Terminal Evaluation

Project: “Towards a sustainable and efficient urban mobility system in Uruguay”

UNDP PIMS#	5802
# GEF ID	9480
Atlas Project ID	00098508
Evaluation Period	August -November, 2022
Report date	December 16, 2022
Region and countries covered by the report	Latin America and The Caribbean
Country	Uruguay
GEF Focal Areas	Climate Change
Implementing Agency	Ministry of Industry, Energy and Mining (MIEM), Ministry of Environment (MA), Ministry of Housing and Territorial Planning (MVOT)
Evaluator	José Galindo - International Evaluator

Acknowledgements:

The evaluator would like to acknowledge the information and feedback provided by the interviewed project stakeholders including MIEM, MA, MVOT, the project manager and staff. Special thanks to the UNDP Country Office staff. Without the on-ground efforts of stakeholders the terminal evaluation report would not have been possible.

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II. ACRONYMS AND ABBREVIATIONS

APRs	Annual Project Reports
AUCI	Uruguayan Agency for International Cooperation (Acronym in Spanish)
AWP	Annual Work Plan
CCTV	Closed-circuit television
CO	Country Office
CO2eq	Carbon dioxide equivalent
CPD	Country Programme Document
EV	Electric Vehicle
GEF	Global Environment Facility
GHG	Greenhouse Gas
IM	Municipality of Montevideo (Acronym in Spanish)
LDCF	Least Developed Countries Fund
MA	Ministry of Environment (Acronym in Spanish)
MEF	Ministry of Economy and Finance (Acronym in Spanish)
MIEM	Ministry of Industry, Energy and Mining (Acronym in Spanish)
MTOP	Ministry of Transport and Public Works (Acronym in Spanish)
MVOT	Ministry of Housing and Territorial Planning (Acronym in Spanish)
MVOTMA	Ministry of Housing, Land Planning and Environment (Acronym in Spanish)
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NIM	National Implementation Modality
PIR	Project Implementation Review
PMU	Project Management Unit
ProDoc	Project Document
PTO	Public Transport Operators
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

UTE	National Administration of Power Plants and Electric Transmissions (Acronym in Spanish)
SESP	Social and Environmental Screening Procedure
SCCF	Special Climate Change Fund
SDGs	Sustainable Development Goals
SC-IAP	Sustainable Cities Integrated Approach Pilot Program
TACU	Self-Managed Urban Cycling Workshop (Acronym in Spanish)
TE	Terminal evaluation
ToR	Terms of Reference
UWEP	Uruguay Wind Energy Programme

Table 1. Project information

Project Title	Towards a sustainable and efficient urban mobility system in Uruguay		
GEF Project ID:	9480	PIF Approval Date:	Jul 26, 2016
UNDP Project ID (PIMS #):	5802	CEO Endorsement Date (FSP) / Approval date (MSP):	Sep 15, 2017
UNDP Atlas Business Unit, Award ID, Project ID:	00098508	ProDoc Signature Date:	Dec 20, 2017
Country/Countries:	Uruguay	Date Project Overseer seconded:	Project Manager hired: Mar 1, 2018
Region:	Latin America and the Caribbean	Inception Workshop Date:	Sep 19, 20 2018
Focal Area:	Climate Change	Mid-Term Review Completion Date:	N/A
GEF Operational Programme or Strategic Priorities/ Objectives:		Revised Expected Terminal Evaluation completion date	October, 2022
Trust Fund:	GEF/LDCF/SCCF Trust Funds	Planned Operational Closure Date:	Original Planned Closing Date: Dec 20, 2021 Revised Planned Closing Date: Dec 31, 2022
Implementing Partner:	Ministry of Industry, Energy and Mining (MIEM), Ministry of Environment (MA), Ministry of Housing and Territorial Planning (MVOT)		
Financial Information			
PDF/PPG	**At approval (US$)**	**At PDF/PPG completion (US$)**	
GEF PDF/PPG grants for project preparation	50,000	50,000	
Co-financing for project preparation	0	0	
Project	**At CEO Endorsement (US$)**	**At TE (US$)**	
[1] Government (parallel funding)	MIEM: 518,500 MVOTMA: 340,000 UTE: 1,155,600	MIEM: 518,500 MVOTMA: 340,000 UTE: 1,155,600 Ministry of Economy and Finance: 8,800,000	
[2] UNDP contribution:	0	0	
[3] SGP	0	0	
[4] Other beneficiary governmental entities	Local Government (IM): 16,600,000	Municipality of Montevideo: 16,600,000	
[5] Private Sector	1,424,000	1,775,000	
[6] Civil Society Organizations	0	0	
[7] Total co-financing [1 + 2 + 3 + 4 + 5 + 6]:	20,038,100	29,189,100	
[8] Total GEF funding	1,721,233	$1.578.653	
[9] Total project financing [7 + 8].	21,759,333	30,767,753	

III. EXECUTIVE SUMMARY

Project Description

1. This is a National Implementation Modality (NIM) project, executed by the Ministry of Industry, Energy and Mining (MIEM), joint implemented by the MIEM, Ministry of Environment (MA), and Ministry of Housing and Territorial Planning (MVOT) with the support of the United Nations Development Program (UNDP), in its capacity as Global Environment Facility (GEF) Implementation Agency.
2. The project's objective is to promote an efficient, low-carbon transport model in Montevideo, to be subsequently replicated in other cities in Uruguay, based on the enhancement of institutional capabilities, the development of adequate regulations and the implementation of innovative technologies.
3. The project focuses on four outcomes: 1) Policy framework for a low- carbon transport system; 2) Demonstration of technological options in Montevideo; 3) Cultural change, dissemination and replication; 4) Knowledge Management Monitoring and Evaluation.
4. The project has an entire duration of four years between 2018 and 2022, with a closing date initially scheduled for December 20, 2021 and a revised planning closing date for December 31, 2022. The amount allocated by the GEF was US$1,721,233; with a co-financing commitment of US$20,038,100.

Table 2. Evaluation ratings

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Highly Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	Satisfactory
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	Satisfactory
Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory
Sustainability	Rating
Financial resources	Moderately Likely
Socio-political/economic	Moderately Likely
Institutional framework and governance	Likely
Environmental	Moderately Likely
Overall Likelihood of Sustainability	Moderately Likely

Concise conclusion summary

5. The project holds strategic relevance in the context of Uruguay´s second energy transition. The project involved a wide spectrum of relevant stakeholders from the private and public sectors at national and municipal levels, and was incubated in alignment to national policies and priorities, leading into a design process with high national appropriation.
6. The proposed results and interventions are recognized as practicable and feasible within the resources and time available. The project design was particularly weak to mainstream communication and knowledge management across the intervention.
7. The project is on track to achieve its objective. Two out of four objective level indicators were fully accomplished. Components 1 and 2 were the most successful. On the other hand, the Component 3 shows limited progress and Component 4 reports 59% progress, which is likely to improve by the end of the project.
8. Movés executed USD 1.578 million over a five years period, that is 92% of the total available budget. Reported co-financing equals USD 29,189,100, representing 146% of the original commitment presented in the ProDoc.
9. The project demonstrated technical and financial feasibility of electric mobility, the existing capacities and enabling institutional and legal frameworks. The perspectives of sustainability are positive, however, there is no exit strategy to guide opportunities and the challenges ahead to upscale technologies and approaches tested by Movés.

Synthesis of the key lessons learned

10. The design of similar future projects should consider at least one additional year for implementation.
11. Projects aimed at technology transfer and promoting the adoption of new practices need a robust approach towards strategic communication and knowledge management.
12. The demonstrative approach followed by Movés allowed to demystify the operation and benefits derived from EV´s, facilitating greater appropriation and first-hand exposure to these new technologies.
13. Movés demonstrated that the implementation strategy can always change to adapt to a dynamic context and take advantage of emerging opportunities.

Table 3. Recommendations Summary Table

#	Recommendation	Responsible	Timeline
	Component		
1	The project was instrumental to draft and approve 4 specific regulations, however, there are still 4 draft regulations in process that still need to be followed up and supported until finally approved.	PMU, UNDP, MIEM, MVOT	6 months
2	The TE recommends, that until the project is closed, the project team support to accelerate the discussion and approval of the specific subsidy that will follow up on the results achieved by Movés to allow adequate scale up of electric vehicles and buses.	PMU, UNDP, MIEM, MVOT	6 months
3	With regards to the expected increase in public transportation users, it is recommended to monitor post COVID-19 recovery, as it exerts huge impacts upon public transportation and mobility sector in general, particularly regarding mobility patterns and modal preference.	MA, MIEM, MVOT	6 months
4	Under component 4, through the project website (https://moves.gub.uy/), the project should generate knowledge management, dissemination and communications tools to reach larger audiences and mobilize stakeholders towards the replication and upscaling of the interventions.	PMU	2 months
	Sustainability		
5	The project has tested multiple approaches, with greater focus on motorized transportation. New projects should embrace more balanced approach, incorporating other dimensions of sustainable mobility.	PMU, UNDP	2 months
6	There is no provision to maintain the PMU or incorporate new staff to replace them. In practical terms the end of the project leaves an important gap in terms of human capacities, which could be filled eventually through new projects such as Euroclima +.	PMU, UNDP	3 months
7	The TE recommends to maintain the web page and check that all the information generated by the project is uploaded. Furthermore, it will be important to evaluate which entity will be in charge of keeping the site operational once the project is finalized.	PMU	1 month
8	The project has had a demonstrative nature, so it has generated a lot of information, which are not available to the public. It is recommended to undertake an in-depth and detailed systematization of the processes followed and the lessons learned for dissemination purposes. Also, it is recommended ensures tools aimed at local actors to increase their appropriation and empowerment.	PMU	2 months
	Exit Strategy		
9	The TE recommends to draft the exit strategy to generate the necessary commitments to guide opportunities and the challenges ahead to upscale technologies and approaches tested by Movés.	PMU, UNDP	2 months
10	The TE recommends organizing a high-profile closing event to celebrate the project´s achievements, but also communicating the lessons learned and challenges ahead to scale up technology transfer.	PMU, UNDP, MIEM, MVOT, MA	2 months

1. INTRODUCTION

1.1 Evaluation Purpose

14. The Terminal Evaluation (TE) is carried out as part of the M&E framework established in the project document (ProDoc), which establishes that an independent TE must be carried out three months before the expected completion date. The TE is carried out following the UNDP and GEF guidelines. It is expected that this evaluation will show the progress towards originally planned outcomes of the project, their impact and sustainability as well as recommendations to follow-up activities.
15. The terminal evaluation assesses the project real achievements against what was expected and draws lessons that can improve sustainability of the project's benefits and contribute to the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of the project's achievements.
16. The TE report will be distributed to the PMU including Regional Technical Advisor (RTA), and implementing partners, for their review. In parallel, the Project Management Unit (PMU), UNDP, MIEM, MA and MVOT will prepare a draft response to show how the TE conclusions and recommendations are going to be managed for review and/or approval by the implementing partner, UNDP and other relevant stakeholders through an action plan to address the recommendations presented in the TE report.

1.2 Evaluation Objectives

a) Assess the progress of expected results to date.
b) Capture good practices and lessons learned.
c) Determine the level of performance in terms of relevance, coherence, effectiveness (results, outputs), and efficiency.
d) Identify sustainability and potential scaling up of results.

1.3 Evaluation Scope

17. The TE was conducted based on the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020). In accordance with the guide and the project context, the following tools were applied: a) documentation review; b) stakeholder interviews; and c) questionnaires. During the process, there was active

interaction between the evaluator, PMU, UNDP, MIEM, MA, MVOT and other stakeholders.

18. The TE evaluates the period between the ProDoc's signing in December 20, 2017 and the end of the TE interview on October 6, 2022. The TE evaluates the four components of the project as described in the ProDoc: Component 1: Policy framework for a low-carbon transport system; Component 2: Demonstration of technological options in Montevideo; Component 3: Cultural change, dissemination and replication; Component 4: Knowledge Management and M&E. The TE covers the implementation site: Montevideo, Uruguay.

1.4 Methodology

1.5 Data Collection and Analysis

19. Two data collection techniques were used: document review and individual interviews, which are described below.

1.5.1 Secondary Information - Documentary Review

20. The TE reviewed the project documentation provided by the PMU/implementing partner. According to the ***Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020)***, 28 documents were considered necessary for the evaluation. The detailed list is in Annex 5. This review was conducted to a project description covering the identified problem and establishing the objectives and their respective activities. This information provided a baseline of the situation before project implementation and the perceived contribution or project impact.

1.5.2 Stakeholder interviews

21. Stakeholder interviews and evaluation mission: the evaluation followed a consultative approach involving interviews with relevant stakeholders. These activities enriched the vision of the context through direct contact with the most representative actors in project implementation, thus receiving first-hand testimonies on progress and barriers found.
22. The evaluator with the PMU identified a universe of potential interviewees (public and private institutions, NGOs and beneficiaries) who participated in different phases of the project (design, execution and closure). Subsequently, it prioritized the actors, assessing their availability and representativeness in the project. 24 people were interviewed, 13 women and 11 men, as shown in Annex 4. For the interviews, the

evaluator used a questionnaire focusing on the participation of different key stakeholders according to their role in project implementation.

1.5.3 Information analysis

23. Within the framework of the Guide, the results and impacts of the project were assessed using the evaluation matrix (Annex 3), which identified the key questions related to the evaluation criteria and cross-cutting issues, and the methods selected (desk review and interviews).
24. Initially, at the completion of the interview phase, the evaluation team systematized and analyzed the information gathered from primary and secondary information sources in order to generate the most relevant and representative findings of all the data collected so far.
25. Subsequently, the evaluator conducted an in-depth analysis in order to reinforce the credibility and validity of the findings, judgments and conclusions obtained. The evaluator used triangulation techniques to ensure technical quality. Triangulation consisted of double or triple checking the results of the data analysis by comparing the information obtained through each data collection method (desk study and individual interviews).
26. The information collected was then systematized and organized. The data analysis utilized the triangulation methodology, which analyzed: (i) the descriptive analysis of the context, key actors, coordination mechanisms, resources and products deployed by the project; (ii) the analysis of the data collected during the evaluation. This analysis made it possible to identify trends, recurrent themes and contradictory information which emerged during the evaluation questions. At this stage, the consultant sought additional data collection; (iii) quantitative analysis to evaluate financial, evaluative, management and other data related to key cross-cutting issues such as gender equality, rights-based approach, capacity building, poverty alleviation, climate change mitigation and adaptation. This analysis also identified best practices or lessons learned from different contexts.

1.6 Ethics

27. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations’ and GEF and UNDP policies on monitoring and evaluation. As needed, measures have been taken

to protect rights and confidentiality. The evaluator has signed a Code of Conduct form, attached here as Annex 7.

1.7 Evaluation Limitations

28. The major limitation found relates to the absence of a country mission to undertake interviews and evaluation activities personally. Instead, all meetings and interviews were arranged and developed remotely, leading into higher difficulty to engage relevant stakeholders to participate in the evaluation process. This has affected the original TE schedule, because it took longer to arrange key interviews, due to slow response to invitations and in some cases, interviews were canceled or rearranged. As a mitigation measure, an extensive list of potential interviewees was prepared in advance to ensure an adequate number of interviewees representing all relevant stakeholders.

1.8 Evaluation Report Structure

29. The TE report is presented in three sections. The first is this introductory chapter to the evaluation and its methodological process. The second section covers chapters 2, 3 and 4 and presents the evaluation results for each stage of the project. The main findings and analysis of the evaluation, conclusions, lessons learned and recommendations are summarized in the final section.

2 PROJECT DESCRIPTION

2.1 Project start date and duration, including milestones

30. The project document was signed on December 20, 2017 and started its inception workshop activities in March 26, 2018. Originally it was to last four years, so the operational closing date is December 20, 2021. The revised planning closure date is proposed as Dec 31, 2022. The key dates and milestones of the project are detailed in the project information table presented in the executive summary.

2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

31. Uruguay stands out in Latin America as an egalitarian society and for its high per capita income, low level of inequality and poverty and the almost complete absence of extreme poverty. Uruguay occupies the top spots in the region in terms of various measures of well-being, such as the Human Development Index, the Human Opportunity Index and the Economic Freedom Index. In 2015, the national gross per capita income stood at US$15,720, according to the Atlas method. The annual average growth rate has been 4.8% between 2006 and 2015 (52.4% total growth), and 5.7% between 2006 and 2012 (39.7% total growth).
32. However, economic growth has not been coupled with a significant increase in total greenhouse gas (GHG) emissions, which reached 34,238 kt CO2eq in 2012, a mere 0.6% increase compared to 2006 levels. Emissions growth is more relevant for CO2 (the most relevant GEI from the energy sector and particularly from transport): 30.8% or an annual average of 4.6%, from 6,648 to 8,694 kt in the same 2006-2012 period. The contribution of transport within the energy sector emissions has increased, at a small pace between 2006 (39%) and 2012 (40%), and more significantly afterwards, reaching a share of 55% in 2015 and with prospects to account for more than 60% of energy emissions in the next decade. Transport CO2 emissions have increased from 2,277 kt in 2005 to 3,284 kt in 2012 and to 3,502 kt in 2015, a 44.3% and 53.8% growth, respectively.

