

2019

Project Implementation Review (PIR)

**Georgia Green Cities in Batumi - ISTBAR**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 4980 |
| GEF ID | 5468 |
| Title | Integrated Sustainable Transport in the City of Batumi and the Ajara Region |
| Country(ies) | Georgia, Georgia |
| UNDP-GEF Technical Team | Energy, Infrastructure, Transport and Technology |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Medium Size |

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| **Project Description** |
| The objective of this Project is to promote sustainable transport in the City of Batumi and Region of Achara in Georgia. |

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| **Project Contacts** | |
| UNDP-GEF Regional Technical Adviser | Mr. John O'Brien (john.obrien@undp.org) |
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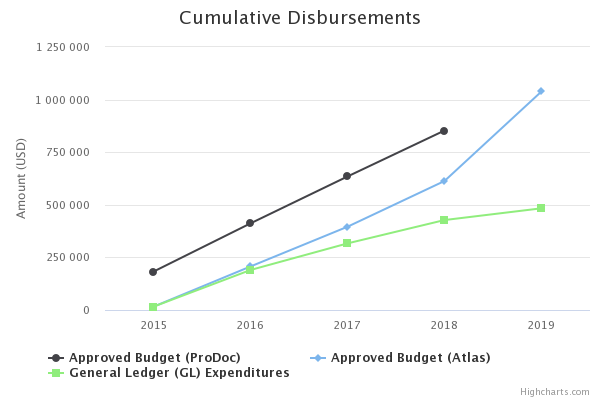
# Overall Ratings

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| Overall DO Rating | Moderately Unsatisfactory |
| Overall IP Rating | Moderately Unsatisfactory |
| Overall Risk Rating | Moderate |

