame, gantt chart, budget)
		2. **Revise the CIUDAT Bylaws and develop the CIUDAT Operating Procedures**
	2. **Prepare monthly, semiannual, annual and final reports for TC activities to submit to CCAP and the TSU**
4. **CCAP TC Delivery Organization and Implementation Entity activities**
	1. **Catalytic Local Pilots** Guide CIUDAT staff in developing strategic interventions in target cities
	2. **GHG Calculations**Provide expert input on GHG calculations
	3. **National Policies for Replication**Provide expert input on GHG calculations
	4. **Monitoring and Evaluation**Ensure that the M&E plan meets NAMA requirements and best international practices
	5. **Delivery of TC Outcomes**Support coherence of CIUDAT workplan with NAMA requirements (log-frame, gantt chart, budget)
	6. **Finance and Administration**
		1. Manage grant contract with GIZ
		2. Manage CCAP Colombia presence
		3. Human resources
	* Execute recruitment and hiring process for CIUDAT TC staff in conjunction with CIUDAT Director
	* Process payroll and benefits
		1. Manage procurement process to GIZ standards
		2. Control program budget & expenditures for compliance with GIZ terms and conditions
 | * Funding is sufficient
* Continued engagement of Ministries
* Ability to hire qualified staff
* Interest from target cities and developers
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