2.3 Problems, threats and barriers the project targeted

33. Population and mobility growth were higher in the peripheral departments outside Montevideo (Canelones and San José). They accounted already for one third of total urban transport GHG emissions in the metropolitan area, and the car share of emissions in the peripheral departments increased from 82% in 2009 to 86% in 2016. In the absence of additional action, CO2 emissions from urban mobility in Montevideo and its metropolitan area was assumed to keep growing as a result of an array of drivers: population growth, decentralization and economic growth.
34. Apart from the development challenge of a mobility system with increasing dependency on high-carbon options, a pervasive social and gender mobility gap also hindered Uruguay's strategic transition towards low-carbon mobility. To be specific, the gap in

the quality of mobility conditions between cars and public transport was disproportionately suffered by those social groups without access to cars: the lower income terciles and women. . Moreover, the gender gap in mobility conditions was likely to further increase, with many women facing increasing distances and travel times, and with growing pressure to dedicate a significant part of their income to gain access to car use.

35. In terms of barriers of change, three different levels of causes were identified: immediate causes, underlying causes and root causes.

    1) Two immediate causes were proposed:

        a. A conservative management attitude within the transport system;
        b. Widespread acceptance of the privileges of car users, in spite of their consequences in terms of environmental deterioration and social and gender exclusion (for those without a car).

    2) Four major underlying causes were identified at the basis of the immediate causes mentioned above:

        a. A socioeconomic environment of sustained economic growth, urbanization and growing personal mobility; under this framework, there is a growing mobility market, and conservative public transport stakeholders can be comforted by not seeing the number of their passengers decreasing, even if they are losing market in relative terms;
        b. There are no incentives to introduce relevant technological innovations in the transport system;
        c. Pervasive quality gap between carbon-intensive and sustainable transport modes, discouraging modal change;
        d. Deeply rooted prejudices among citizens, considering car use as the most preferable mode.

    3) A few root causes deserve particular attention:

        a. The practical impact of the institutional and governance framework for sustainable development on the transport sector (including urban mobility) has been modest, highlighting the need for strengthening this framework in terms of resources, monitoring and evaluation tools and formalization of the legal and institutional structures.
        b. The lack of an updated regulatory framework in the transport sector, promoting clean technologies and innovative approaches, and the

insufficient capacity of inspection and control over public transport operators by the relevant administrations.

c. A technical culture dominated by the traditional traffic engineering paradigm encourages street design and management focused on facilitating car flows, and a narrow implementation of sustainable alternatives limited to some areas of Ciudad Vieja.

d. Widespread acceptance of car hegemony among significant stakeholders and large groups of the citizenry. This attitude is particularly noticeable in major companies and working centers.

2.4 Immediate and development objectives of the project

36. The project's vision is to set up an effective transition towards an inclusive, adaptive, efficient and low-carbon urban mobility system. The project's objective is to promote an efficient, low-carbon transport model in Montevideo, to be subsequently replicated in other cities in Uruguay, based on the enhancement of institutional capabilities, the development of adequate regulations and the implementation of innovative technologies.

37. The low-carbon transport model envisioned by the project is characterized by (i) committed public institutions and empowered stakeholders, acting under a proactive legal framework to accelerate the transition towards low-carbon mobility; (ii) an innovative-friendly environment, making use of state-of-the-art technologies and policies, such as electric vehicles; (iii) collaborative planning and implementation environments, getting a growing number of cities, stakeholders and the public at large actively involved in the expansion of sustainable mobility practices. The project is expected to provide direct emission savings of at least 114,930 t CO2 in 10 years, and consequential savings of at least 166,441 t CO2 in 10 years after project completion.

38. The significant barriers were addressed to achieve this objective. The project's interventions have been organized into in four components: 1) Policy framework for a low-carbon transport system. 2) Demonstration of technological options in Montevideo. 3) Cultural change, dissemination and replication. 4) Knowledge Management and M&E.

2.5 Expected results

Component 1: Policy framework for a low- carbon transport system

Outcome 1.1: Adequate institutional capacity and regulatory framework in place to foster low-carbon mobility options, indicated by:

a) Number of revised regulations on taxes, incentives and subsidies to e-mobility for public transport and urban delivery (End of project target: 4 revised regulations);

b) Formalized intergovernmental coordination structures on climate change, urban mobility and land use planning (End of project target: 1 formalized intergovernmental coordination structure).

Outcome 1.2: Modal share of public transport increased, and quality control improved, indicated by:

a) Targets for PT quality identified and enforced by IM

- End of project target: Minimum number of targets enforced for each category: fleet and vehicle characteristics (4), planned and actual service supply (4), information and communication with users (4), comfort levels (2) and safety (2);

b) Average subsidy received by an e-bus per year, as a percentage of the average subsidy received by a conventional bus in Montevideo (End of project target: 110%).

Component 2: Demonstration of technological options in Montevideo

Outcome 2: Demonstration of technological options in Montevideo, indicated by:

a) Total annual km served with e- buses (from 66,000km baseline level to 400,000 km served with e-buses at the end of the project).

b) Percentage of new jobs linked to e-vehicles occupied by women (measured as a percentage of the total expected new jobs) (End of project target: 100%).

c) Total annual km served by e-vans in urban delivery (from 0km baseline level to 90,000 km served with e-vans in urban delivery at the end of the project).

Component 3: Cultural change, dissemination and replication

Outcome 3: Cultural change, dissemination and replication, indicated by:

a) Number of persons changing transport mode following company mobility plans (End of project target: 270).

b) Percentage of vulnerable users (women, elderly) satisfied by mobility conditions (End of project target: an increase of 5% to the baseline level).

c) Number of cities in Uruguay over 20,000 inh. including EVs in their mobility plans (End of project target: 3 cities).

Component 4: Knowledge Management and M&E

Outcome 3: Knowledge Management and M&E, indicated by:

a) Project expenditure (End of project target: 100% executed).

b) Number of monthly project website visits (End of project target: 5000).

2.6 Main stakeholders

Actors	Relevant Roles
MIEM	- As the Implementing Partner, the MIEM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. - Forms part of the Project Board (also called Project Steering Committee), which is responsible for making by consensus, management decisions when guidance is required by the Project Manager. - Serves as "living-labs" in the implementation of a cultural change in urban mobility, through the implementation of green mobility plans within their main working centers - Provides support to project implementation, facilitating interaction with all the necessary governmental levels through Inter-institutional Group on Energy Efficiency in Transport. - The Director of Energy of MIEM will play the role of Project Director and will preside the Project Board.
Ministry of Housing, Land Planning and Environment (MVOTMA[1])	- As key institutional partners, MVOTMA forms part of the Project Board, which is responsible for making by consensus, management decisions when guidance is required by the Project Manager. - Provides support to project implementation, facilitating interaction with all the necessary governmental levels through Inter-institutional Group on Energy Efficiency in Transport. - Serves as "living-labs" in the implementation of a cultural change in urban mobility, through the implementation of green mobility plans within their main working centers.

[1] The MVOTMA has been operating in the country since 1990, created by Law No. 16,112. However, on July 9, 2020, Law No. 19,889 separated and created the Ministry of Environment as a State Secretariat with exclusive competences in environmental matters. Thus, the environmental competences assigned by law to the MVOTMA were transferred to the Ministry of Environment by the law that created it.

Actors	Relevant Roles
Uruguayan Agency for International Cooperation (AUCI)	- Forms part of the Project Board (also called Project Steering Committee), which is responsible for making by consensus, management decisions when guidance is required by the Project Manager.
National Administration of Power Plants and Electric Transmissions (UTE)	- As key institutional partners, UTE facilitates the involvement of all interested parties, as vehicle manufacturers, charging point suppliers, and users in the fields of public transport supply and urban freight delivery. - Serve as "living- labs" in the implementation of a cultural change in urban mobility, through the implementation of green mobility plans within their main working centers. - Forms part of the advisory committee, which will support the Project Board.
Municipality of Montevideo (IM)	- As key institutional partners, IM forms part of the advisory committee, which will support the Project Board. - Serves as "living-labs" in the implementation of a cultural change in urban mobility, through the implementation of green mobility plans within their main working centers.
Ministry of Transportation and Public works (MTOP)	- Provides support to project implementation, facilitating interaction with all the necessary governmental levels through Inter-institutional Group on Energy Efficiency in Transport. - Forms part of the advisory committee, which will support the Project Board.
Ministry of Economy and Finance (MEF)	- Provides support to project implementation, facilitating interaction with all the necessary governmental levels through Inter-institutional Group on Energy Efficiency in Transport. - Forms part of the advisory committee, which will support the Project Board.
Public transport operators (PTO)	- PTOs are expected to be fully involved in the project advisory committee, and a dedicated working group within the PSB is intended to deal with public transport issues within the project.
UNDP	- GEF Implementation Agency providing quality assurance and oversight. - UNDP country office forms part of the Project Board (also called Project Steering Committee), which is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. - The project assurance role will be provided by the UNDP Country Office specifically by the Environmental Programme Associate.

Source: ProDoc, 2017

3 FINDINGS

3.1 Project Design/Formulation

3.1.1 Analysis of Results Framework: project logic, strategy, and indicators

39. The project holds strategic relevance in the context of Uruguay´s second energy transition. It was incubated within governmental institutions in alignment to national policies and priorities, leading into a design process with high national appropriation.
40. The project builds up from the accumulated experience from UNDP at global and national level implementing GEF funded projects. This is reflected in practical management arrangements to operate complex interinstitutional governance schemes involving three ministries and stakeholders at the regional and municipal levels.
41. This project is inspired in the results obtained through the successful implementation of previous UNDP-GEF projects which will be detailed later in this same chapter, aimed to support Uruguay´s first energy transition. Therefore, the project started with a clear end in mind in terms of the expected replication and scale up potential.
42. Project design benefited from a Theory of Change that present the logical path and expected interactions between components and different approaches tested. However, the ProDoc does not present a detailed analysis of the baseline situation, while barriers are only described in general terms. Consequently, the theory of change is weak in terms of describing the causal relationships between the different interventions.
43. The proposed results and interventions are recognized as practicable and feasible within the resources and time available. However, these targets are only possible under the assumption of expected co-finance from public and private stakeholders.
44. Considering the expected impact in terms of the cultural change to accelerate the adoption of sustainable mobility alternatives, design was particularly weak to mainstream communication and knowledge management across the intervention. Some interviewees observe that the intervention could have been more balanced to incorporate other dimensions of sustainable mobility which are complementary to motorized transportation.
45. The project´s results framework reflects a sound definition of indicators and targets. Stakeholder´s participation in project design and national appropriation is reflected in indicators and targets responsive to the context and aligned to national decision making.

46. Most indicators follow the SMART criteria; however, minor observations were found specially in terms of relevance (Table 4). Three gender sensitive indicators (Indicator 10, 12,13) are found.

Table 4. Analysis of the SMART criteria application in the project indicators

Indicator	S	M	A	R	T	
Project Objective						
Mandatory Indicator 1: Number of new development partnerships with funding for improved energy efficiency in transport (partnerships signed between government and companies interested in using electric vehicle (EV).						
Mandatory Indicator 2: Extent of change in energy efficiency: energy consumption ratio of pilot EVs compared to conventional vehicles						
Mandatory Indicator 3: Number of direct project beneficiaries (increase in the number of bus tickets sold annually)						Indicator affected by COVID-19 due to low uptake of public transportation. Relevance of targets should be assessed in the context of post pandemic recovery.
Indicator 4: Emissions of carbon dioxide (in million metric tons) saved since project starts (direct)						
Component 1						
Indicator 5: Number of revised regulations on taxes, incentives and subsidies to e-mobility for public transport and urban delivery						
Indicator 6: Formalized intergovernmental coordination structures on climate change, urban mobility and land use planning						
Indicator 7: Targets for PT quality identified and enforced by IM						
Indicator 8: Average subsidy received by an e- bus per year, as a percentage of the average subsidy received by a conventional bus in Montevideo						
Component 2						
Indicator 9: Total annual km served with e-buses						
Indicator 10: Percentage of new jobs linked to e-vehicles occupied by women (measured as a percentage of the total expected new jobs)						Structural barriers such as limited interest and availability of qualified candidates to reach ambitious targets.
Indicator 11: Total annual km served by e-vans in urban delivery						
Component 3						

Indicator	S	M	A	R	T	
Indicator 12: Number of persons changing transport mode following company mobility plans						No baseline presented. Does not describe/suggest how this will be measured;
Indicator 13: Percentage of vulnerable users (women, elderly) satisfied by mobility conditions						No baseline presented, leading into a perception that targets do not reflect the expected ambition from GEF- funded projects.
Indicator 14: Number of cities in Uruguay over 20,000 inh. including EVs in their mobility plans						
Component 4						
Indicator 15: Project expenditure						Financial execution shall not be a relevant indicator, its normally not included.
Indicator 16: Number of monthly project website visits						Low relevance, both in terms of the indicator as well as the expected targets. It does not reflect the expected change in different audiences. Does not consider social media. Indicator does not reflect knowledge management and gender mainstreaming in the context of the intervention.

Source: ProDoc, 2017

3.1.2 Assumptions and Risks

47. The ProDoc identifies 12 risks in line with the project approach and its activities, covering a wide range of social, technical, environmental, economic and political challenges; 6 are classified as low and 6 as moderate. For each risk identified a general but sufficiently detailed mitigation measure is proposed, to be monitored by the ATLAS system and reported annually in the PIRs.

3.1.3 Lessons from other relevant projects incorporated into project design

48. The project adopted an Avoid-Shift-Improve strategy, as it is generally accepted that mitigation objectives can only be achieved by combining actions to reduce/avoid car travel, to improve the performance of technologies and to shift to sustainable transport.
49. This project is also inspired in the past successful GEF projects in Uruguay, which have been critical for facilitating the current transition to sustainable energy sources. This was the case of the Uruguay Wind Energy Programme (UWEP, GEF Project ID 2826), which is at the basis of the impressive development of wind energy in the country; the Electricity Production from Biomass in Uruguay (PROBIO, GEF Project ID 3144)

project, to expand the production of energy from biomass; and the Energy Efficiency Project (GEF Project ID 1179), which was instrumental in setting the institutional basis for MIEM to implement energy demand and efficiency policies.

3.1.4 Planned stakeholder participation

50. Stakeholders perceive the project preparation phase allowed adequate participation from the public and private sector, it was respectful of the views and diverse expectations shared. This generated engagement of multiple stakeholders and motivated their commitment to support with the cultural change needed to accelerate the adoption of sustainable urban mobility.
51. During the project preparation stage, targeted stakeholders and social groups were identified and corresponding roles were established for developing further specific communication channels with the PMU. The mentioned groups are public transport operators (PTO), specific car user groups and users of other transport modes.
52. The ProDoc does not include a Stakeholder Engagement and Communication Plan, While the plan was not mandatory for GEF6 projects according to GEF and UNDP rules, it has become evident that in other cases of GEF6 projects the plan becomes a tool that provides a comprehensive and strategic description of key stakeholders, describes participation mechanisms and approach, defines communication channels, and information divulgation strategy.

3.1.5 Linkages between project and other interventions within the sector

53. The ProDoc does not specifically point out which complementary interventions, projects or initiatives it would work with, nor established any planned coordination with other relevant GEF-financed projects. However, the ProDoc demonstrates that some non-governmental organization (NGOs), as well as Municipality of Montevideo, are already engaged actively in the promotion of non-motorized modes. The project is expected to build upon these initiatives, and to reach a wider public, to favor sustainable transport and support restrictions in car use.

3.1.6 Gender responsiveness of project design

54. Gender issues were included in different chapters of the ProDoc, such as the development challenge, theory of change, key assumptions, results and partnership sections of the ProDoc. As part of the design, the UNDP Social and Environmental Screening Procedure (SESP) template was applied, and according to what was

reported, the project obtained a GEN-2 score which means “gender equality as a significant objective”.

55. The project was able to capture broader development impacts such as gender equality and women’s empowerment. This was achieved through a gender analysis and plan, proposing four specific activities to mainstream gender across different interventions. The original project design included a budget worth USD 52,000 for the implementation of gender-related activities, that represents 3% of the total project budget.
56. In terms of gender expertise, it will be covered mainly by the internal UNDP capacity, as gender-oriented actions would be conducted by the PMU, with the support of UNDP country office, IM, MIEM, MVOTMA, and UTE. The project manager has been in charge of the annual monitoring of gender action plan, while the UNDP country office was responsible for the annual revision of the gender marking.

3.1.7 Social and Environmental Safeguards

57. The UNDP SESP template was applied during the project’s design. The overall project risk is categorized as “moderate”, as one risk of moderate significance and three risks of low significance were identified.
58. Concerning the moderate risk, which highlighted the significance of the environmental impacts associated to the disposal of EVs’ batteries, it justified that as all EV manufacturers were actively engaged in the deployment of long-term solutions at regional and global level, there should be no major barriers for Uruguay to get integrated in the life-cycle management system.