# Development Progress

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| **Description** | | | | | | |
| **Objective**  **To promote sustainable transport in the City of Batumi and Region of Achara** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Cumulative direct CO2 emission reductions resulting from the GBC demo project and technical assistance to municipalities for SUT functional and detailed engineering plans by EOP, tons CO2 | 0 | *(not set or not applicable)* | 877 | Achieving of this objective and target is on track. SUMP of Batumi developed by the project has been officially adopted by Batumi City Council in April, 2018. By decree of the Mayor of Batumi a working group on “Development and implementation of sustainable urban transport measures in Batumi was established in December 2017. Recently working group in consultations with project team has selected those projects that will be implemented by the end of 2018. Specifically: Reduction of mini-vans from 480 to 250; optimisation of bus network and arrangement of passenger transfer nodes; implementation of dedicated bus-lane along Chavchavadze-Abuseridze-Aghmashenebeli (CAA) corridor; introduction of hourly paid parking zone in central part of Batumi. Once this project are implemented PMU will have to assess their impact on GHG emissions reduction. | Achieving of this target is delayed but is back on track. On March 29, 2019 Green Cities Project Executive Board unanimously endorsed implementation of dedicated bus lanes, hourly paid parking zone, installation of digital timetables at bus stops along dedicated bus lane corridor and other additional measures enhancing cycling infrastructure. These are measures that should lead to the reduction of GHG emissions. In addition, PEB members supported idea to request project extension for 8 months (till March 31, 2020) in order for the project to be able to implement selected pilot/demonstration measures. Letter of Agreements have been prepared to be signed with Batumi municipal companies for implementation of selected measures and request for project extension for submitted to GEF secretariat. Nevertheless, in May 2019, mayor of Batumi communicated to the project team and UNDP CO that city cannot respect its commitments taken on PEB meeting and can not implement selected pilot measures due to some uncertain risks identified by patrol police. After such notification Senior management of UNDP Georgia, EE Team Leader and project team initiated an extensive consultation process with GEF Focal Point Ministry of Environment Protection and national government, Achara Autonomous Republic (i.e. regional) government, Batumi City Hall to return the project back on track through convincing the City of Batumi in necessity of implementation of agreed measures and fulfillment of the earlier commitment. Project extension request has been put on hold by UNDP Environmental Finance Unit GEF, till City of Batumi recommits to original plan of selected demonstration measures. On July 26, 2019 Mayor of Batumi issued an official letter and request to UNDP CO, restating its commitment to originally agreed pilot measures and requesting project extension, seeming that the political risks might have been mitigated and project could be on track of achieving its development objective. However, at the same day, when the mentioned letter was signed, Batumi City Hall informally communicated to the project manager, that pilot measure of dedicated bus lane along Chavchavadze-Abuseridze-Aghmashenebelei streets cannot be implemented within project life cycle due to the fact that city plans to close Aghmashenebeli street for complete rehabilitation of underground facilities and communications and in addition section of Abuseridze street, which is also under rehabilitation will take more time than expected to be opened. |
| Cumulative direct energy saving (MJ) from improved traffic efficiency measures for public transit through 2.2 km GBC corridor, and the avoidance of gasoline consumption from cars in the park-and-ride and modal switches to public transport | 0 | *(not set or not applicable)* | 13.6 million | Achieving of this objective and target is on track. As mentioned above, Batumi City Hall in consultation with the Green Cities project has decided to implement dedicated bus-lane along Chavchavadze-Abuseridze-Aghmashenebli (CAA) corridor, instead of Chavchavadze-Baratashvili-Gorgiladze (CBG) corridor. CAA corridor length is more, approx. 4.9 km, than CBG corridor (approx. 