|  | **PROJECT SUMMARY** | **INDICATORS**(Specific, Measurable, Achievable, Reliable, Timely) | **VERIFICATION MEANS** | **RISKS/ ASSUMPTIONS** |
| --- | --- | --- | --- | --- |
| **Goal** | **Colombia’s standard urban development model has transformed 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** | **Public and private investment has increased 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 financial assistance causes at least 3 TOD projects to advance through key process *benchmarks*:**
2. Planning (corridor, activity center, station area) with stakeholder (community) participation [TC]
3. Feasibility and market analysis [TC]
4. Policy/Regulatory alignment/entitlement [TC]
5. Design and engineering
6. Securing financing
7. Close-out (sale or lease)
8. Measurement & Evaluation
9. **National policies for replication of TOD are mainstreamed into ministerial planning and practices with inter-institutional coordination mechanisms in place**
10. **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 [TC]
* Analysis completed [TC]
* Local and national policies and regulations applied [TC]
* Design and engineering studies completed
* Financing determined, funds transferred
* Project completed
* 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. **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, regulationsCompleted 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
 |
| **Technical Cooperation Activities** | 1. **Solicit and help structure local requests for NAMA support in coordination with CIUDAT TC staff, Advisory Committee and CIUDAT Board:**
	1. Establish the process for selection for calls for proposals for catalytic TOD projects
		1. Prepare financial 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 proposals (at least two)
		2. Review Phase A proposals
		3. Pre-select 3 cities under Phase A for 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
		5. Evaluate proposals in light of their financial sustainability
			* Review local government financial capability
			* Assess the fiscal condition of cities to determine their ability to give local match for project funding
			* Asses Promoting Entities’ credit capacity
		6. Develop M&E and other requirements attached to assistance
		7. Determine levels of resource allocation for city projects based on Task 2 analyses and the expectation to fund at least 4 cities under all calls
2. **Match support requests with appropriate FINDETER financial instrument**
	1. Identify and structure financial mechanisms within FINDETER to leverage resources
		1. Structure a FINDETER TOD Credit Line with compensated rate adjusted to cities credit capacity and available cooperation resources;
		2. Structure standard grant mechanism;
			* 1. Pre-investment studies, e.g. design, engineering , market analysis (up to €1.7 million)
				2. Direct technical support from CIUDAT FC staff
		3. Identify and structure other mechanisms for financial and/or technical assistance.
	2. Determine appropriate form of support for each project and sign a pre-agreement with the Promoting Entities that includes M&E and other requirements.
3. **Prepare and manage contracts**
	1. Negotiate and execute rediscount contracts (with local banks)
	2. Negotiate and execute procurement contracts (with consultants and contractors)
	3. Negotiate and execute technical support contracts (convenios directly with CIUDAT)
	4. Manage existing contracts
		1. Provide support to the Promoting Entities in carry out contract processes
		2. Record and report projects’ activities
		3. Contract supervision
	5. Close out contracts (settlement)
4. **Manage NAMA financial account**
5. Opening and managing special account (trust fund/wagon?)
6. Determine if the special account will have yields and its uses
7. Taxes and transactional cost: identification and quantification (subject to the cooperation contract)
8. Submission of financial reports on the execution of loan funds
9. Maintain the project administrative, financial and accounting data updated
10. Monitor the budget execution
11. Assure that project transactions and related balances are recorded appropriately and timely
12. Assure that regular, timely, and reliable financial statements are prepared
13. Provide historical payment status inquiry through our FINDETER VIRTUAL on line service.

**National policy liaison with Ministries, technical committee and CIUDAT TC staff** * 1. Package and promulgate lessons from local project finance and implementation to be used to inform and shape national policy and capacity building recommendations.
	2. Participate in capacity building workshops
		1. development of high quality TOD proposals
		2. TOD planning, implementation and finance
	3. Provide technical assistance to review TC studies associated with Land-value capture and other finance tools to promote and leverage TOD financing
	4. Marketing activities to brand and publicize NAMA
1. **Meet M&E and other reporting responsibilities to NAMA Facility**
	1. Work with Board, Advisory Committee, TC staff on M&E plan development and execution
	2. Develop guidelines for collecting, analyzing and reporting financial data and results (in coordination with TC staff)
	3. Contribute to local M&E training and provide guidance to 5 pilot cities on financial data collection
	4. Prepare semiannual, annual and final reports for FC activities
 | * Funding is sufficient
* Continued engagement of Ministries
* Ability to hire qualified staff
* Interest from target cities and developers
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