3.2 Project Implementation

3.2.1 Adaptive Management

59. According to interviewees, the PMU demonstrated flexibility to navigate through uncertainty and adaptive management capacity to respond to emerging trends and opportunities.
60. During project inception three changes were reported to project strategy, two out of them proved to be successful and allowed to raise the original target´s ambition. With regards to Component 2, it was decided to involve car rental companies and to rotate the utility vehicles acquired by the project as a means to increase the scope and extent of beneficiaries, by subsidizing the rent of these vehicles. A similar measure was also

agreed during inception but applied with less success for electric bicycles and quads oriented to the delivery companies' market.

61. During inception, it was also determined to reorient the support to purchase electric buses, in the light of the new subsidy, for the acquisition of electric charging infrastructure. This allowed to maximize impact from the original 5 to 33 electric vehicles.
62. Instead of developing sustainable mobility plans for private companies as it was originally proposed under Indicator 12, the project developed a toolkit and self-assessment which was completed only by one company so far. Indicator 10 also needed to be adapted to reflect real context, as it proved impossible to achieve 100% female participation in new jobs created, instead of it, gender related capacity building was implemented; in addition, a gender diagnosis - assessments of public transport operators was developed.
63. During implementation other non-programmed activities were incorporated, such as the guidelines developed to strengthen urban sustainable mobility. In the case of Canelones, they were able to put in practice some tactic urbanism recommendations.
64. Project implementation was affected by COVID-19 and the national political transition that took place in 2020. While COVID-19 had a determinant effect in the expected increase in the use of public transportation, the political transition was well managed and did not affect overall implementation. However, these issues together with delays reported in project start up, justified a one year no-cost extension.

3.2.2 Actual stakeholder participation and partnership arrangements

65. According to the interviewees, the project has been perceived as highly participative involving a wide spectrum of relevant stakeholders from the private and public sectors at national and municipal levels. This has achieved important levels of country appropriation and institutional engagement.
66. The project collaborated actively and strengthened the existing Working Group on Energy Efficiency for the Transport Sector. Moreover, the project contributed to the inter-ministerial technical commission, which coordinates government actions regarding sustainable mobility. This commission will transform eventually into the Sustainable Mobility Agency, pending the approval of the National Sustainable Urban Mobility Policy draft.

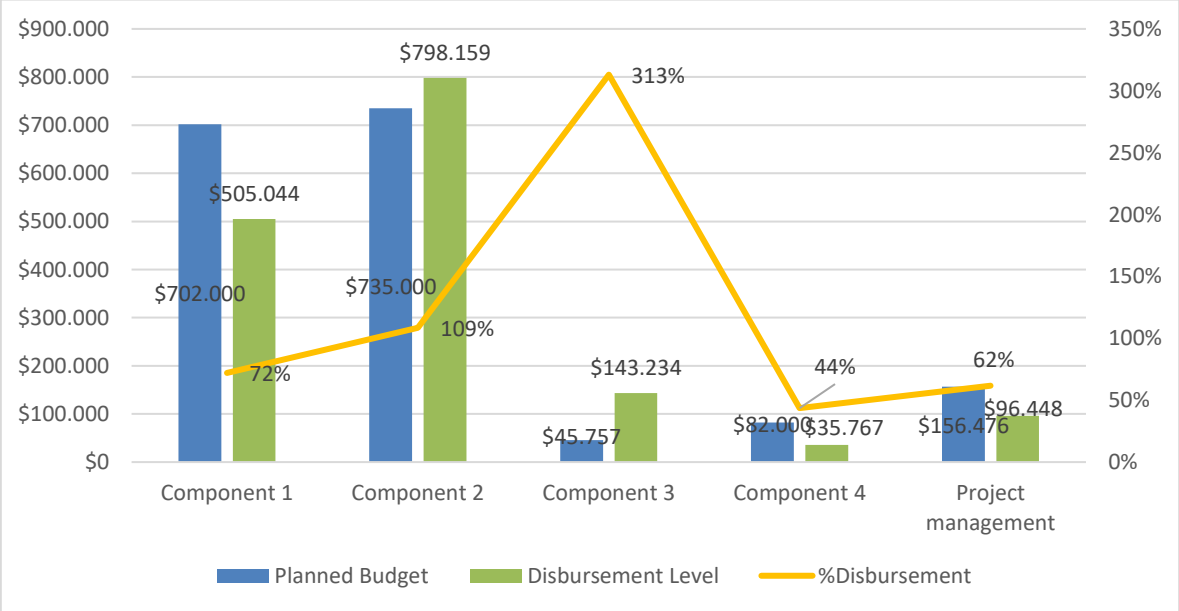
67. The project is led by the Project Board, conformed by high-level representatives of the MIEM, MVOTMA, UNDP country office and the AUCI. The Board is responsible for project governance, throughout its seven reported meetings, it played a key role to support adaptative management and contribute to strengthen project´s strategic perspective. The ProDoc mentions the creation of a Technical Committee, whose operation has not been reported.

68. The absence of a stakeholder's engagement and participation plan, together with the limitations annotated with regards to communication and knowledge management, were frequently mentioned by interviewees as the major gap the project has faced to mobilize actors at the scale needed to achieve the expected public awareness and cultural change. Possibly a major effort was required to disseminate and socialize the project's web page (https://moves.gub.uy/) to promote the different resources available.

3.2.3 Project Finance and Co-finance

69. The original GEF allocation was USD 1.72 million dollars for the four-year operation period. Almost three months before the project ends, disbursement reported equals USD 1.578 million over a five years period, that is 92% of the total available budget.

Figure 1 Component Budget vs Disbursement

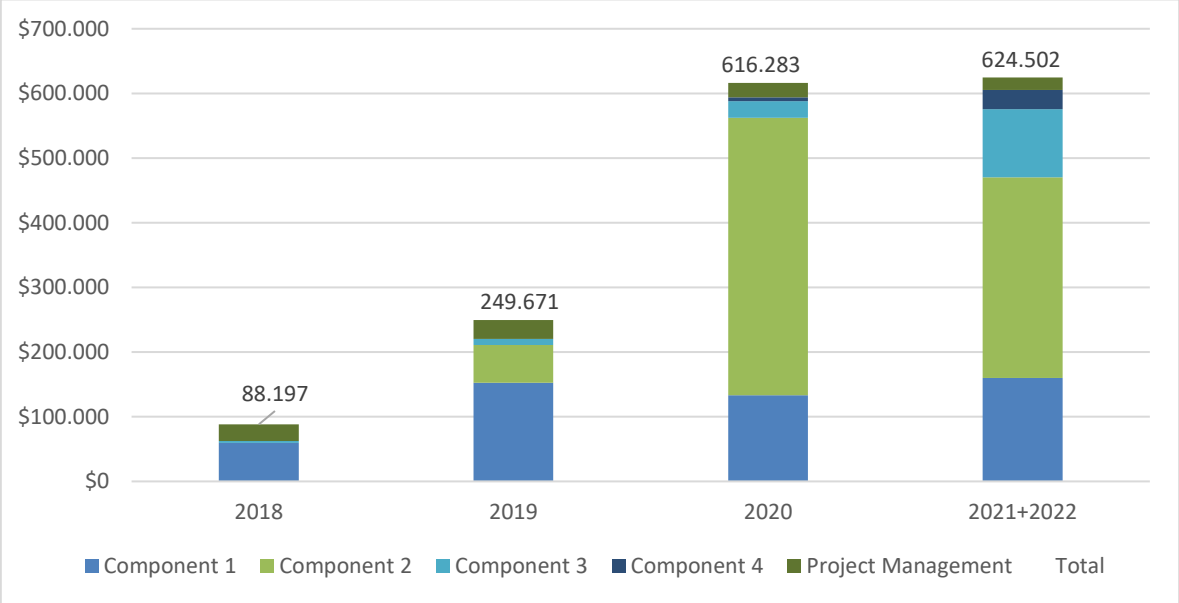


Source: Combined delivery reports, 2018 - 2022.

70. To show the detailed expenditure by Component and year, information up to 2022 is available. During the 2020 implementation reached its maximum. It is noticeable that

Component 2 was the one that disbursed the largest amount of funds. During the first year, implementation was low. This is normal for the GEF projects due to the start, the learning curve and the necessary time of adaptation that the project requires (Figure 2).

Figure 2 Component Budget by Year



71. As part of the financial control, the project prepared a financial availability report. This document helps to identify the planned and executed amounts in dollars at a total level.
72. Furthermore, the project included the budget implementation progress report as part of the Project Implementation Reports (PIR). The information provided by the PIR corresponds to a comparison of the accumulated implemented budget versus the approved budget in the ProDoc and also in the Atlas System.
73. The M&E Plan indicates that the project had to carry out an annual audit, however, four audits were carried out so far, Deloitte audit in 2018 and 2019, Spotcheck in 2020, and Estudio Kaplan in 2021, which involves all the project processes supported by UNDP. In all the presented audit reports, no significant observations were identified.
74. The project proved to be successful mobilizing co-financing, by the end of the fifth year of implementation USD 29,189,100 has been reported, representing 146% of the original commitment presented in the ProDoc (Table 5 y Table 6).

Table 5. Co-Financing

Type/Source			Expected cofinancing (US $)		Actual cofinancing (US $)				Total	
	Grant	Equity	Public Investment	In-kind Support	Grant	Equity	Public Investment	In-kind Support	Budget	Actual
Ministry of Industry, Energy and Mining				340,000				340,000	340,000	340,000
Ministry of Industry, Energy and Mining	178,500				178,500				178,500	178,500
Ministry of Housing, Land Use Planning and Environment				340,000				340,000	340,000	340,000
Municipality of Montevideo				16,600,000				16,600,000	16,600,000	16,600,000
UTE				155,60				155,60	155,60	155,60
UTE	1,000,000				1,000,000				1,000,000	1,000,000
(Collective Transport Workers' and Employees' Cooperative) COETC		351,000				351,000			351,000	351,000
COETC				5,000				5,000	5,000	5,000
Corporación de Ómnibus Micro Este S.A. (COMESA)		351,000				351,000			351,000	351,000
COMESA				5,000				5,000	5,000	5,000
Compañía Uruguaya de Transportes Colectivos S.A. (CUTCSA)		351,000				351,000			351,000	351,000
CUTCSA				5,000				5,000	5,000	5,000
Transport Workers' Cooperative Union (UCOT)		351,000				351,000			351,000	351,000
UCOT				5,000				5,000	5,000	5,000
Ministry of Economy and Finance							8,800,000		*N/A*	8,800,000
CODELESTE						351,000			*N/A*	351,000
Total									**20,038,100**	**29,189,100**

Source: Co-financing Report, 2022

Table 6. Confirmed Sources of Co-Financing at TE Stage

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Co-financing confirmed at CEO Endorsement / Approval	Investment mobilized	Materialized co-financing as of Jun 30, 2022
Recipient Government	Ministry of Industry, Energy and Mining	In Kind	340,000	Recurrent expenditures	340,000
Recipient Government	Ministry of Industry, Energy and Mining	Grants	178,500	Recurrent expenditures	178,500
Recipient Government	Ministry of Housing, Land Use Planning and Environment	In Kind	340,000	Recurrent expenditures	340,000
Recipient Government	Municipality of Montevideo	In Kind	16,600,000	Investment mobilized	16,600,000
Recipient Government	UTE	In Kind	155,600	Investment mobilized	155,600
Recipient Government	UTE	Grants	1,000,000	Investment mobilized	1,000,000
Private Sector	COETC	Equity	351,000	Investment mobilized	351,000
Private Sector	COETC	In Kind	5,000	Investment mobilized	5,000
Private Sector	COMESA	Equity	351,000	Investment mobilized	351,000
Private Sector	COMESA	In Kind	5,000	Investment mobilized	5,000
Private Sector	CUTCSA	Equity	351,000	Investment mobilized	351,000
Private Sector	CUTCSA	In Kind	5,000	Investment mobilized	5,000
Private Sector	UCOT	Equity	351,000	Investment mobilized	351,000
Private Sector	UCOT	In Kind	5,000	Investment mobilized	5,000
Recipient Government	Ministry of Economy and Finance	Public	*(not set or not applicable)*	Investment mobilized	8,800,000
Private Sector	CODELESTE	Equity	*(not set or not applicable)*	*(not applicable)*	351,000
Total			**20,038,100**		**29,189,100**

Source: Co-financing Report, 2022

3.2.4 Monitoring & Evaluation: design at entry, implementation, overall assessment of M&E

M&E design at the beginning of the project	Highly Satisfactory

75. The ProDoc presents an M&E Plan, which follows the main guidelines of the GEF and includes a series of important activities. These follow the milestones and standard procedures for the GEF-UNDP. These include inception workshop, quarterly report, PIR, GEF Focal Area Tracking Tools, terminal evaluation and project's final report. Also, includes the M&E oversight and monitoring responsibilities for each member of the team.
76. The mid-term evaluation is not included because it is not mandatory due to the amount of GEF financing. For each one of the mentioned milestones, the ProDoc adequately establishes the budget and time frame in which they must be carried out, as well as the moment to inform the GEF focal point. Likewise, the ProDoc indicates the use of other tools, such as the Atlas system.
77. The ProDoc presents a monitoring plan for the indicators, the matrix includes a detail for each indicator about its description, data source, frequency, responsible, means of verification and assumptions and risk. This information facilities the M&E during the project's execution. During 2018 the inception workshop was carried out, the project proposed implement the ProDoc's M&E with some changes on the Component 2 and 3. The changes proposed were not available.
78. The budget assigned for M&E includes the activities mentioned in the first paragraph of this section. There is no evidence that a budget has been allocated to monitor indicators and outcomes.

Implementation of the M&E Plan	Satisfactory

79. In general, the monitoring and evaluation milestones established in the ProDoc, which are all the same for the implementation of GEF projects, have been met. The inception meeting, annual reports, mission reports, and terminal evaluation have been conducted.
80. Regarding PIRs delivered, they are of good quality and present detailed information on the operation of the different activities. The PIRs also provide details on the status of environmental and social risks, as well as details about gender aspects. The project provided key information to stakeholders for them to make decisions in the appropriate time.
81. According to the PIRs, three indicators were reformulated (7, 10 and 16), two in their statements and one in their targets; however, the M&E plan was well designed in ProDoc so the system was not affected. The reformulated indicators are clearly

defined, so, in general, the plan operated successfully. The project information is relatively complete, organized in the cloud that is currently shared among the project team members. Also, the project did the migration to core indicators as demanded form GEF 6 projects.

3.2.5 UNDP implementation/oversight, Implementing Partner execution and overall assessment of implementation/oversight and execution

Quality of UNDP implementation/monitoring	Satisfactory

82. UNDP holds considerable experience implementing GEF projects worldwide, its approach incorporates a wide range of development challenges, adding value in terms of institutional relationships, political dialogue and mainstreaming the human rights-based approach throughout the project cycle.
83. UNDP maintains a solid cooperation framework with the Government of Uruguay, providing an adequate structure and installed capacities for project oversight. The project benefited greatly from experience and lessons learned from previous UNDP-GEF projects that played a crucial role shaping Uruguay´s first energetic transition.
84. UNDP provided support since the project was first conceptualized, playing a key role in terms of project design, and later accompanied the start-up, oversight, and implementation supervision.
85. Testimonies consider UNDP demonstrated engagement and provided support to the implementing partner and the PMU. Its portfolio approach facilitated opportunities in terms of coordination, exchange of information and synergies. Reports generated are accurate and reflect technical quality.
86. Interviewees commented that they expected greater support and coordination with UNDP´s global network; this could be partially attributed to the limited number of similar projects implemented with GEF resources worldwide. Another area mentioned where improvements can be made, refers to the agility of administrative and procurement processes.

Quality of the executing partner's performance	Satisfactory

87. The Ministry of Industry, Energy and Mining (MIEM) played a leading role as the project´s implementing partner. In the opinion of interviewees, the MIEM was instrumental to facilitate country ownership and leverage the political support needed to achieve the expected targets. The MIEM chaired the Project Board, with appropriate focus on results while maintaining flexibility and adaptive capacity.

88. The MIEM was key to mobilize actual support and engagement from the MVOTMA, facilitating stakeholder participation at the municipal level in Montevideo and Canelones, involving the private sector and the general public as end users.
89. Audits confirm appropriate use of project funds, reported delays in procurement and contracting goods and services are partially attributed to standard practices and procedure for the public administration in Uruguay
90. Testimonies confirm the MIEM provided appropriate nesting to the PMU, providing sufficient autonomy and positioning to fulfil its mandate. The PMU was widely recognized by stakeholders interviewed for their personal commitment, engagement with the team and technical quality. The PMU blended with the different institutions and stakeholders involved adding value and contributing towards the institutional capacities.

3.2.6 Risk Management, including social and environmental standards (safeguards)

91. Risks were reported both in the annual report and PIRs, the overall risk categorization for this project remained moderate. Even though the ProDoc provided detailed assessment of twelve different risks, there is no indication that these were followed up and systematically monitored during project implementation.
92. All the PIRs only account for one risk, which is the environmental impact of EV batteries throughout their lifetime. The only exception was in year 2021, where COVID-19 related risks were included. However, description of the risk and proposed measures only account for the operative issues, no measure proposed to mitigate the impact in terms of project outcomes and indicators.
93. There is no indication of systematic assessment of project risks, or mitigation measures related to the indicators that were partially or not achieved. Other relevant and emerging risks faced by the project were not assessed, such as the political turnover, or the national budgetary constraints faced by the government to maintain the subsidy for electric buses.
94. Project has revised SESP screening, its moderate risk rating is mainly explained due to the environmental impact from EV batteries. No new social and/or environmental risks have been identified during project implementation.