2.2 km) and has more intense traffic. Thus, cumulative direct energy saving of CAA corridor is more than CBG. | As described in previous section, achieving of this target is delayed but back on track. While during PEB meeting it was endorsed to implement the dedicated bus lanes along Chavchavadze-Abuseridze-Aghmashenebli (CAA) corridor, which is approximately 4.9 kms in length, at the last moment Batumi City Hall has withdraws its commitment and communicated that dedicated bus lanes can not be implemented along CAA corridor because of some uncertain risks. Project team and UNDP CO have been in the process of consultation to bring the project back on track which was achieved as evidenced by the latter of Batumi Mayor dated as of July 26, 2019. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 1**  **Sustainable transport plans adopted in Batumi and Achara Region** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Number of versions of the Integrated Sustainable Urban Transport Plans for Batumi prior to adoption by the City by EOP | 0 | *(not set or not applicable)* | 2 | Target achieved. 3 versions of Batumi iSUMP (integrated sustainable urban mobility plans) have been prepared. iSUMP was discussed on stakeholder workshops in Batumi, Each versions built upon the previous one and incorporated comments and ideas from stakeholders to develop the final iSUMP of Batumi.    iSUMP of Batumi has been officially adopted by Batumi City Council in April, 2018, after holding two public discussions. | Target achieved and exceeded.  During project life-cycle 3 versions of Batumi iSUMP (integrated sustainable urban mobility plans) have been prepared. iSUMP was discussed on stakeholder workshops in Batumi, Each versions built upon the previous one and incorporated comments and ideas from stakeholders to develop the final iSUMP of Batumi.  iSUMP of Batumi has been officially adopted by Batumi City Council in April, 2018, after holding two public discussions.  Implementation of Batumi iSUMP has been kicked-off by Batumi City hall. Some measures have already been implemented or are underway. Including such painful measure as reduction of daily number of semi-formal minivan public transport, so called “Marshrutkas” since September 2018; Introduction of passenger transfer node and hourly paid parking zone at Tbilisi Square; Allocation of land for Regional Bus Terminal; Acquisition of 40 new diesel buses; Acquisition of 8 electric buses; Renovation of cycling lanes; Optimization of bus network. |
| Number of municipalities with adopted ISUTPs by EOP | 0 | *(not set or not applicable)* | 3 | Achieving of this target is on track. Since June 2017, PMU has organised three workshops for developing Terms of Reference aiming at commissioning of SUMPs for 5 other Acharian Municipalities. ToR was finally validated on a high-level workshop November 2017. International Tender for recruiting a qualified consultancy company for the development SUMPs for other Acharian municipalities was announced in March 2018 and contract with the winner company (A+S Consult GmbH) was signed in May, 2018. SUMPs for 5 Acharian municipalities will be developed by the end of 2018. | Achieving of this target is on track. Municipality of Batumi has adopted ISUTP in April, 2018. During 2019, project has developed and designed ISUTPs for 5 Acharian municipalities. These ISUTPs are in final editing process and will be officially submitted to each municipality for public discussion and official adoption by relevant city councils. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 2**  **Specific feasibility studies and functional plans developed to lower carbon intensity of urban transport along selected corridors in Batumi** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Number feasibility studies for sustainable transport measures in Batumi | 0 | *(not set or not applicable)* | 4 | Target achieved and exceeded. 5 feasibility studies have been prepared for sustainable transport measures in Batumi: 1. New Parking Strategy and Policy, 2. Bus Network Optimisation, 3. CBG Corridor Scenarios, 4. CA Corridor Scenarios, 5. Electric Taxi System for Batumi. | Target achieved and exceeded. In total 5 feasibility studies have been prepared for sustainable transport measures in Batumi: 1. New Parking Strategy and Policy, 2. Bus Network Optimization, 3. CBG Corridor Scenarios, 4. CA Corridor Scenarios, 5. Electric Taxi System for Batumi. |
| Number of specific functional plans to lower carbon intensity of urban transport along selected corridors in Batumi | 0 | *(not set or not applicable)* | 2 | Target achieved. 2 specific functional plans have been prepared with the aim to lower carbon intensity of urban transport in Batumi 1. Safe, Integrated and Expanded Bicycle Network and 2. Functional Plan for SUT measures along demonstration corridors in Batumi. | Target achieved. 2 specific functional plans have been prepared with the aim to lower carbon intensity of urban transport in Batumi 1. Safe, Integrated and Expanded Bicycle Network and 2. Functional Plan for SUT measures along demonstration corridors in Batumi. |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |
| **Outcome 3**  **Sustainable urban transport measures successfully implemented along a selected corridor in the City of Batumi** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Kilometres of corridor improved with dedicated bus lanes, restricted private car access, synchronized lighting and improved access to bicycles as public transport by Year 3 | 0 | *(not set or not applicable)* | 2.2 | Achieving of this target is on track. Project has prepared dedicated bus lanes scenarios and conceptual designs for two pilot corridors Chavchavadze-Abuseridze (CA) streets and Chavchavdze-Baratashvili-Gorgiladze (CBG) streets.  During consultations with Batumi City hall in 2018, it was decided that dedicated bus-lane will be implemented along CAA corridor by the end of 2018 And if proven successful, dedicated bus lanes will be also implemented along CBG corridor in later years.  Project will commission detailed engineering drawings for dedicated bus-lane along CAA corridor and afterwards finance its implementation through funds dedicated for component 3 i.e. support to the direct investments in sustainable urban transport measures in Batumi.  On other side it was agreed with the mayor of Batumi that city of Batumi will implement following measures optimization of mini-van system i.e. reduction of daily fleet of mini-vans from 480 to 250 by 2018; optimization of municipal bus network by 2018; introduction of passenger interchange points / nodes by 2018; optimization of bicycle infrastructure starting from 2019; allocation of land and commissioning design of tourist park-and-ride regional bus terminals. | Achieving of this target is delayed but put back on track at the current moment. At PEB on March 29, 2019, it was decided to implement dedicated bus lanes along Chavchavadze-Abuseridze-Aghmashenebeli streets, which would make in total 9-10 kms of dedicated bus lanes. Nevertheless, in May 2019, mayor of Batumi communicated to the project team and UNDP CO that city cannot respect its commitments taken on PEB meeting and cannot implement dedicated bus lanes due to some uncertain risks identified by patrol police. Senior management of UNDP Georgia, EE Team Leader and project team have been in an extensive consultation process with national government, regional government, Batumi City Hall to return the project back on track through convincing the City of Batumi in necessity of implementation of agreed measures. On July 26, 2019 Mayor of Batumi issued an official letter and request to UNDP CO, restating its commitment to originally agreed pilot measures and requesting project extension, seeming that the political risks might have been mitigated and project could be on track of achieving its development objective. However, at the same day, when the mentioned letter was signed, Batumi City Hall informally communicated to the project manager, that pilot measure of dedicated bus lane along Chavchavadze-Abuseridze-Aghmashenebelei streets cannot be implemented within project life cycle due to the fact that city plans to close Aghmashenebeli street for complete rehabilitation of underground facilities and communications and in addition section of Abuseridze street, which is also under rehabilitations will take more time than expected to be opened. |
| Average number of passengers per bus along improved corridor by EOP | 50 | *(not set or not applicable)* | 80 | Achieving of this target is on track. Nevertheless, experts who carried out mid-term review of the green cities project during August-December of 2017, clearly recommend to amend the targets for this indicator After consultation with the PMU, stakeholders and municipal bus company, MTR team has proposed following amendments to the values of this indicator: Baseline level – 12, Target level at the end of the project – 20. PMU agrees with the MTR recommendation and will raise this issue with PEB members and seek their approval for such amendment. | Achieving of this target is delayed but back on track, as it is dependent on implementing dedicated bus lanes along the selected corridor. |
| % increase in average speed of buses through the selected corridor by EOP | 0 | *(not set or not applicable)* | 25 | Achieving of this target is on-track. Although on potential risk for achieving this target might be the fact, that Batumi City Hall decided not to fully eliminate mini-vans from the selected CAA corridor but to reduce number (roughly halving their daily number) of mini-vans running through the mentioned corridor. Mini-vans will share bus-lane with municipal buses, which might reduce targeted increase in average speed of buses through selected corridor. From the PMU and chief technical adviser, such decision places major threat to the overall effectiveness and image of the dedicated bus lane. Nevertheless almost 8 months of intense communication and consultations with Batumi City Hall has proven that city authorities are not ready to place full ban on mini-vans operations along the mentioned corridor. | Achieving of this target is delayed but back on track, as it is dependent on implementing dedicated bus lanes along the selected corridor. |