3.3 Project Results and Impacts

3.3.1 Progress Towards Objective and Expected Outcomes

95. In terms of progress towards objective level indicators, two out of four indicators were fully accomplished, exceeding the original targets in terms of new development partnerships signed. Indicator 2 was achieved, target was met with regards to the expected extent of change in energy efficiency for buses, but for e-vans, the goal was adjusted, for which a study was conducted to justify the oversizing of the originally proposed target.
96. The only indicator that was not only not achieved, but reported a dramatic setback in terms of the baseline, relates with the expected increase in the number of bus tickets sold annually. This indicator has been heavily affected by COVID-19, as it exerts huge impacts upon public transportation and mobility sector in general, particularly regarding mobility patterns and modal preference.

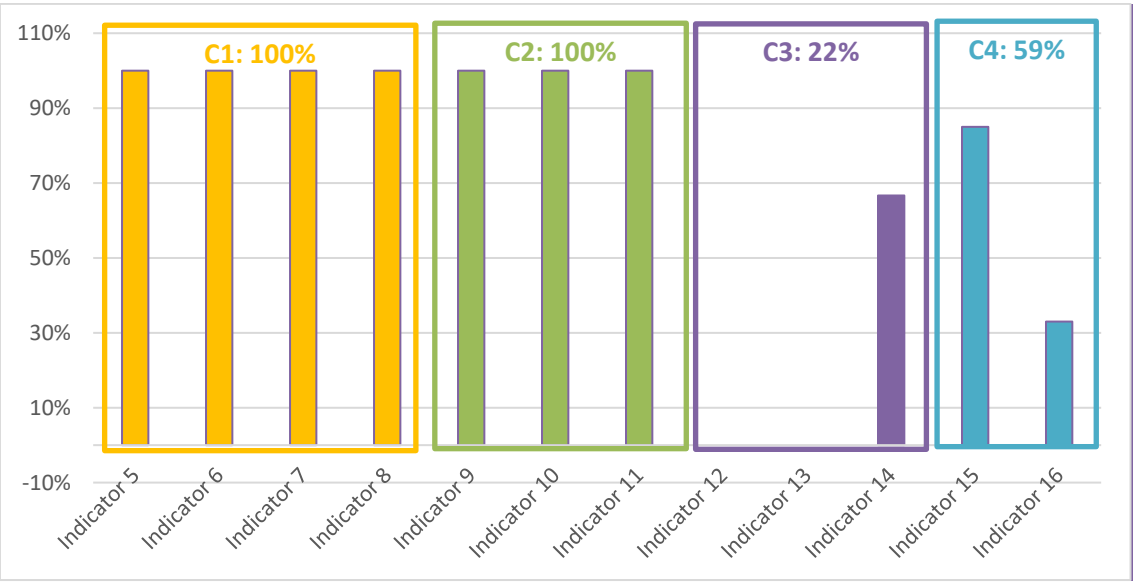
Table 7. Progress of objective indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Mandatory Indicator 1: Number of new development partnerships with funding for improved energy efficiency in transport (partnerships signed between government and companies interested in using EVs.	Partnerships signed with 4 bus companies and 4 delivery companies	Target accomplished. The target was exceeded. Partnerships signed with 5 bus companies (public transport operators, PTOs onwards), 4 electric vehicle rental companies, 2 e-bike companies and 2 e-tricycle companies.
Mandatory Indicator 2: Extent of change in energy efficiency: energy consumption ratio of pilot EVs compared to conventional vehicles	1:3.5 (Bus) 1:4.5 (vans)	Target accomplished. The ratio for buses is 1:3.9, which is surpassed the target level, while the ratio for evans is 1:4, which represented a lower ratio than the proposed target. However, the project developed an efficiency ratio spreadsheet, since the energy efficiency of the e-vans was originally overestimated during design.
Mandatory Indicator 3: Number of direct project beneficiaries (increase in the number of bus tickets sold annually)	7.1%	Target not accomplished. The number of direct project beneficiaries decreased by 24%. Public transport demand in Uruguay has been hardly hit by the pandemic. By the end of 2019, improvements in service quality as well as cost reductions effectively stopped the fall in sales. However, the pandemic reversed this achievement, losing 30% of 2019's

Indicator	End of Project Target	Terminal Evaluation Comments
		demand during 2020. This loss deepened in 2021, losing 54% of 2019's demand.
Indicator 4: Emissions of carbon dioxide (in million metric tons) saved since project starts (direct)	12.03 kt	Target accomplished. It is important to note that when considering 10-year lifetime for e-buses and e-vans already in operation, the total carbon dioxide saved will reach 27.89 kt, exceeding the 12.03 kt end of project objective.

97. Components 1 and 2 were the most successful (Figure 3). Seven out of the 12 outcome indicators, were fully accomplished (Component 1 and 2). On the other hand, the Component 3 shows limited progress (22%) because two indicators were not measured yet. Component 4 reports 59% progress, which is likely to improve by the end of the project

Figure 3 Progress in meeting the final project goals at the Component level



Source: PIR, 2022

3.3.1.1 Component 1: Policy framework for a low- carbon transport system

98. Component 1 shows significant progress and is on track to meet most of the originally established targets. Indicators 5, 6 and 8 are totally accomplished, while Indicator 7 is partially accomplished. For the Indicator 7 "Targets for PT quality identified and enforced by IM", the KPIs have been identified and the three local governments sent their letter accepting them.

Table 8. Progress on Component 1 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Outcome 1.1: Adequate institutional capacity and regulatory framework in place to foster low-carbon mobility options		
Indicator 5: Number of revised regulations on taxes, incentives and subsidies to e-mobility for public transport and urban delivery	4	Target accomplished. End of project level has been achieved. Regulations already approves are: 1. Electric bus purchase subsidy 2. Decree 259/19 allowed rental companies to access investment law benefits, temporary benefit for EVs in investment law 3. Decree 432/021, Emissions regulations 4. New IMESI structure Moreover, there are 4 additional regulations expected to be enacted soon, increasing the Indicator to 8.
Indicator 6: Formalized intergovernmental coordination structures on climate change, urban mobility and land use planning	1	Target accomplished. This indicator has been achieved, as the Law that allowed for a new subsidy for e-buses also installed the inter-ministerial technical commission, which coordinates government actions regarding sustainable mobility. Additionally, under the Euroclima+ NUMP Project, a National Sustainable Urban Mobility Policy draft has been delivered which, as a first measure, has the creation and formalization of a new sustainable mobility agency.
Outcome 1.2: Modal share of public transport increased, and quality control improved		
Indicator 7: Targets for PT quality identified and enforced by IM	Minimum number of targets enforced for each category: -fleet and vehicle characteristics (4) -planned and actual service supply (4) -information and communication with users (4) -comfort levels (2) -safety (2)	Target accomplished. This indicator has been revised, which is reflected in PIMS and PIR, approved by the Project Board, the CO Programme Officer and the RTA. In the proposed revision, the new indicator is revised to "Targets for PT quality identified and technically validated by three cities". Accordingly, the end of project target has been modified from "enforced" to "validated by three local governments". The revised target is accomplished, the three local governments sent their letter accepting the KPI's. The KPIs have been identified and developed by a specialized consultancy through the provision of specific knowledge and participatory processes. Officials from the metropolitan governments (Montevideo, Canelones and San José) took part in this participatory process, as well as representatives from bus operators and civil society. The KPIs study has been reviewed by Montevideo, Canelones and San José. The enforcement of the KPIs is within the scope of each local government. However, there is no supporting document indicates that they have been validated by three local governments. As the project will be accomplished

Indicator	End of Project Target	Terminal Evaluation Comments
		on December 2022, political risks exist in terms of the validation of these KPIs and the successful accomplishment of this target.
Indicator 8: Average subsidy received by an e- bus per year, as a percentage of the average subsidy received by a conventional bus in Montevideo	110%	Target accomplished. For the vehicles supported by the project, the target has been met. It is worth to mention that for new buses going forward supported by the government subsidy, the target will not be met, as result of a beneficial market trend

Source: PIR, 2022

3.3.1.2 Component 2: Demonstration of technological options in Montevideo

99. Component 2 shows considerable progress and all indicators (Indicator 9, 10, 11) were accomplished successfully in spite of the COVID-19 situation.

100. Two indicators (were exceed. Indicator 9 (Total annual km served with e- buses) achieved 400% of the expected target, 183% in the case of Indicator 11 (Total annual km served by e- vans in urban deliver).

101. Indicator 10 was revised and approved by the project board the Country Officer Programme and the RTA to better reflect the effort to mainstream gender in the public transportation sector. This revised indicator has been accomplished with satisfaction through developing workshops with PTOs in in partnership with UN Women and the REIF Project.

Table 9. Progress on Component 2 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 9: Total annual km served with e-buses	400,000	Target accomplished. The target was exceeded. Total annual km served with e-buses is 1,580,000, which is almost 4 times than the end of project target.
Indicator 10: Percentage of new jobs linked to e-vehicles occupied by women (measured as a percentage of the total expected new jobs)	100%	Target accomplished. This indicator has been revised, which is reflected in PIMS and PIR, approved by the Project Board, the CO Programme Officer and the RTA. In the proposed revision, the new indicator is revised to “Number of PTOs with developed gender analysis and action plans aimed at increasing woman participation and representation as workforce.”. According to the justification in the proposed revision of indicators and targets, this new version will better reflect the effort to mainstream gender in the public transportation sector. Target remains the same for the new indicator.

Indicator	End of Project Target	Terminal Evaluation Comments
		The revised indicator has been achieved through the implementation of a workshop with PTOs to discover and incorporate best practices in hiring and management considering a gender perspective. This workshop was developed in partnership with UN Women and the REIF Project. During the workshop, the project offered professional bus driving courses for up to 3 women in each of the 4 Montevideo PTOs.
Indicator 11: Total annual km served by e-vans in urban deliver	90,000	Target accomplished. The target was exceeded. The total annual km served by by e-vans in urban deliver is 165,296. This indicator has surpassed its end of project target and offers potential to scale up its scope significantly has been achieved as the mechanisms were expanded to include another car rental company and 13 extra vehicles, which will increase the impact.

Source: PIR, 2022

3.3.1.3 Component 3: Cultural change, dissemination and replication

102. Component 3 shows limited progress despite activities and efforts reported, none of its indicators has been fully accomplished. Progress in Indicators 12 and 13 has been affected by issues that fall out of the control and capacities of the PMU, such as the socioeconomic situation after COVID-19 and its long-lasting impact upon mobility habits and preferences, therefore these two indicators will not be met before the end of the project.

103. One indicator (indicator 14) is partially accomplished and apparently is on track towards meeting its targets after the project ends, as 2 cities have included EVs in their mobility plans, while 4 cities are currently considering studying the feasibility of including them.

Table 10. Progress on Component 3 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 12: Number of persons changing transport mode following company mobility plans	270	Target not accomplished. There has been no progress on this indicator as the pandemic lengthened for longer than expected, reducing work related mobility severely and boosting work from home on a global level. However, during June 2022 the project tendered a facilitation consultancy to carry out 2 more company mobility plans, to execute them during 2022, in order to achieve the end of project target. These consultancies are expected to start during July 2022, therefore no time left for this indicator to be achieved.

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 13: Percentage of vulnerable users (women, elderly) satisfied by mobility conditions	(*) + 5%	Target not accomplished. Measurement of this indicator is behind schedule. The new ebuses that started operating in the country offer improved features for vulnerable users, such as low-floor access, space for wheel chairs / baby strollers and Closed-circuit television (cctv) surveillance. However, satisfaction has not yet been measured. Surveys were expected to be carried out during october. There is not information available about the implementation. Uncertainty still exists in terms of the satisfaction rate of vulnerable users, considering the changing socioeconomic situation hit by the ongoing pandemic and its long-lasting impact towards mobility. habits.
Indicator 14: Number of cities in Uruguay over 20,000 inh. including EVs in their mobility plans	3	Target partially accomplished. 2 cities (Montevideo and Canelones) include EVs in their mobility plans, particularly regarding ebuses, while 4 cities (San José, Colonia, Rocha and Rivera) are currently studying options to increase EV shares on their fleets. In partnership with Euroclima+ project for Uruguay and with the support of GIZ, the guide to include electromobility at the city level was published in 2022. This guide will be expanded with the collaboration of another cooperation project that the government signed with Euroclima+, that aims to develop mobility plans for 5 cities outside Montevideo.

Source: PIR, 2022

3.3.1.4 Component 4: Knowledge Management and M&E

104. Component 4 contains the two indicators that apparently supposed less complexity in the context of the overall intervention. Both report progress and at least one (Indicator 15) is on track to achieve the expected target by the end of the project. Indicator 16 has been reformulated, however unable to meet revised targets.

105. However, under knowledge management the project reports important results which are not captured by the Indicator 15, such as the technical cooperation to develop the Electric Mobility Capacitation Centre, aimed to provide innovative training for new jobs in the context of the second green energy transition in Uruguay.

Table 11. Progress on Component/ Outcome 4 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 15: Project expenditure	100%	Target partially accomplished. To date, the project expenditure accounts for 92% of the end of project target level. Some of the most

Indicator	End of Project Target	Terminal Evaluation Comments
		significant expenditures of the Project have been implemented, particularly those related to the tech demo component (2) of the project. Currency devaluation has meant that wage expenditure for the PMU has been reduced significantly, which resulted in reduced general expenditure.
Indicator 16: Number of monthly project website visits	5000	Target partially accomplished. This indicator has been revised, which is reflected in PIMS and PIR, approved by the Project Board, the CO Programme Officer and the RTA. In the proposed revision, the new indicator is revised to "Number of Monthly average web sessions and monthly average social networks impressions". Moreover, new targets are set as "500 and 200,000" accordingly. For the revised indicator, the target is partially completed, as the monthly average web sessions reached 3.600, which considerably outreached the proposed objective. However, monthly average social network impressions are reported as 66.000 as far, which only accounts for the 33% of the revised target.

Source: PIR, 2022

3.3.2 Relevance

Relevance	Highly Satisfactory

106. The project holds strategic relevance in the context of Uruguay´s second energy transition, building from previous GEF funded projects that contributed to the first energy transition.
107. Movés was incubated, designed and implemented within governmental institutions in alignment to national policies and priorities, leading into a project with high national appropriation and appropriate stakeholder engagement.
108. The project supports the Uruguayan Government in the development of its plans and policies to steer a strategic transition towards low-carbon mobility, in this specific case: a) Electric bus purchase subsidy; b) Decree 259/19 allowed rental companies to access investment law benefits, temporary benefit per EVs in investment law; c) Decree 432/021, Emissions regulations; d) New IMESI structure.
109. The project holds special relevance in the global context, as it is one of the first projects within UNDP-GEF portfolio dealing with sustainable mobility.
110. The project contributes directly to UNDP Country Programme Output 2 (Strategies, policies and plans formulated and applied for the adaptation and mitigation of climate change and disaster risk reduction). The project is aligned with UNDP Strategic Plan Outcome 1 (Growth and development are inclusive and sustainable, incorporating

productive capacities that create employment and livelihoods for the poor and excluded).

111. Additionally, it will contribute to the achievement of Sustainable Development Goal 7 (Affordable and Clean Energy), Goal 9 (Industry, Innovation and Infrastructure), Goal 11 (Sustainable Cities and Communities) and Goal 13 (Climate Action).

3.3.3 Effectiveness

Effectiveness	Satisfactory

112. The project contributed significantly to the environmental commitments under the UNDAF/CPD, the UNDP Country Programme, and the UNDP Strategic Plan, in terms of climate change mitigation and adaptation, as well as pollution prevention.
113. Even when the project fully achieved two out of the four objective level indicators, it was able to attain its major relevant objectives with a positive impact in terms of institutional development and demonstrative effect. The only target not accomplished falls out of the extent and capacities of the project, as COVID-19 impacted significantly on mobility habits and preferences.
114. Project outcomes are proportionate with what was expected and, in some areas, clearly outperformed original targets. Adjustments made to the results framework and implementation strategy reflect an adequate understanding of the context, allowed testing different approaches adding value to the overall intervention.
115. It is widely recognized by stakeholders interviewed as a successful project, that has achieved the expected impact in terms of demonstrating the feasibility of sustainable mobility technologies and generating the enabling environment to accelerate its adoption.

3.3.4 Efficiency

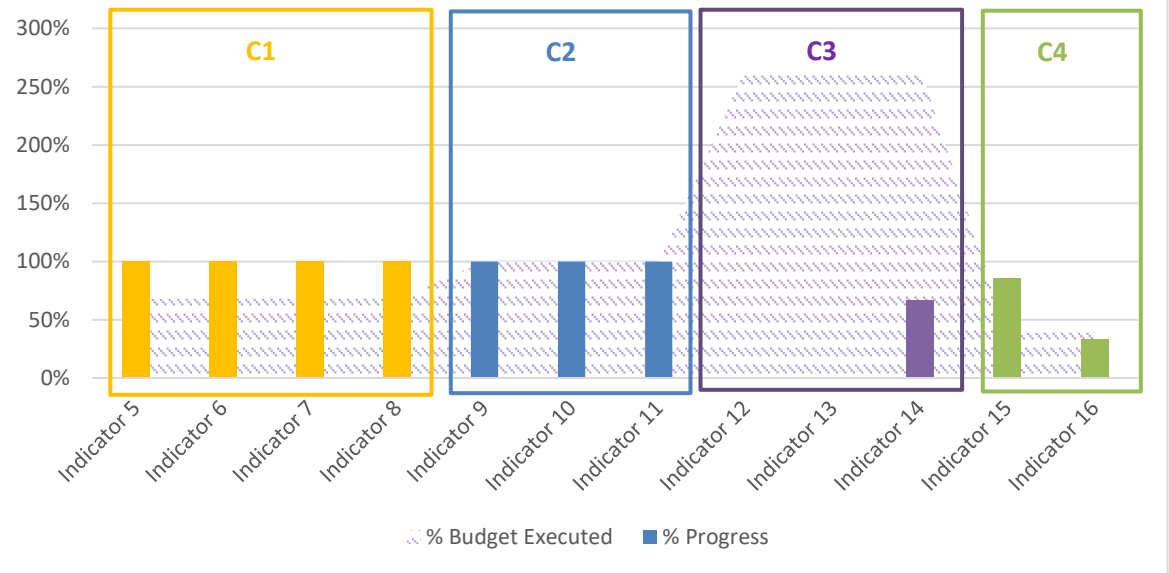
Efficiency	Satisfactory

116. The project was scheduled to close on December 2021, but it faced delays during startup phase, leading to a 12-month extension granted. The requested extension was justified because the scope of the project increased, especially in the technical demonstration component as well as the approval and implementation of new regulations for vehicle battery management that was delayed due to COVID-19.
117. The first two components were particularly efficient, since they were able to meet and even exceed the expected targets. In the case of Component 1, targets were met even with a lower budget than expected, facilitating additional resources to fund new activities. However, Component 3 presents the opposite case, as none of its

three indicators has been fully met, even though the component benefited from more resources than originally budgeted (Figure 3).

118. In terms of efficiency of use of monetary resources, the project was able to achieve greater targets in terms of electric vehicles and buses, thanks to the adequate use of existing incentive schemes as well as the decision to operate through car rental companies to increase the scope of project beneficiaries.

Figure 4 Percentage of Disbursements versus Progress on Component indicators



3.3.5 Overall Outcome

	Score
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Outcome	Satisfactory

3.3.6 Sustainability: financial, socio-economic, institutional framework and governance, environmental, overall likelihood of sustainability

Overall likelihood	Moderately Likely

Socio-political sustainability	Moderately Likely

119. The socioeconomic situation after COVID-19 is still uncertain and needs to be further monitored, because of its long-lasting impact upon mobility habits and preferences.

120. The project achieved an important level of stakeholder awareness and ownership from both, the public and the private sector; they confirmed that is in their interest to ensure that the project benefits continue to flow after the project ends.
121. The increase in comfort and overall quality associated to electric mobility has not been measured yet; the speed of technology transfer will depend on how these attributes are incorporated into policy and individual decision making.
122. Pioneering initiatives such as the gender gender-based organizational diagnostics of the OTPs and the capacities generated to mainstream gender issues within public transportation in Uruguay, are expected to have a strategic impact over the mid and long term.

Financial sustainability	Moderately Likely

123. By the end of the project, there is no clear commitment from the public sector to mobilize additional financial resources to support the continuation, replication and scale up of project activities. For example, it has been confirmed that national budget for 2023, does not reflect specific allocations to ensure project´s sustainability.
124. The project articulated financial incentives such as the electric bus purchase subsidy, or the Decree 259/19 that allowed rental companies to access temporary benefits for EVs. However, these are not operational at the moment, since public resources needed are not available.
125. The demonstrative nature of this project allowed to build the financial case for electric transportation in Uruguay, which proved to be attractive, both for the public and private sector. Private sector stakeholders acknowledge clear operational cost savings derived from EV´s, confirming their expectation to accelerate the phase of adoption of these new technologies.
126. It is expected that other initiatives, such as MOVE, REIF, CAF E mobility fund, will encourage the adoption of the technologies developed by this project. The speed of technological adoption depends on the availability of incentive mechanisms that are now under revision. However, as confirmed by the public transport operators, the coming renovation of 150 new electric buses for Montevideo was not possible to realize because of the lack of financial resources to maintain the public subsidy.

Institutional framework and governance	Likely

127. The project was implemented and nested within national institutions, strengthening institutional capacities and creating enabling frameworks. The project leaves four approved regulations and additional four on track to be approved, whose implementation is likely to continue after the end of the project.

128. In the short term there is no provision to maintain the PMU or incorporate new staff to replace them, therefore, in practical terms interviewees perceive that the end of the project will leave an important gap in terms of human capacities.
129. Currently there is no project exit strategy to guide the next steps and define potential courses of action to address opportunities and the challenges ahead. There is no indication of a formal institutional plan, or specific roadmap to upscale and replicate the technologies and approaches tested by Movés.
130. The law that allowed for a new subsidy for e-buses also installed the inter-ministerial technical commission, which coordinates government actions regarding sustainable mobility. The National Sustainable Urban Mobility Policy draft upgrades this commission to formalize the new sustainable mobility agency.

Environmental sustainability	Moderately Likely

131. Beyond its contribution to climate change mitigation, the project documented other positive environmental effects from electric mobility such as noise reduction. It is in our interest as society to accelerate the phase of the technological change.
132. The environmental challenge that remains relevant is related to the final disposal of electric vehicles batteries, which was identified under the project´s environmental safeguards. The regulation proposal, based on extended producer responsibility, has been technically cleared at the ministerial level and needs to be formalized/adopted by decree.

3.3.7 Country ownership

133. The project accounts for full ownership and appropriation from national authorities and reflects adequate institutional endorsement at national and municipal levels. It has been confirmed that the project was first conceptualized within national level authorities, and that design process reflects serious commitment and engagement from national stakeholders.
134. The project outcomes have been incorporated into national policies and regulations, municipal development plans and private sector programming and strategic tools. Moreover, project implementation generated human and institutional capacities, through active involvement and participation of public sector staff and a broad base of civil society stakeholders.
135. Coordination and political liaison with different ministries and public institutions was achieved through the project board, the inter-ministerial technical commission coordinating government actions regarding sustainable mobility and the previously existing Working Group on Energy Efficiency for the Transport Sector.

3.3.8 Gender equality and women's empowerment

136. The logical framework included two gender sensitive indicators. The indicator to measure the degree of satisfaction of female public transport users has not yet been measured. The indicator related to new jobs linked to e-vehicles occupied by women, proved to be unrealistic and was revised to mainstream gender issues in public transportation operators.
137. According to PIRs, the project has contributed to the following areas: a) Targeting socio-economic benefits and services for women; b) Contributing to closing gender gaps in access to and control over resources.
138. With respect to closing gaps, the project made an important contribution by developing gender-based organizational diagnostics of the OTPs linked to the funding provided by the project to incorporate electric buses into their fleets. The project has decided that the assessments are confidential and have been shared only with the UNDP CO and with UN Women for workshop preparation.
139. Moreover, the project promoted a workshop to educate TPOs on incorporating best practices in gender-sensitive contracting and management. During this workshop, the project offered e-bus professional management courses for up to three women in each of the 4 OTPs in Montevideo.
140. Both activities have generated positive, relevant, and appropriate results and impacts, as both the organizational diagnosis and the workshop provided inputs to improve the working conditions of women in public transport, the increase of women's participation as a percentage of total workers and the inclusion of women in the decision-making structures of the bus companies.
141. Overall, the project received a rating of GEN 2: gender equality as a significant objective, which is consistent with the project's reported impact on gender issues.

3.3.9 Cross-cutting Issues

142. The identified cross-cutting issues have been included in the project and are aligned with UNDP's country program strategies, including climate change mitigation and adaptation, capacity development, and knowledge management.
143. The project involved the local population of the metropolitan governments of Montevideo, Canelones, and San José, which are home to 75% of all Uruguayans. As a participatory project, it made it possible to test new methodologies, such as tactical urban planning, thus promoting capacity building and knowledge management among local stakeholders.
144. The project belongs to the GEF's climate change area. It is directly related to the priorities of the UNDP's Country Program Document in Uruguay. The project is

within the Node 2: Enhanced capabilities for social inclusion and citizen participation, and Node 3. A new architecture of solutions for social cohesion.

3.3.10 GEF Additionality

145. The GEF funding complemented national capacities and resources to achieve a greater impact, by building a national framework to embrace technological change with full ownership and leadership of national authorities and institutions. Government budgets are usually ill equipped to finance innovation, and this is precisely where the incremental nature of GEF investments is more evident.
146. The project responds to Uruguay´s second energy transition; without GEF funding some results achieved would not have been possible, or at least they would have taken longer time to realize. The GEF was instrumental to set up a dedicated team and invest resources to strengthen the demonstrative approach, areas that are usually more difficult to fund though the public budget.
147. The phase of sustainable mobility adoption is moving fast across the world, Movés is acknowledged as the catalytic agent that demystified electric mobility and facilitated the enabling framework to accelerate the technology transfer, as it was the case in previous GEF funded projects that supported the first energy transition in Uruguay.

3.3.11 Catalytic/Replication Effect

148. The project demonstrated technical and financial feasibility of electric mobility, the existing capacities and enabling institutional and legal frameworks will be useful to scale up successful approaches such as working with car rental companies, and engaging municipalities to implement urban mobility planning.
149. The project started with a clear end in mind in terms of replication and scale up opportunities, based on its previous experience utilizing GEF funding to pilot new technologies in the context of the first energy transition.
150. The project invested in institutional capacities and human talent to further replicate project success introducing schemes to accelerate the adoption of electric utility cars and public transportation. This enables Uruguay to envision a next phase for replication and upscaling in Uruguay, but also as a reference for the region.
151. However, these opportunities and the challenges ahead to upscale technologies and approaches tested by Movés, are not yet reflected within an articulated exit strategy defining goals, commitments and proposing a critical route to move forward with replication and upscaling.

3.3.12 Impact Progress

152. After the first energy transition which managed to build a renewable energy generation matrix, the next policy objective for Uruguay is to focus on the reduction of transport related GHG emissions.
153. In this context, the project was able to achieve its intended objective level impact which is to promote an efficient and low-carbon transport model in Montevideo to serve as a benchmark for its replication in other cities of Uruguay. The three municipalities involved in the project account for 75% of Uruguay´s population.
154. Setbacks in terms of expected increase of public transport users and modal shift in private sector workers, would demand closer monitoring and further refinement in terms of market research and design of incentive schemes to accelerate the cultural change.
155. The total amount of CO2 emissions from e-buses and e-vans avoided since project started is 5.816 kt; over a 10-year lifetime operation, the total carbon dioxide saved will reach 27.89 kt, exceeding the original 12.03 kt project objective. These results are still modest in comparison with the current size of the urban public transportation fleet which is still fossil fuel dependent. However, there is an opportunity to leverage results beyond the project through Decree 432/021, which establishes efficiency levels and standards for ICE, as well as emissions regulations.
156. Beyond the specific impact achieved in terms of climate change mitigation, the project approach envisioned an effective transition towards an urban mobility system that is inclusive, adaptable, efficient, and low carbon. In the opinion of stakeholders interviewed, the most important impact has been the demonstrative effect achieved within the urban public transportation fleet, the car rental and delivery companies.
157. It has been said that Movés has demystified electric mobility, reducing uncertainty by providing a first-hand experience and information to motivate modal shift. The demonstrative effect was amplified thanks to the project´s adaptive management capacity to increase the number of e-buses and e-vans users.

4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS, LESSONS LEARNED

4.1 Main Findings

Project Formulation / Design

158. The ProDoc does not present a detailed analysis of the baseline situation, while barriers are only described in general terms. Consequently, the theory of change is

weak in terms of describing the causal relationships between the different interventions.

159. The proposed results and interventions are recognized as practicable and feasible within the resources and time available.
160. Considering the expected impact in terms of the cultural change, design was particularly weak to mainstream communication and knowledge management across the intervention.
161. The project´s results framework reflects a sound definition of indicators and targets. Stakeholder´s participation in project design is reflected in indicators and targets responsive to the context and aligned to national decision making. Another gap is the absence of a Stakeholder Engagement and Communication Plan.

Project Implementation

162. According to interviewees, the PMU demonstrated flexibility to navigate through uncertainty and adaptive management capacity to respond to emerging trends and opportunities.
163. By reorienting the support to purchase electric buses, it allowed to maximize impact from the original 5 to 33 electric vehicles. Instead of developing sustainable mobility plans for private companies as it was originally proposed, the project developed a toolkit and self-assessment. Indicator 10 also was adapted as it proved impossible to achieve 100% female participation in new jobs created.
164. Other non-programmed activities were incorporated, such as the guidelines developed to strengthen urban sustainable mobility.
165. While COVID-19 had a determinant effect in the expected increase in the use of public transportation, the political transition was well managed according and did not affect overall implementation. However, these issues together with delays reported in project start up, justified a one year no-cost extension.
166. The original GEF allocation was USD 1.72 million dollars for the four-year operation period. Almost three months before the project ends, disbursement reported equals USD 1.578 million over a five years period, that is 92% of the total available budget.
167. The project reported co-financing worth USD 29,189,100 has been reported, representing 146% of the original commitment presented in the ProDoc.
168. The ProDoc presents an M&E Plan, which follows the main guidelines of the GEF and includes a series of important activities. During the implementation all the activities were met.

Project outcomes and impact

169. The objective level indicators related to i) Number of new development partnerships with funding for improved energy efficiency in transport and ii) Emissions of carbon dioxide, were fully accomplished. The indicator 2 (Extent of change in energy efficiency) achieved the expected extent of change in energy efficiency for buses, but did not fully achieve the expected ratio for e-vans.
170. The only indicator that was not only not achieved was the number of direct project beneficiaries, which reported a dramatic setback in terms of the baseline, relates with the expected increase in the number of bus tickets sold annually.
171. Components 1 and 2 were the most successful. Seven out of the 12 outcome indicators (indicator 5 to indicator 11), were fully accomplished (Component 1 and 2). On the other hand, the Component 3 shows limited progress (22%) because the indicators 12 and 13 were not measured yet. Component 4 reports 59% progress, which is likely to improve by the end of the project.
172. The project supports the Uruguayan Government in the development of its plans and policies to steer a strategic transition towards low-carbon mobility, in this specific case: a) Electric bus purchase subsidy; b) Decree 259/19 allowed rental companies to access investment law benefits, temporary benefit per EVs in investment law; c) Decree 432/021, Emissions regulations; d) New IMESI structure.
173. Even when the project was not able to fully achieve all objective level indicators, it was able to attain its major relevant objectives with a positive impact in terms of institutional development.
174. The project made an important contribution by developing gender-based organizational diagnostics of the OTPs. Moreover, the project promoted a workshop to educate TPOs on incorporating best practices in gender-sensitive contracting and management.
175. The project was able to achieve its intended objective level impact which is promoting an efficient and low-carbon transport model in Montevideo to serve as a benchmark for its replication in other cities of Uruguay. The three municipalities involved in the project account for 75 of Uruguay´s population.

4.2 Conclusions

176. The project holds strategic relevance in the context of Uruguay´s second energy transition. It was incubated within governmental institutions in alignment to national policies and priorities, leading into a design process with high national appropriation.

177. The ProDoc does not present a detailed analysis of the baseline situation, while barriers are only described in general terms. Project design was particularly weak to mainstream communication and knowledge management across the intervention.
178. The proposed results and interventions are recognized as practicable and feasible within the resources and time available; indicators and targets are responsive to the context and aligned to national decision making, which reflects stakeholder´s participation in project design.
179. The project involved a wide spectrum of relevant stakeholders from the private and public sectors at national and municipal levels. This has achieved important levels of country appropriation and institutional engagement
180. The project is on track to achieve its objective which is to promote an efficient and low-carbon transport model in Montevideo to serve as a benchmark for its replication in other cities of Uruguay.
181. Two out of four objective level indicators were fully accomplished. Indicator 2 achieved the expected extent of change in energy efficiency for buses and e-vans. The only reported setback relates with the expected increase in the number of bus tickets sold annually.
182. Components 1 and 2 were the most successful. Seven out of the 12 outcome indicators, were fully accomplished (Component 1 and 2). On the other hand, Component 3 shows limited progress (22%), because COVID 19 affected the expected mobility modal shift, while the expected improvement in mobility conditions is behind schedule and has not been measured yet. Component 4 reports 59% progress, which is likely to improve by the end of the project.
183. Among the most interesting results of the project are those related to Component 1, which lays the bases for the political sustainability of the intervention. The project left as a legacy some national regulations such as i) subsidy for the purchase of electric buses; ii) decree 259/19 allows rental companies to access the benefits of the investment law, temporary benefit for EVs in the investment law; iii) decree 432/021, Emissions Regulation; iv) New structure of IMESI, a specific purchase tax for certain goods, among which affects the purchase of new vehicles.
184. Moreover, project management sought to go beyond meeting the goals proposed in the design and promoted other regulations and mechanisms that are awaiting approval such as i) decree on battery management; ii) electric mobility table; iii) technical requirements for eco-labeling; iv) regulation on electric vehicle charging connectors.