| Average number of cars by year 4 which are parked in park-and-ride lots and switched to public transit along a SUT-improved corridor | 0 | *(not set or not applicable)* | 250 | Achieving of this target is under question. The reason for this is that, Batumi City Hall has decided not to implement public transit park-and-ride at the terminus of selected corridor mainly due to non-availability of free land spaces. In exchange Batumi City Hall has agreed to introduce hourly paid parking zone in the central part of Batumi to discourage car traffic from the city center and encourage modal shift to public transit. Based on this findings MTR team has proposed to make the following amendments for this indicator. Number of city parking spaces shifted to high hourly parking fees that are actively implemented. Baseline level – 0, target level at end of the project – 500 parking spaces. Project team agrees with the MTR team recommendation and will raise this issue with PEB members and seek their approval for such amendment. | Achieving of this target is delayed but back on track, as it is dependent on implementing dedicated bus lanes along the selected corridor. |
| Total MJ of energy saved from passengers leaving cars at park-and-ride facilities in favour of public transit by EOP | 0 | *(not set or not applicable)* | 13.6 million | Achieving of this target is on track. Nevertheless, due to the decision of Batumi City Hall to drop the idea of arranging public transit park-and-ride at the terminus of selected CAA corridor. MTR team has proposed following formulation of the indicator: Total MJ of energy saved from passengers leaving cars at park-and-ride facilities or at home or hotels (estimated based on increased bus ridership) in favor of public transit by EOP. Project team agrees with the MTR team recommendation and will raise this issue with PEB members and seek their approval for such amendment | Achieving of this target is delayed but back on track, as it is dependent on implementing dedicated bus lanes along the selected corridor. |
| Kilometres of bicycle network improved by EOP | 0 | *(not set or not applicable)* | 6 | Achieving of this target is on track. In 2018, Batumi City Hall based on a concept for expanded and improved bicycle network (developed by the Green Cities project) has commissioned a detailed engineering drawings and cost breakdowns for connecting existing bicycle lanes and adding new ones on streets where they are missing for the central part of Batumi. Based on agreement with Batumi City Hall, city hall itself will implement this part starting from 2019, so no financial contribution for this target will be required from the project | Achieving of this target is delayed but back on track. In 2018, Batumi city hall made commitment to rehabilitate and expand existing cycling lanes in Batumi starting from 2019 with a project value of 2.5 mln Georgian Lari. Nevertheless in municipal budget for year 2019 no funds have been allocated to improving cycling infrastructure. During a meeting with UNDP RR on July 12 2019, Batumi Mayor confirmed that they will rehabilitate i.e. repaint existing cycling lanes, at least 6 kms. This commitment can be also evidenced in a letter of Batumi Mayor dated as of July 26, 2019. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 4**  **Sustainable Transport Plans developed and adopted other municipalities in Achara Region and draft national policies on sustainable urban transport** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Number of institutional mechanisms to support SUT and GUD development in Batumi, the Achara Region and Georgia by EOP | 0 | *(not set or not applicable)* | 1 | Target Achieved. Project has developed final version of Georgia’s Sustainable Urban Transport Strategy and Policy Framework document by the end of 2017. The document includes proposed institutional mechanisms to support sustainable urban transport in Georgia.  