185. The project has also generated technical documents to support decision-making by local governments, for example, a study on the quality of public transportation, studies, projections of transition costs, and the establishment of subsidies for buses.
186. However, the project did not achieve all the expected results, despite the PMU's efforts, some factors limited the fulfillment of the objectives. One of them was COVID-19 and the national political transition that took place in 2020. These issues together with delays reported in project start-up justified a one-year no-cost extension. On the other hand, there is also no assured budget to implement the policies promoted by the project.
187. The project was careful to incorporate environmental and social safeguards across different interventions. Moreover, Movés made an important contribution to mainstream gender best practices and capacities of OTPs.
188. The PMU demonstrated flexibility to navigate through uncertainty and adaptive management capacity to respond to emerging trends and opportunities. Indicators and implementation strategy were adjusted and non-programmed activities were incorporated to achieve greater impact.
189. The project demonstrated technical and financial feasibility of electric mobility, the existing capacities and enabling institutional and legal frameworks will be useful to scale up successful approaches such as working with car rental companies, and engaging municipalities to implement urban mobility planning.
190. The perspectives of sustainability are positive, however, there is no exit strategy to guide opportunities and the challenges ahead to upscale technologies and approaches tested by Movés.

4.3 Recommendations

#	Recommendation	Responsible	Timeline
Component			
1	The project was instrumental to draft and approve 4 specific regulations, however, there are still 4 draft regulations in process that still need to be followed up and supported until finally approved.	PMU, UNDP, MIEM, MVOT	6 months
2	The TE recommends, that until the project is closed, the project team support to accelerate the discussion and approval of the specific subsidy that will follow up on the results achieved by Movés to allow adequate scale up of electric vehicles and buses.	PMU, UNDP, MIEM, MVOT	6 months
3	With regards to the expected increase in public transportation users, it is recommended to monitor post COVID-19 recovery, as it exerts huge impacts upon public transportation and mobility sector in general, particularly regarding mobility patterns and modal preference.	MA, MIEM, MVOT	6 months
4	Under component 4, through the project website (https://moves.gub.uy/), the project should generate	PMU	2 months

#	Recommendation	Responsible	Timeline
	knowledge management, dissemination and communications tools to reach larger audiences and mobilize stakeholders towards the replication and upscaling of the interventions.		
	Sustainability		
5	The project has tested multiple approaches, with greater focus on motorized transportation. New projects should embrace more balanced approach, incorporating other dimensions of sustainable mobility.	PMU, UNDP	2 months
6	There is no provision to maintain the PMU or incorporate new staff to replace them. In practical terms the end of the project leaves an important gap in terms of human capacities, which could be filled eventually through new projects such as Euroclima +.	PMU, UNDP	3 months
7	The TE recommends to maintain the web page and check that all the information generated by the project is uploaded. Furthermore, it will be important to evaluate which entity will be in charge of keeping the site operational once the project is finalized.	PMU	1 month
8	The project has had a demonstrative nature, so it has generated a lot of information, which are not available to the public. It is recommended to undertake an in-depth and detailed systematization of the processes followed and the lessons learned for dissemination purposes. Also, it is recommended ensures tools aimed at local actors to increase their appropriation and empowerment.	PMU	2 months
	Exit Strategy		
9	The TE recommends to draft the exit strategy to generate the necessary commitments to guide opportunities and the challenges ahead to upscale technologies and approaches tested by Movés.	PMU, UNDP	2 months
10	The TE recommends organizing a high-profile closing event to celebrate the project´s achievements, but also communicating the lessons learned and challenges ahead to scale up technology transfer.	PMU, UNDP, MIEM, MVOT, MA	2 months

4.4 Lessons Learned

191. Considering the necessary learning curve and its effect in slowing the startup process, the design of similar future projects should consider at least one additional year for implementation.
192. Uruguay´s approach towards using international cooperation funds to test and catalyze technology transfer, is acknowledged as a successful model to take advantage of GEF´s incremental value to meet national policies and priorities, such as in this case, to move the first and second energy transformation forward.
193. Projects aimed at technology transfer and promoting the adoption of new practices need a robust approach towards strategic communication and knowledge management, ensuring adequate resource allocation to mainstream this approach since the early stages of project implementation.
194. The demonstrative approach followed by Movés was particularly appreciated by the private sector, as it allowed to demystify the operation and benefits derived from EV´s, facilitating greater appropriation and first-hand exposure to these new technologies.
195. The PMU was not considered external to the Ministries involved, interviews confirm the project was adequately nested within national institutions whose leadership and engagement was key to achieve the expected results.
196. Movés demonstrated that the implementation strategy can always change to adapt to a dynamic context and take advantage of emerging opportunities, that in this case allowed to maximize impact to achieve greater goals than originally expected.

5 ANNEX

5.1 Annex 1: Terms of Reference

I. INFORMACIÓN SOBRE LA CONSULTORIA

Título: Consultor/a internacional para la Evaluación final del Proyecto de tamaño mediano URU/17/G32 "Hacia un sistema de movilidad urbana eficiente y sostenible en Uruguay".

Supervisor/a: Analista de Programa-Área Desarrollo Sostenible del PNUD en coordinación con el Coordinador del Proyecto.

Tipo de Contrato: Contrato Contratista Individual (IC)

Duración del contrato: plazo de 55 días calendario (se estiman 30 días de consultoría)

Lugar de la Consultoría: A distancia, lugar del consultor/a

Fecha de inicio: se estima julio de 2022

II. ANTECEDENTES

De acuerdo con las políticas y los procedimientos de Seguimiento y Evaluación (SyE) del Programa de las Naciones Unidas para el Desarrollo (PNUD) y del Fondo para el Medio Ambiente Mundial (FMAM), todos los proyectos de tamaño grande y mediano apoyados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas de la evaluación final del Proyecto URU/17/G32 "Hacia un sistema de movilidad urbana eficiente y sostenible en Uruguay" financiado por el Fondo para el Medio Ambiente Mundial (FMAM) e implementado en conjunto con el Ministerio de Industria, Energía y Minería (MIEM), en asociación con el Ministerio de Ambiente (MA), el Ministerio de Vivienda y Ordenamiento Territorial (MVOT) y AUCI. El proyecto comenzó en diciembre de 2017 y se encuentra en su quinto año de implementación. La evaluación final se realizará según se establece en la "Guía para realizar evaluaciones terminales de proyectos respaldados por el PNUD y financiados por el FMAM" (https://procurement- notices.undp.org/view_file.cfm?doc_id=228271).

En Uruguay, el aporte de emisiones de CO2 del transporte dentro del sector energía ha aumentado entre 2006 (39%) a 2012 (40%) y luego, en forma más significativa, alcanzando una participación del 55% en 2015, llegando a representar en la actualidad un 60% de las emisiones totales de CO2 del país. Las emisiones de CO2 del transporte han aumentado de 2.277 kt en 2005 a 3.284 kt en 2012 y a 3.502 kt en 2015, lo cual representa un 44,3% y un 53.8% de crecimiento, respectivamente. Esto se explica por un aumento tanto de la movilidad en general como de la motorización. De acuerdo a los

últimos datos disponibles de la encuesta origen-destino de Montevideo de 2016, en una cantidad total creciente de viajes, la participación del automóvil en ellos creció del 45,4% en 2009 a 51,6% en 2016, mientras que los viajes en ómnibus pasaron a ser del 39,1% en 2009 a 35,7% en 2016.

Los grupos sociales que no tienen acceso a un auto sufren la diferencia desproporcionada entre la calidad de las condiciones de movilidad de los autos y la del transporte público. Estos grupos son: el tercil de menores ingresos (la participación de autos va de sólo un 28% en el tercil más bajo, a un 42% en el intermedio y a un 64% en el más alto) y las mujeres (la participación de autos de las mujeres es de un 25%, 13 puntos porcentuales menos que la participación masculina). Es probable que la brecha de género en las condiciones de movilidad aumente debido a que muchas mujeres enfrentan mayores distancias y tiempos de viaje, así como por la creciente presión de dedicar una parte importante de sus ingresos a poder tener acceso al uso de un auto.

Es así que el desafío al desarrollo planteado previo al inicio del Proyecto puede describirse en resumen como un sistema de movilidad con una dependencia en opciones con altas emisiones de carbono que van en aumento y una brecha social y de género bastante extendida.

La visión original del proyecto es establecer una transición efectiva hacia un sistema de movilidad urbana que sea inclusivo, adaptable, eficiente y de bajas emisiones de carbono. El proyecto planteó brindar apoyo institucional y desarrollo de capacidad, como en experiencias positivas de proyectos previos de PNUD en el país (se destaca el Programa de Energía Eólica). La Unidad de Gestión del Proyecto (UGP) es vista como un catalizador de desarrollo de capacidad y un esfuerzo de establecimiento de redes respecto a las principales partes interesadas institucionales involucradas. El empoderamiento institucional es particularmente importante para el desarrollo de nuevas normas que apoyen la rápida adopción de innovaciones tecnológicas (tales como la movilidad eléctrica) y facilitará el rol de los gobiernos locales como autoridades de transporte público autorizadas a conducir la transición del sistema de transporte público hacia estándares de calidad más altos. También se esperó que el proyecto brinde un marco para la revisión de la práctica actual, alejándose de la prioridad actual por el tráfico de autos. Asimismo, se esperó que el proyecto facilite un cambio cultural con dos objetivos iniciales: los viajes de corta distancia y los viajes diarios al trabajo. Esto último debería verse facilitado por la acción de empleadores públicos y privados, ejecutivos y asociaciones de trabajadores, para establecer incentivos de movilidad sostenible en los centros de trabajo.

El objetivo original del proyecto es promover un modelo de transporte eficiente y de bajas emisiones de carbono en Montevideo, a ser replicado luego en otras ciudades de Uruguay, basado en la mejora de las capacidades institucionales, el desarrollo de normativas adecuadas y la implementación de tecnologías innovadoras. El modelo de bajas emisiones de carbono previsto se caracteriza por (i) instituciones públicas comprometidas y partes interesadas empoderadas, que actúen bajo un marco legal proactivo para acelerar la transición hacia una movilidad baja en carbono; (ii) un ambiente amigable con la innovación, que utilice políticas y tecnologías de vanguardia, tales como vehículos eléctricos; (iii) planificación e implementación colaborativa de ambientes que consiga que un mayor número de ciudades, partes interesadas y público en general, se involucre en la expansión de prácticas de movilidad sostenible. Los ahorros totales de emisiones directas alcanzarían las 114,93 kt de CO2. Los ahorros indirectos de emisiones se estiman en 166,44 kt.

El proyecto consta de cuatro componentes que cubren las dimensiones institucionales, tecnológicas y de replicación, necesarias para sostener un cambio estructural, así como un componente final de gestión del conocimiento y un plan de gestión y seguimiento. Éste cuarto componente incluye la preparación de informes de auditoría y de evaluación final. El costo total del proyecto es de USD 21.759.333. Esto es financiado mediante una subvención del FMAM de USD 1.721.233 y USD 20.038.100 mediante cofinanciamiento paralelo. El PNUD, como Agencia de Implementación del FMAM, es responsable de la ejecución de los recursos del FMAM y del cofinanciamiento en efectivo transferido solamente a la cuenta bancaria del PNUD.

Durante 2021, considerando demoras en la creación de la unidad de gestión del proyecto y de contratación de profesionales, así como también demoras introducidas como consecuencia de los efectos de la pandemia, y aprovechando cambios introducidos como resultado de una gestión adaptativa que permitió ampliar sustancialmente los impactos del proyecto, se solicitó una extensión del proyecto por un año, la cual fue concedida.

III. PROPÓSITO DE LA EVALUACIÓN FINAL

En el informe de la Evaluación Final (EF) se valorará el alcance de los resultados del proyecto con respecto a lo que se esperaba lograr, y se extraerán lecciones que puedan mejorar la sostenibilidad de los beneficios de este proyecto, así como ayudar a mejorar la programación general del PNUD. El informe de la EF promueve la rendición de cuentas y la transparencia, y evalúa el alcance de los logros del proyecto.

La EF se concentrará en la entrega de los resultados del Proyecto como fueron planificados inicialmente y como fueron ejecutados en la realidad, analizando la capacidad de maximizar los impactos, los plazos y montos de ejecución. Analizará el impacto y sustentabilidad de los resultados, incluyendo la contribución al desarrollo de capacidades y al logro de los beneficios y metas propuestas. La misma evaluará la pertinencia, la eficiencia, la efectividad, la sustentabilidad, el impacto y la igualdad entre los géneros y empoderamiento de las mujeres, de acuerdo a la matriz contenida en el anexo D de estos TdRs.

Esta evaluación final deberá resumir los resultados logrados (objetivos, alcances, resultados y productos), las lecciones aprendidas, los problemas encontrados y las áreas donde los resultados pueden no haberse logrado. También diseñará recomendaciones sobre los pasos a seguir para la sustentabilidad, replicabilidad y maduración de los resultados del Proyecto.

Los resultados de la evaluación final serán utilizados por el Asociado en la Implementación del proyecto y los representantes institucionales para tomar las apreciaciones positivas sobre buenas prácticas aplicadas en la ejecución del proyecto, replicarlas en futuros proyectos y definición de acciones que puedan contribuir a maximizar el resultado de los temas planteados, así como para mejorar aspectos que no hayan sido evaluados positivamente.

IV. ENFOQUE Y MÉTODO DE LA EVALUACIÓN TERMINAL

La evaluación debe proporcionar información empírica que sea creíble, confiable y útil.

El consultor de la evaluación final examinará todas las fuentes de información pertinentes, incluidos los documentos elaborados durante la fase de preparación (es decir, el FIP, el Plan de iniciación del PNUD, el SESP del PNUD) el documento del proyecto, los informes del proyecto, incluidos los IEP (PIR) anuales, las revisiones del presupuesto del proyecto, el pedido de extensión del Proyecto, los informes de lecciones aprendidas, los documentos estratégicos y jurídicos nacionales y cualquier otro material que el equipo considere útil para esta evaluación con base empírica. El consultor de la evaluación final revisará los indicadores básicos/herramientas de seguimiento de referencia y de mitad de período del área focal del FMAM presentados al FMAM en las fases de aprobación del proyecto, y los indicadores básicos / herramientas de seguimiento finales que deben completarse durante la etapa de preparación del Informe Inicial de la EF.

Se espera que el consultor de la evaluación final acoja un enfoque participativo y consultivo que garantice una estrecha colaboración con el equipo del proyecto, las

contrapartes gubernamentales (el Punto focal operativo del FMAM), los asociados en la ejecución, las oficinas del PNUD en el país, el Asesor Técnico Regional, los beneficiarios directos y otras partes interesadas.

El compromiso de los interesados es fundamental para el éxito de la evaluación final. La participación de las partes interesadas debe incluir entrevistas con los interesados que tengan responsabilidades en el proyecto, incluidas, entre otras, los integrantes de la Junta del Proyecto, integrantes del equipo técnico del proyecto, otros técnicos vinculados con la ejecución del proyecto y/o de las instituciones con la que el proyecto interactúa como su grupo asesor, y funcionarios y jefes de equipo de tareas/componentes, expertos y consultores clave en el área temática, beneficiarios del proyecto, el sector académico, y OSC locales, etc. Estas reuniones se realizarán en forma virtual o presencial con preferencia a reuniones presenciales, según disponibilidad del consultor/a y de las personas a entrevistar.

El diseño y la metodología específicos de la EF deben surgir de las consultas entre el equipo de la EF y las partes antes mencionadas sobre lo que sea apropiado y factible para cumplir el propósito y los objetivos de la EF y responder a las preguntas de evaluación, dadas las limitaciones de presupuesto, tiempo y datos. No obstante, el equipo de la EF debe utilizar metodologías e instrumentos sensibles al género y garantizar que la igualdad de género y el empoderamiento de las mujeres, así como otras cuestiones intersectoriales y los ODS, se incorporen en el informe de la EF.

El enfoque metodológico final, que incluye el calendario de entrevistas y los datos que se utilizarán en la evaluación, debería esbozarse claramente en el Informe Inicial de la EF, y el PNUD, las partes interesadas y el consultor de la evaluación final deberían debatirlo y ponerse plenamente de acuerdo acerca de este.

El informe final debe describir plenamente el enfoque de EF adoptado y la justificación de dicho enfoque, haciendo explícitos los supuestos, desafíos, fortalezas y debilidades subyacentes sobre los métodos y el enfoque de la evaluación.

V. ALCANCE DETALLADO DE LA EVALUACIÓN FINAL

La evaluación final evaluará el desempeño del proyecto en función de las expectativas establecidas en el Marco lógico/Marco de resultados del proyecto (consultar el anexo A de estos TdR).

La evaluación final evaluará los resultados de acuerdo con los criterios descritos en las “Directrices de evaluación del PNUD”, para evaluaciones finales para proyectos respaldados por el PNUD con financiación del FMAM (https://procurement-

notices.undp.org/view_file.cfm?doc_id=228271). La sección de Conclusiones del informe de la evaluación final cubrirá los temas que se enumeran a continuación.

En el anexo C, se presenta un resumen completo del contenido del informe de la evaluación final. El asterisco "(*)" indica los criterios para los que se requiere una calificación.

Conclusiones

i. Diseño/formulación del proyecto

- ●Prioridades nacionales e impulso del país
- ●Teoría del cambio
- ●Igualdad de género y empoderamiento de las mujeres
- ●Salvaguardias sociales y ambientales
- ●Análisis del Marco de Resultados: lógica y estrategia del proyecto, indicadores
- ●Supuestos y riesgos
- ●Lecciones de otros proyectos pertinentes (p. ej., la misma área focal) incorporadas en el diseño del proyecto
- ●Participación prevista de las partes interesadas
- ●Vínculos entre el proyecto y otras intervenciones dentro del sector
- ●Disposiciones de gestión

ii. Ejecución del proyecto

- ●Gestión adaptativa (cambios en el diseño y los productos del proyecto durante la ejecución)
- ●Participación real de las partes interesadas y disposiciones de asociación
- ●Financiación y cofinanciación de proyectos
- ●Seguimiento y evaluación: diseño inicial (*), implementación (*), evaluación general del SyE (*)
- ●Organismo de implementación (PNUD) (*) y Organismo de ejecución (*), supervisión/implementación y ejecución generales del proyecto (*)
- ●Gestión de riesgos, incluidos los Estándares sociales y ambientales

iii. Resultados del proyecto

●El informe de la evaluación final debe evaluar de manera individual la consecución de los resultados de cara a los indicadores, e informar sobre el nivel de progreso de cada indicador de objetivo y resultado en el momento de la evaluación final, al tiempo que señala los logros finales.

●Pertinencia (*), efectividad (*), eficiencia (*) y resultado general del proyecto (*)

●Sostenibilidad: económica (*), sociopolítica (*), de marco institucional y gobernanza (*), ambiental (*), probabilidad general de sostenibilidad (*)

●Apropiación nacional

●Igualdad de género y empoderamiento de las mujeres

●Cuestiones transversales (reducción de la pobreza, mejora de la gobernanza, mitigación y adaptación al cambio climático, prevención y recuperación de desastres, derechos humanos, desarrollo de la capacidad, cooperación Sur-Sur, gestión del conocimiento, voluntariado, etc., según corresponda)

●Adicionalidad del FMAM

●Función catalizadora/efecto de replicación

●Progreso hacia el impacto

●Puntos sustanciales planteados cuya implementación deberá continuar

iv. Principales constataciones, conclusiones, recomendaciones, lecciones aprendidas

●El consultor de la evaluación final incluirá un resumen de las principales conclusiones del informe de la evaluación final. Las conclusiones deben presentarse como declaraciones de hecho basadas en el análisis de los datos.

●La sección sobre las conclusiones se redactará a partir de los resultados. Las conclusiones deben ser declaraciones completas y equilibradas que estén bien fundamentadas por la evidencia y lógicamente relacionadas con las constataciones de la evaluación final. Deben destacar los puntos fuertes, las debilidades y los resultados del proyecto, responder a preguntas clave de evaluación y proporcionar información sobre la identificación y/o soluciones de problemas o cuestiones importantes pertinentes a los beneficiarios del proyecto, el PNUD y el FMAM, incluidas cuestiones relacionadas con la igualdad de género y el empoderamiento de las mujeres.

●Las recomendaciones deben ofrecer recomendaciones concretas, prácticas, factibles y específicas dirigidas a los usuarios previstos de la evaluación sobre las medidas que deben adoptarse y las decisiones que deben tomarse. Las

recomendaciones deberían estar específicamente respaldadas por las pruebas y vinculadas con las constataciones y conclusiones en torno a las cuestiones clave abordadas en la evaluación.

●El informe de la evaluación final también debe incluir lecciones que puedan tomarse de la evaluación, incluidas las mejores y peores prácticas para abordar cuestiones relacionadas con la pertinencia, el desempeño y el éxito, que puedan proporcionar conocimientos obtenidos de la circunstancia particular (métodos de programación y evaluación utilizados, asociaciones, apalancamiento financiero, etc.). Esto se aplica a otras intervenciones del FMAM y del PNUD. Cuando sea posible, el equipo de la evaluación final debe incluir ejemplos de buenas prácticas en el diseño y la implementación de proyectos.

●Es importante que las conclusiones, recomendaciones y lecciones aprendidas del informe de la evaluación final incluyan resultados relacionados con la igualdad de género y el empoderamiento de las mujeres.

El informe de la evaluación final contará con una tabla de valoraciones de evaluación, como se muestra a continuación:

Tabla de calificaciones de evaluación del Proyecto URU/18/G31

Seguimiento y evaluación (SyE)	Calificación[1]
Diseño de SyE al inicio	
Implementación del Plan de SyE	
Calidad general de SyE	
Implementación y ejecución (IyE)	Calificación
Calidad de la implementación/supervisión del PNUD	
Calidad de la ejecución del asociado en la ejecución	
Calidad general de la implementación/ejecución	
Evaluación de resultados	Calificación
Pertinencia	
Efectividad	
Eficiencia	
Valoración de los resultados generales del proyecto	
Sostenibilidad	Calificación
Recursos financieros	
Sociopolítica/ económica	
Marco institucional y gobernanza	
Medioambiental	
Probabilidad general de sostenibilidad	

VI. ÉTICA DEL EVALUADOR

El consultor de la evaluación final deberá apegarse a los más altos estándares éticos, y se exige que firme un código de conducta al aceptar el encargo. Esta evaluación se llevará a cabo de conformidad con los principios esbozados en las "Directrices éticas para evaluaciones" del UNEG. El evaluador debe proteger los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas mediante medidas que garanticen el cumplimiento de los códigos jurídicos y de otro tipo pertinentes que rigen la recopilación de datos y la presentación de informes sobre estos. El evaluador también debe garantizar la seguridad de la información recopilada antes y después de la evaluación, así como de los protocolos que garantizan el anonimato y la confidencialidad de las fuentes de información cuando esté previsto. Los conocimientos y datos de información reunidos en el proceso de evaluación también deben utilizarse exclusivamente para la evaluación y no para otros usos sin la autorización expresa del PNUD y sus asociados.

VII. CRONOGRAMA

La duración total de la evaluación final se estima en 30 días de trabajo durante un plazo de 55 días

calendario. El cronograma tentativo de evaluación final es el siguiente:

Actividad	Días de trabajo	Fecha de finalización
Informe Inicial de la Evaluación final	5 días	Máximo a los 10 días corridos de firmado el contrato
Entrevistas a actores seleccionados	10 días	Fecha a acordar con PNUD y Coordinador
Informe Preliminar de Evaluación final en inglés	8 días	Dentro de las tres semanas siguientes a las entrevistas
Informe Final en inglés	7 días	Máximo a los 55 días corridos de firmado el contrato.

VIII. RESULTADOS CONCRETOS DE LA EVALUACIÓN FINAL

N.º	Resultado esperado	Descripción	Plazo	Responsabilidades
1	Informe inicialde la evaluación final	El/ la consultor/a de la evaluación final aclara los objetivos, la metodología yel plazo de la evaluación	Máximo a los 10 días corridos de inicio del contrato	El/ la consultor/a de la evaluación final envía el informeinicial a la unidad encargada y a la dirección del proyecto

		final		
2	Presentación	Constataciones iniciales	A los 20 días corridos del inicio del contrato	El/ la consultor/a de la evaluación final presenta a launidad encargada y a la dirección del proyecto
3	Proyecto de informe de evaluación final (Informe Preliminar)	Proyecto del informe completo *(usando las directrices sobre el contenido del informe del**anexo C** de los TdR)* con anexos	A los 40 días corridos del inicio del contrato	El/ la consultor/a de la evaluación final envía a la unidad encargada; con revisióndel ATR de la DPAP-FMAM, la Unidad de Coordinación de Proyectos, el Punto focal operativo del FMAM
4	Informe finalde la evaluación final* + Historial de auditoría	Informe final e historial de auditoría de evaluación final, en que la evaluación final detalla cómo se han (ono se han) abordado todos los comentarios recibidos en el informe final de evaluación final *(consultar la plantilla en el **anexo H** de los TdR)*	Máximo a los 55 días corridos de la firma del contrato	El/ la consultor/a de la evaluación final envía ambosdocumentos a la unidad encargada

La entrega de los Informes será en forma digital editable mediante correo electrónico. Será requisito para el pago, la aprobación de cada Informe por parte de la Supervisión, quien dispondrá de 5 días hábiles para revisión y formulación de observaciones. Transcurrido dicho plazo y de no mediar comunicación, el producto/hito se dará por aprobado.

El/ la consultor/a contará con 5 días hábiles para realizar las modificaciones y/o correcciones que le hayan sido solicitadas.

En caso de persistir las observaciones, se repetirá el procedimiento de revisión antes señalado. Se deberá tener en consideración el plazo de finalización del contrato. El informe final de la evaluación final deberá ser en inglés.

X. DURACIÓN, PLAZOS Y FORMA DE PAGO

A partir de la fecha de firma del contrato, el plazo de la consultoría es de máximo 55 días calendario.

Es imprescindible el cumplimiento del plazo, debido a la fecha de finalización de la totalidad del Proyecto.

El monto del contrato contempla los honorarios, gastos, tributos correspondientes, que se requieran para las actividades previstas.

Los pagos se harán efectivos en Dólares de los EUA según el siguiente cronograma:

Producto a partir de la firma del compromiso	Plazo máximo de entrega	Porcentaje de pago
1. Informe inicial de la evaluación final	10 calendario	20%
2. Informe preliminar de evaluación final	40 calendario	40%
3. Informe final de evaluación final	55 calendario	40%

Los pagos se realizarán únicamente contra aprobación de los productos y presentación de factura/Certificado de Pago emitida a nombre de: PNUD – URU/17/G32, a la cuenta bancaria del Contratista Individual.

De conformidad con el Reglamento Financiero del PNUD, cuando la unidad encargada y/o el/la consultor/a determinen que un producto o servicio no puede completarse satisfactoriamente debido al impacto de la COVID-19 y a las limitaciones de la evaluación final, no se pagará ese producto o servicio.

XI. PERFIL

Se requiere el siguiente perfil para el/la evaluador/a, que será un/a consultor/a independiente, internacional con experiencia y exposición a proyectos y evaluaciones a nivel regional y/o mundial, que deberá cumplir los siguientes requisitos:

Educación

●Profesional universitario (excluyente), preferentemente con título de maestría o doctorado en transporte, movilidad, urbanismo, cambio climático, medio ambiente, energía, desarrollo sostenible, u otro campo estrechamente relacionado;

●Cursos de formación en transporte, movilidad, urbanismo, cambio climático, medio ambiente, energía, desarrollo sostenible u otro campo relacionado

Experiencia

●Experiencia pertinente con metodologías de evaluación de la gestión basada en los resultados;

●Experiencia en la aplicación de indicadores del tipo SMART y en la reconstrucción o validación de escenarios de referencia (excluyente);

●Experiencia en evaluación de proyectos GEF (excluyente);

●Competencia en gestión adaptativa;

●Experiencia de trabajo en la región de América del Sur;

●Experiencia en áreas técnicas relevantes: medio ambiente, movilidad sostenible, energía, desarrollo sostenible, mitigación del cambio climático, marcos de medición, reporte y verificación (MRV) de la Convención Marco de las Naciones Unidas sobre el Cambio Climático y/o Marco Reforzado de Transparencia del Acuerdo de París, u otro campo estrechamente relacionado;

●Comprensión demostrada de las cuestiones relacionadas con género y cambio climático, experiencia en evaluación y análisis con perspectiva de género;

●Excelentes aptitudes de comunicación;

●Excelentes aptitudes en expresión escrita en inglés y español;

●Aptitudes analíticas demostrables;

●Experiencia en evaluaciones llevadas a cabo de manera remota/ virtual, constituye una ventaja.

Idioma

●Fluidez en español e inglés escrito y hablado.

XII. EVALUACION Y CALIFICACION

Las ofertas se evaluarán conforme al método de Puntuación Combinada según el cual la evaluación técnica tendrá un peso del 70%, mientras que la propuesta económica representa el 30% de la valoración. El postulante que reciba la Puntuación Combinada más alta, en aceptación de los Términos y Condiciones Generales del PNUD será el que reciba el contrato.

Evaluación Técnica (Máximo 70 puntos)

Criterio	**Puntaje máximo**
Revisión documentaria −Verificación de documentación presentada −Verificación del oferente en Listados de Inelegibilidad de UNGM Global Marketplace −Profesional universitario	**Cumple/no cumple**
Educación	**10**

− Maestría o Doctorado en temáticas relacionadas con transporte, movilidad, urbanismo, cambio climático, medio ambiente, energía, desarrollo sostenible, u otro campo estrechamente relacionado Sin título de posgrado: 0 punto Título de Maestría: 5 puntos Título de Doctorado: 7 puntos − Cursos de formación en transporte, movilidad, urbanismo, cambio climático, medio ambiente, energía, desarrollo sostenible u otro campo relacionado 1curso: 2 puntos o más cursos: 3 puntos	**7** **3**
2. Experiencia pertinente con metodologías de evaluación de la gestión basada en losresultados, indicadores del tipo SMART y gestión adaptativa Sin experiencia: No califica, se desestima la propuesta. 1 a 2 proyectos: 4 puntos 3 a 5 proyectos: 6 puntos 6 o más proyectos: 7 puntos	**7**
3. Experiencia en evaluación de proyectos GEF Sin experiencia: No califica, se desestima la propuesta. 1 proyecto: 3 puntos de 2 a 3 proyectos: 5 puntos de 3 a 4 proyectos: 8 puntos 5 proyectos o más: 9 puntos	**9**

4. Experiencia de trabajo en la región de América del Sur Sin experiencia: 0 punto 1 a 4 proyectos: 1 punto 5 o más proyectos: 2 puntos	**2**
5. Experiencias en las áreas técnicas: medio ambiente, transporte, movilidad, urbanismo, energía, desarrollo sostenible, mitigación del cambio climático, marcos de medición, reporte y verificación (MRV) de la Convención Marco de las Naciones Unidas sobre el Cambio Climático y/o Marco Reforzado de Transparencia del Acuerdo de París, u otro campo estrechamente relacionado Menos de 5 años: 0 punto 5 a 10 años: 1 punto 11 o más años: 3 puntos	**3**
6. Experiencia en evaluaciones y análisis sensibles al género Sin experiencia: 0 punto Con experiencia: 2 puntos	**2**
7. Propuesta Técnica Altamente satisfactoria = 15 puntos Satisfactoria = 12 puntos Moderadamente satisfactoria = 10 puntos Insatisfactoria = No califica	**15**
Entrevista */: capacidades de comunicación; habilidades analíticas; se evaluará el enfoque del trabajo/propuesta técnica	**22**
Total Evaluación Técnica	**70**

*/ Solo pasarán a entrevista hasta 4 consultores que tengan los mejores puntajes y un mínimo de 28 puntos entre los criterios 1 a 7

Sólo se considerará la propuesta económica de los consultores que alcancen un mínimo de 49 puntos en el total de la evaluación técnica (Criterios 1 a 7 + Entrevista)

Evaluación de la propuesta económica (Máximo 30 puntos)

El máximo número de puntos (30) se otorgará a la oferta más baja. Todas las otras propuestas recibirán puntos en proporción inversa, según la siguiente fórmula:

P = 30 (x/y) Donde:

P = puntos de la propuesta económica evaluada x = Monto de la oferta más baja

y = Monto de la oferta evaluada

XIII. ANEXOS A LOS TDR

●Anexo A de los TdR: Marco de lógico/de resultados del proyecto

●Anexo B de los TdR: Paquete de información del proyecto que debe revisar el equipo de la evaluación final

●Anexo C de los TdR: Contenido del informe de la evaluación final

●Anexo D de los TdR: Plantilla de matriz de criterios de evaluación

●Anexo E de los TdR: Código de Conducta de los evaluadores del UNEG

●Anexo F de los TdR: Escalas de valoración de la evaluación final

●Anexo G de los TdR: Formulario de autorización de informe de la evaluación final

●Anexo H de los TdR: Historial de auditoría de la evaluación final

5.2 Annex 2: TE Mission itinerary including summary of field visits

No missions or field visits are conducted.