PMU is trying to exceed this target by pushing the mentioned document to be officially adopted by the Government of Georgia. Since the very beginning of this national component i.e. February 2017, PMU has been engaged in extensive consultations with possible governmental bodies, which proved to have potential to become national champion of SUT, based on initial stakeholder scanning. Two major candidates are Ministry of economy and Sustainable Development of Georgia (MoESD) and Ministry of Regional Development and Infrastructure of Georgia (MRDI). PMU has approached Prime Minister’s office to liaise in consultation with these governmental bodies. Several meetings were held with representatives of both ministries, including deputy ministers and at this stage it seems that MRDI is best positioned to take this on the role of national responsible body. To this date PMU follows this strategy, which is a little bit slowed down because of recent change in the senior leadership of MRDI, including minister and all deputy ministers. PMU with support of UNDP CO is planning to organise a working meeting with new minister to discuss the issue. In parallel, PMU is trying to engage Parliament of Georgia in promoting the National SUT Strategy, and initial communication has been made with the Committee of Environmental Protection and Natural Resources. To achieve this, consultations have been ongoing since 2017 mainly with the Ministry of Regional Development and Infrastructure of Georgia . | Target achieved and exceeded.  Project has developed final version of Georgia’s Sustainable Urban Transport Strategy and Policy Framework document by the end of 2017. The document includes proposed institutional mechanisms to support sustainable urban transport in Georgia.  In 2019 project has designed institutional and organizational model for Ajara Regional Passenger Transport Authority, which will be first of its kind if implemented by the regional government. In additional regional model can be easily replicated by other Georgian regions if considered appropriate. |
| Number of national SUT policies developed for sustainable urban transport by EOP | 0 | *(not set or not applicable)* | 1 | Target Achieved. Project has developed final version of Georgia’s Sustainable Urban Transport Strategy and Policy Framework document by the end of 2017.  PMU is trying to exceed this target by pushing the mentioned document to be officially adopted by the Government of Georgia. To achieve this, consultations have been ongoing since February 2017. The consultation process and strategy here is the same as in case of institutional mechanism to support SUT on national level. Georgia’s Sustainable Urban Transport National Strategy and Policy Document integrates both possible institutional mechanisms as well as extensive strategy and policy recommendations. Thus as described above, at this stage main candidate for becoming national governmental body for coordinating the implementation of this framework document is MRDI. | Target achieved. Project has developed final version of Georgia’s Sustainable Urban Transport Strategy and Policy Framework document by the end of 2017.  Project is trying to exceed this target buy pushing to have this document officially adopted by the Government of Georgia. Project has identified the Ministry of Regional Development and Infrastructure of Georgia as final owner of this document is working with the ministry representatives to take ownership of the document and present it to the Government of Georgia for adoption and approval. |
| Number of feasibility studies and functional plans for SUT in Batumi and other Acharian municipalities by EOP | 0 | *(not set or not applicable)* | 6 | Target achieved and exceeded. in total 7 feasibility studies and functional plans have been prepared for SUT measures in Batumi. | Target achieved and exceeded. In total project prepared 15 feasibility studies and transport plans for Acharian municipalities including Batumi and Achara Region. These includes:1. New Parking Strategy and Policy for Batumi 2. Bus Network Optimization for Batumi 3. CBG Corridor Scenarios for Batumi, 4. CA Corridor Scenarios for Batumi, 5. Electric Taxi System for Batumi 6. Safe, Integrated and Expanded Bicycle Network for Batumi 7. Functional Plan for SUT measures along demonstration corridors in Batumi 8. Integrated Sustainable urban Mobility Plan of Batumi 9. Sustainable Transport Plan for Keda Municipality 10. Sustainable Transport Plan for Khulo Municipality 11. Sustainable Transport Plan for Shuakhevi Municipality 12. Sustainable Transport Plan for Kobuleti Municipality 13. Sustainable Transport Plan for Khelvachauri Municipality 14. Regional Passenger Transport Masterplan for Achara Region 15. Institutional and Organizational Model for Achara Public Transport Authority |
| **The progress of the objective can be described as:** | | **Achieved** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 56.66% |
| Cumulative GL delivery against expected delivery as of this year: | 56.66% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 483,348 |