5.3 Annex 3: Interview list and agenda

#	Day	Name	Institution
1	2022/9/12	Ariel Álvarez	MOVÉS
2		Duncan Bell	MOVÉS
3		Martín Piñeyro	MOVÉS
4		Carla Falconi	MOVÉS
5		Ignacio Simon	MOVÉS
6		Valentina Vincent	MOVÉS
7	2022/9/13	Magdalena Hill	Ministerio de Ambiente
8	2022/9/13	Ignacio Lorenzo	Ex Director de Cambio Climático (MA)
9	2022/9/14	Vivianna Mezzetta	Agencia Uruguaya de Cooperación Internacional
10	2022/9/14	Natalia Brener	Intendencia de Canelones
11	2022/9/14	Gonzalo Márquez	(Ex) Intendencia de Montevideo
12	2022/9/15	Diego Bentancur	UTE
13	2022/9/15	Silvana Martinez	DINAMA
14	2022/9/15	Mario Alvarellos	UCOT (operador de transporte público)
15		Enrique Garabato	UCOT (operador de transporte público)
16	2022/9/16	Magdalena Preve	PNUD (CO)
17	2022/9/16	Guillermo Stewart	Europcar (rentadora asociada para pruebas TuVE)
18	2022/9/20	Ludmilla Diniz	PNUD (RTA)
19	2022/9/22	Carolina Romero	Intendencia de Montevideo
20	2022/9/28	Pablo Menoni	Intendencia de Montevideo (Director de Transporte)
21	2022/10/19	Fitzgearld Cantero	DNE
22	2022/10/4	Antonella Tambasco	DNE
23	2022/10/14	Carolina Mena	DNE

5.4 Annex 4: List of documents reviewed

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan

3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	All Project Implementation Reports (PIRs)
8	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
9	Oversight mission reports
10	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
11	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
12	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
13	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
14	Co-financing table data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
15	Audit reports
16	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
17	Sample of project communications materials
18	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
19	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
20	List of contracts and procurement items over ~US$5,000 (i.e., organizations or companies contracted for project outputs, etc., except in cases of confidential information)
21	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e., any leveraged or “catalytic” results)
22	Data on relevant project website activity – e.g., number of unique visitors per month, number of page views, etc. over relevant period, if available

22	UNDP Country Programme Document (CPD)
23	List/map of project sites, highlighting suggested visits
24	List and contact details for project staff, key project stakeholders, including Project Board members, PMU members, and other partners to be consulted
25	Project deliverables that provide documentary evidence of achievement towards project outcomes
26	M&E Plan and System

5.5 Annex 5: Evaluation Questions Matrix

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	- Local stakeholders - Document review of local development strategies, environmental policies, etc.	- Desk review - Interviews
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Climate Change Policy, National Adaptation Plan to Climate Change and Variability for Cities and Infrastructures (NAP-Cities), National Urban Mobility Policy (NUMP)	- Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	- Project staff - Local and national stakeholders - Project documents	- Desk review - Interviews
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	- GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents	- Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	- UNDP strategic priority documents	- Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	- Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach.	- Project documents - National policies or strategies, websites, project staff, project partners	- Desk study - Interview with project staff - Focus groups

Evaluative Questions	Indicators	Sources	Methodology
What are the decision-making processes -project governance oversight and accountabilities?	- Roles and Responsibilities of stakeholders in project implementation. - Partnership arrangements.	- Project documents - National policies or strategies, websites, project staff, project partners	- Desk study - Interview with project staff - Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	- Project documents	- Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfill its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	- Minutes - Project documents	- Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews

Evaluative Questions	Indicators	Sources	Methodology
What has been (to date) this projects progress towards the expected results and log frame indicators? How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?	- Progress toward impact achievements - Results of Outputs	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews - Consultation with Project Board Members - PMU
What has been the progress to date and how has it led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...). How cross cutting areas been included in the project are results framework and monitored on an annual basis?	- Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews - Consultation with Project Board Members - PMU
What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.	- GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.	- Project documents - Project staff - Project stakeholders	- Desk review
What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?	- Number of barriers in the project	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
What aspects of this project s implementation approach (pilots) (enabling activities**) has been particularly successful or negative (as told by consults) and how might the**	- Number of project achievements - Progress toward impact achievements.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews

Evaluative Questions	Indicators	Sources	Methodology
project stakeholders further expand or correct these benefits.			
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	- Desk review
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs	- Project documents - Project staff	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	- Project documents - Project staff	- Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	- Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	- Project documents - National and local stakeholders - Project staff	- Desk review - Interviews with project staff - Interviews with national and local stakeholders

Evaluative Questions	Indicators	Sources	Methodology
Is the project implementation delayed? If so, has that affected cost-effectiveness?	- Project milestones in time - Planned results affected by delays - Required project adaptive management measures related to delays	- Project documents - Project staff	- Desk review - Interviews with project staff
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	- Project documents - Project staff	- Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	- Project documents - Project staff	- Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	- Number of project achievements	- Project documents - Project staff	- Desk review - Interviews with project staff
Management Arrangements and Implementation Approach **(including any evidence of Adaptive management and project coordination and km with pilots)**	- Project management and coordination effectiveness - Number of project achievements in pilots	- Project documents - Project staff	- Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year? What percentage is delivered to date? Is it low?	- Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency	- Project documents - Project staff	- Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	- Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews

Evaluative Questions	Indicators	Sources	Methodology
to the achievement of the project objective?			
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	- Environmental indicators - Level of progress through the project's Theory of Change	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
To what extent are the project results dependent on issues relating to institutional frameworks and governance?	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Are there any environmental risks that can undermine the	Existence of environmental risks to project benefits	- Project documents	- Desk review - Interviews

Evaluative Questions	Indicators	Sources	Methodology
future flow of project impacts and Global Environmental Benefits?			
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in	Positive or negative effects of the project on local populations.	- Project documents - Project staff	- Desk review - Interviews

Evaluative Questions	Indicators	Sources	Methodology
project design and implementation?		- Project stakeholders	
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews

Evaluative Questions	Indicators	Sources	Methodology
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews

- Enumere lo que a su juicio pueden ser lecciones aprendidas y que deban/puedan corregirse a futuro
- ¿Qué recomendaciones haría para mejorar la ejecución, resultados o impactos del Proyecto?

5.6 Annex 6: Questionnaire used and summary of results

5.6.1 Questionnaire used

Relevance

1. Does the project's objective align with the priorities of the local government and local communities?
2. Does the project's objective fit within the national environment and development priorities?
3. Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
4. How relevant and effective has the ProDoc's project strategy and planning been? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

Effectiveness

6. What have been the achievements and results (outputs, outcomes and impacts, including overall environmental benefits) of the project, taking into account the key factors that influenced the results?
7. What are the key factors contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents - inception report)?
11. How cross cutting areas been included in the project are results framework and monitored on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

Efficiency

13. Are expenditures procedures in line with international standards and norms?
14. Is the project implementation approach efficient for delivering the planned project results?

15. Is the project implementation delayed? If so, has that affected cost-effectiveness?
16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?
18. What is project related progress in the following 'implementation' categories?

Results

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?
20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?

Sustainability

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental?

Gender equality and women's empowerment

26. How did the project contribute to gender equality and women's empowerment?
27. In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?

Cross-cutting and UNDP Mainstreaming Issues

28. How were effects on local populations considered in project design and implementation?

29. How have poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project?

30. How have the project contributed to a human rights-based approach?

Catalytic/Replication Effect

31. What are project lessons learned, failures/lost opportunities to date? What might have been done better or differently?

32. What factors of the project achievements are contingent on specific local context or enabling environment factors?

33. What factors of the project achievements are contingent on specific local context or enabling environment factors?

5.6.2 Summary of Results

Relevance

El Proyecto tiene una significancia bastante importante. El proyecto pasó incluso por un cambio del gobierno y en todo lo que fue la parte energética, la eficiencia energética y la sostenibilidad se vio una coherencia de desarrollo bastante importante. El proyecto lo cursó bastante bien.

Uruguay vivió su transformación energética y después de allí hizo foco en la movilidad eléctrica. Una cosa que no mencioné y es bien propio de Uruguay. En LAC son la excepción. Son pocos países que no genera hidrocarbonos. En cuanto a la generación eléctrica, hoy la transición eléctrica tiene una ventaja de sustituir combustibles que tienen el impacto ambiental. También habla de independencia energética e incluso en cuanto al ahorro de divisas, y eso también puede ser parte de las razones por las cuales Uruguay es tan importante. Y además de eso, la empresa eléctrica UTE, es nacional, hay un paypal por BID, en el cual se cuantifican las ganancias de las empresas eléctricas con esta transformación de energía eléctrica. En conclusión, sí había y hay una visión en cuanto a favorecer la movilidad eléctrica. Lo que el proyecto logró es por un lado coordinar acciones interinstitucionales y hacer propuestas a algunos temas.

Sobre la participación, los ministerios, desde los técnicos y desde los lugares físicos contribuyen. Las empresas, particularmente, las empresas de transporte público con una contribución que en su momento era llegar a 5 ómnibus, hoy día hay 35. también la

intendencia del gobierno departamental tiene una contribución muy importante. De hecho, la mayor porción de la instalación del centro de gestión de movilidad. Todas estas instituciones fueron parte de la redacción del documento. No sabría decir cuál no estuvo porque no estábamos en ese proceso.

El proyecto de Urugauy tiene una perspectiva muy fuerte en cuanto a movilidad eléctrica, pero también pudo trabajar otras áreas que veo un poco más rígido el GEF7. el GEF8 es mucho más alineado con lo que era la perspectiva de transporte de GEF6 y GEF7. Es un punto importante que posibilitó el proyecto en explorar en varias áreas y hacer cosas innovadoras.

Effectiveness

El gran reto de los proyectos es al final y está relacionado con todo el proceso de aprobación del GEF. Es algo que están intendando mitigar y manejar, porque con la etapa de desarrollo, al ser aprobado el proyecto vienen todos los trámites y firmas. En este proyecto también pasó lo mismo. El inception workshop estaba un poco retrasado. En cuanto a mitigar este problema, desde la parte de GEF es liderar el fee de las agencias a partir del primer pago, y después dividir ese fee en dos partes. En esa fase de arranque del proyecto, si el proyecto es full NIM, tenemos que seguir los procesos del gobierno. En estos proyectos full NIM, me parece difícil influenciar los trámites del gobierno.

Efficiency

El proyecto está terminando la prórroga de un año. Quedan unos meses y la idea es terminar los recursos hasta fin de este año. Están ya con los estudios contratados, la prueba tecnológica continúa y también vamos a completar otras implementaciones.

Están ejecutando de acuerdo con lo planificado en consecuencia, puede ver una pausa al inicio, o sea en el primer año, porque estaban armando el equipo y generando propios conocimientos.

La prórroga del proyecto se debió a varios factores. Primero, el primer año fue la contratación en vez de la ejecución. Segundo, la ejecución de una de las partes más importantes del proyecto que fue el subsidio a los ómnibus eléctricos, lo demoró en su momento esperando a la legislación nacional para poder apalancar mucho más (de 5 a 32 omnibus). por último, el proyecto era calculado por un dólar a 30 y tantos pesos uruguayos

y poco después el dólar subió bastante en Uruguay, pasó a 40 y tantos pesos uruguayos. Nos bajó la velocidad de ejecución en el ámbito de los gastos recurrentes.

Results

El PMU es grade e integrado con conocimientos complementarios. La visión y coordinación, los aportes técnicos de la unidad coordinadora han sido un factor importante. La base del proyecto era muy fuerte técnicamente. Es muy diferente en consultor con conocimientos técnicos que un técnico del mismo proyecto.

El proyecto apoyó en la parte técnica y económica. Fue parte de las mejorar de estos ómnibus (piso abajo, aire acondicionado), accesibilidad, seguridad), pero no se cuantificó esta mejora.

El proyecto ha tenido varios resultados interesantes, pero el que llama más atención en el PNUD y a nivel regional es el mecanismo de subsidios, es un tema poco común de reforma de subsidios a combustibles fósiles, de una manera que cómo se puede convertir estos subsidios al transporte público por medio de combustibles fósiles a ese cambio tecnológico.

Esto es lo que se llama smart subsidies, porque es muy difícil sacar de la gente que está impactada de la pandemia. Uruguay ha sido muy quirúrgico donde realmente poner sus esfuerzos, en ese caso el proyecto Movés tuvo un rol muy importante que viene con todos los ánalisis técnicas, financieras y económicas de cómo hacer ese estudio y análisis, de cómo utilizar ese mecanismo ya existente.

En el PNUD existe una campaña global que es fosil fuel subsidy reform, que es un tema super sensible después de la pandemia. Este mecanismo en Uruguay ha sido muy interesante. Estamos haciendo unos estudios de este mecanismo para poder ver las entradas estratégicas de trabajarlo con otros gobiernos.

El proyecto no tuvo mid-trerm review pero sí hizo sus propias reflexiones. Por ejemplo, ómnibus eléctricos que fueron apoyados por el proyecto debían tener conductoras mujeres, eso en realidad no se cumplió. Se implementaron acciones en las empresas de transporte público, los acuerdos para darles incentivos para hacer análisis de género, formular medidas. Eso no se cumplió por eso se reformularon los indicadores. Además, el cambio cultural que se planteó en el proyecto fue muy ambicioso, en realidad lo que queríamos lograr fue difícil de lograr dentro de 4 años.

Sustainability

En cuanto a la continuidad del proyecto, primero hay línea de trabajos que el proyecto deja en algunos estudios tanto en el asepecto regulatorio como en los otros temas que mencionamos en una agencia de la República.

En la dirección de energía se generó un grupo de trabajo de movilidad eléctrica, en la cual participa el proyecto, es un grupo interdisciplinario con técnicos de la dirección de la dirección de energía y justamente están trabajando en estos temas.

En cuanto a la sostenibilidad financiera, el PNUD junto con las otras 2 agencias de la ONU aplicaron en conjunto a un fondo de las Naciones Unidad para los ODS y lograron un proyecto que se llama REIF (renewable energy innovation fund). lo que pretende este fondo es apoyar proyectos y financiar la segunda transición energética en Uruguay, la mayoría de los préstamos debe ser para la movilidad eléctrica, específicamente ómnibus y vehículos de carga liviana. Por un lado, el proyecto Movés, su equipo, la información y el aprendizaje fue lo que posibilitó que pudieran aplicar a este fondo. Son uno de los 4 países a nivel global que obtuvieron la ventanilla 2, este es un fondo que pretende apalancar el financiamiento de la banca comercial que ya está súper interesada. El REIF en el principio tiene 8 millones propios y pretende movilizar un 50-60 adicionales. Esto fue lo que se ha planteado en el proyecto. Ese proyecto REIF está registrado en el banco central. Se espera que en breve poder financiar o sea que haber una fuente adicional de financiamiento para los ómnibus eléctricos, transporte público en genral, la industria, etc.

En cuanto a la sostenibilidad institucional, el ministerio va a resentir que no va a tener el equipo técnico de Movés, pero creo que también Movés ya dejó la base de la transformación y hay técnicos capacidades en el ministerio. Creo que la sostenibilidad está en la formulación de las políticas, el compromiso de estar en el segundo NDC y los fondos adicionales que vienen.

Gender equality and women's empowerment

El tema de género siempre ha sido transversal. Una de las actividades que se realizó este año con REIF fue organizar un taller de género para ver las acciones que las empresas podían continuar tomando en cuanto al tema de género. Como contribución del proyecto, a las empresas de Montevideo se les ofreció el poder realizar los cursos necesarios para

sacar libreta de manejo a 3 mujeres por empresa. En definitiva, 12 libretas de manejo institucional en una academia de manejo de ómnibus.

El sistema de indicadores se hizo a través de un trabajo participativo con entrevistas en profundidad y con encuestas a actores involucrados, los técnicos y personas de la academia y la sociedad civil y se construyó un sistema de indicadores con nueve o diez categorías que incluyen categorías básicas, de servicios, de género, de accesibilidad, de información digital, información al usuario, etc.

El proyecto desarrolló estudios técnicos para lo que fue la gestión de la operativa de los ómnibuses eléctricos, y se hace un diagnóstico organizacional con perspectiva de género. O sea, cada una de las empresas de transporte público que recibían fondos de Movés debían realizar este diagnóstico con consultoría externa. Esto fue realizado por primera vez en Uruguay en todos los operadores.

Los fondos de Movés permitieron realizar estudios, pero además a solicitud de proyecto estaba condicionada la condición de eso que realizaría un diagnóstico organizado de género.

Catalytic/Replication Effect

El incentivo del proyecto permitió cierta escala del piloto, pero después todas estas cosas son en base a política pública y a incentivos propios del gobierno. Incluso con la ley de inversiones para los utilitarios o el subsidio de un ómnibus eléctrico, en cuanto a lo propio de mercado de mercancía de autos eléctricos, tal vez en cierta forma, la llegada de los vehículos eléctricos a Uruguay puede llegar a ser un limitante también. Para escalar se necesitan algunas decisiones que se pueda ver ciertas dificultades en tomarlas.

En general, todo lo que es la demostración tecnológica en el proyecto piloto se ha cumplido y se han visto las ventajas. El escalamiento de 5 a 32 no es lo mismo que el escalamiento de 32 a 100 porque se va a tocar muchos intereses, el incentivo no cambia.

Movés fue un proceso súper rico la experiencia de trabajar con varios ministerios a la vez, es complejo también, pero siempre con compromiso de todas las partes. La lección aprendida es el navegar entre varios ministerios en ese trabajo conjunto, el proyecto es liderado por el MIEM, pero para una transformación que se basa en una política de cambio climático.

La segunda es el potencial de los fondos. Esos fondos son los que permiten el diseño del diseño y la transformación de política pública, diseño de instrumentos financieros, consultorías, subsidios e incentivos, etc.

5.7 Annex 7: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

5.8 Annex 8: Evaluation consultant agreement form

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators:

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

Evaluation Consultant Agreement Form[2]

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

Name of Consultant: José Galindo

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

Signed at Quito Ecuador on September 28, 2022

Firma: 

[2]www.unevaluation.org/unegcodeofconduct