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| **Key Financing Amounts** | |
| PPG Amount | 50,000 |
| GEF Grant Amount | 853,000 |
| Co-financing | 10,664,000 |

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| **Key Project Dates** | |
| PIF Approval Date | Sep 10, 2013 |
| CEO Endorsement Date | Feb 19, 2015 |
| Project Document Signature Date (project start date): | Sep 18, 2015 |
| Date of Inception Workshop | Dec 22, 2015 |
| Expected Date of Mid-term Review | Dec 29, 2017 |
| Actual Date of Mid-term Review | Oct 7, 2017 |
| Expected Date of Terminal Evaluation | Apr 1, 2019 |
| Original Planned Closing Date | Jul 31, 2019 |
| Revised Planned Closing Date | *(not set or not applicable)* |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2019-03-29 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |
| Political | One of the major risks that project has been facing from the beginning is a Political Risk, that local government might step-back from implementing painful reforms leading to sustainable urban transport practices. In previous years project was following this strategy for mitigating the political risk: 1. work in a close cooperation with Batumi Municipality and Achara government to increase the ownership of the project; 2. Involve local and national NGOs and local and national media as much as possible in order to gain their support, increase visibility of the project and build up positive pressure on local authority for implementing SUT pilot measures; 3. Placing the project implementation on the agenda of Achara Regional Government in order to generate positive pressure on local authority (especially important if after local elections city administration undergoes substantial change in decision-makers) and possible financial support to Batumi City Hall to finance pilot SUT measures.  In 2018 significant mitigation of political risk was achieved when Batumi City Council officially adopted SUMP of Batumi and on May 30 when mayor of Batumi informed local citizens through media conference on those specific sustainable urban transport measures which Batumi City Hall plans to implement during 2018 in cooperation with the Green Cities project. In addition on March 29, 2019, Project PEB endorsed decision to implement selected pilot measures in Batumi.  However, political risk was suddenly realized in May 2019, when Batumi City Hall informed project team and UNDP CO, that they are not able to proceed with the implementation of selected pilot measures and requested replacement of those measures with alternative ones. For risk management, project management team and UNDP CO offices is currently implementing variety of measures including consultations with national, regional and local government representatives to get project back on track.  On July 26, 2019 Mayor of Batumi issued an official letter and request to UNDP CO, restating its commitment to originally agreed pilot measures and requesting project extension, meaning seeming that the political risks might have been mitigated and project could be onis on track of achieving its development objective. However, at the same day, when the mentioned letter was signed, Batumi City Hall informally communicated to the project manager, that pilot measure of dedicated bus lane along Chavchavadze-Abuseridze-Aghmashenebelei streets cannot be implemented within project life cycle due to the fact that city plans to close Aghmashenebeli street for complete rehabilitation of underground facilities and communications and in addition section of Abuseridze street, which is also under rehabilitations will take more time than expected to be opened. |

# Adjustments

**Comments on delays in key project milestones**

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| **Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| There are delays with regard of terminal evaluation and project closure. Original project closure date is 31 July 2019, however based on PEB decision project has requested an extension till 31 March 2020. Necessity for such an extension request has been emerged because of delays in implementing selected pilot measures in Batumi during last year and a half. Terminal evaluation is planned to start before the end of the year. |

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| **Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| There are delays with regard of terminal evaluation and project closure. Original project closure date is 31 July 2019, however based on PEB decision project has requested an extension till 31 March 2020. Necessity for such an extension request has been emerged because of delays in implementing selected pilot measures in Batumi during last year and a half. With the project extension in mind, the Terminal evaluation is expected to start before the end of 2019. |

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| **UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| There are delays with regard of terminal evaluation and project closure. Original project closure date was set for 31 July 2019. Project Board meeting requested an extension to March 2020. The final evaluation is scheduled to start before the end of the year. |

# Ratings and Overall Assessments

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| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Moderately Unsatisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | The project is back on track of achieving development objective, major outcomes and targets.  While the project has witnessed some delays during the last year in the selection and implementation of pilot projects which shall lead to realization of the development objective, t almost came to “off track” status came as a surprise due to sudden realization of political risk which has been closely monitored, mitigated and at the current moment considered to be moderate.  Project is on track of achieving Outcome 1, Sustainable Urban Mobility Plan of Batumi was adopted by Batumi City Council in April 2018. During 2019, project has developed and designed ISUTPs for 5 Acharian municipalities. These ISUTPs are in final editing process and will be officially submitted to each municipality for public discussion and official adoption by relevant city councils.  Project has achieved Outcome 2 and exceeded its target. 7 feasibility studies and sectoral plans have been designed for Batumi, namely: 1. New Parking Strategy and Policy, 2. Bus Network Optimization, 3. CBG Corridor Scenarios, 4. CA Corridor Scenarios, 5. Electric Taxi System for Batumi. In addition, two functional plans were designed.  Project is on track of achieving Outcome 3. Project has witnessed major delays in progressing with implementation of pilot measures, which make up core element of Outcome 3 and the whole project. On March 29, 2019 PEB even endorsed the decision to implemented agreed pilot measures and project team prepared Letter of Agreements for implementation of pilot measures. However, in May 2019 just prior to signing LOAs, Mayor of Batumi communicated to project team and UNDP CO, that city cannot any more respect its commitments and cannot implemented selected pilot measures, instead they proposed alternative measures, which clearly do not lead to achieving development objective, major outcome and targets. In light of this sudden turn of event, UNDP Env Finance Unit has put on hold project extension request submitted by UNDP CO with a precondition that such extension will be only considered with a prove that Batumi City Hall will respect its earlier commitments and implement previously agreed pilot measures. Since May 2019, project team and senior management of UNDP CO have initiated intensive high level consultation meetings with national, regional and local government representatives to get the project back on track. On July 26, 2019 Mayor of Batumi issued an official letter and request to UNDP CO, restating its commitment to originally agreed pilot measures and requesting project extension, seeming that the political risks might have been mitigated and project could be on track of achieving its development objective. However, at the same day, when the mentioned letter was signed, Batumi City Hall informally communicated to the project manager, that pilot measure of dedicated bus lane along Chavchavadze-Abuseridze-Aghmashenebelei streets cannot be implemented within project life cycle due to the fact that city plans to close Aghmashenebeli street for complete rehabilitation of underground facilities and communications and in addition section of Abuseridze street, which is also under rehabilitations will take more time than expected to be opened.  Project has achieved Outcome 4 and exceeded its target. In total project prepared 15 feasibility studies and transport plans for Acharian municipalities including Batumi and Achara Region. In 2019 Project has successfully carried out its regional component which consisted of elaborating: 1. Sustainable Transport Plans for 5 Acharian municipalities. 2. Regional Passenger Transport Masterplan for the Achara Region and 3. Institutional and Organizational Model for Regional Passenger Transport Authority of the Achara Region.  Despite good planning and consensus reached on the implementation of pilot measures for sustainable urban transport in a selected corridor in Batumi City, the implementation has not started yet. First agreement on implementation and selection of pilot measures was reached by mid-2018, and works were supposed to be started in September/October 2018. However, clarifying some legislative issues took longer than expected and initiation of pilot measures were postponed. All preparatory works have been finalized towards end of 2018, and final review and agreement was reached at the 29 March 2019 Project Board meeting, where Batumi Mayor made commitment for the implementation of pilot measures, as per the Urban Mobility Plan, prepared with the technical support of the Project and adopted by Batumi City Council. Considering that, the project was scheduled to be finalized by 31st July 2019, PEB members agreed and supported the decision to request no-cost project extension for another 8 months (till March 31st, 2020) so that implementation of pilot measures and terminal evaluation of the project can be implemented. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Moderately Unsatisfactory | Moderately Unsatisfactory |
| Overall Assessment | During the reporting period the project has only partly maintained positive track for achieving development objective – some of the major expected outcomes and targets were not achieved while all other planned activities were implemented successfully. More specifically, the project succeeded in developing and designing integrated sustainable urban transport plans (ISUTPs) for 5 Acharian municipalities. Best international practices were considered as well as local circumstances and needs for the preparation of municipal ISUTPs. These plans are in final editing process and will be officially submitted to each municipality in coming month for public discussion and consequent official adoption by relevant city councils. In addition, the regional passenger transportation masterplan for the Achara Region and design of institutional model for regional transport authority in Achara was prepared.    The project team, supported by UNDP Country Office, continued its advocacy for the full integration of the draft National Strategy and Policy Framework on Sustainable Urban Transport in the country Self-governance Strategy. Due to the changes within the responsible Ministry of Regional Development and Infrastructure, the process has been delayed. However, the new Minister was officially handed over the draft strategy and moreover was offered additional technical support for the smooth integration of the transport strategy in the self-governance action plan.  Despite good planning and consensus reached on the implementation of pilot measures for sustainable urban transport in a selected corridor in Batumi City, the implementation has not started yet. First agreement on implementation and selection of pilot measures was reached by mid-2018, and works were supposed to be started in September/October 2018. However, clarifying some legislative issues took longer than expected and initiation of pilot measures were postponed. All preparatory works have been finalized towards end of 2018, and final review and agreement was reached at the 29 March 2019 Project Board meeting, where Batumi Mayor made commitment for the implementation of pilot measures, as per the Urban Mobility Plan, prepared with the technical support of the Project and adopted by Batumi City Council. There was a sudden turnover of this agreement in April/May 2019 as Mayor’s office referred to some political risks. UNDP has engaged immediately in clarifying the issue as well as notified major project stakeholders on the consequent negative impact of such a delay. After extensive consultations, the political agreement has been reached, with the help of Achara Regional Government, Ministry of Environment and Agriculture and other project stakeholders. The agreement is to start immediately implementation of earlier agreed pilot measures. Due to this significant delay in implementation of the 2018/2019 work plans, which also affected overall project delivery rate, the UNDP CO rating is moderately unsatisfactory. While there is no guarantee for the successful implementation, the political risk is still moderate and thus the Project and UNDP CO will maintain ‘high alert mode’ to mitigate potential negative consequences..  While the delivery rate is low, with the latest developments related to the agreement to implement pilot measures, and considering the project extension until March 2020, it is expected that overall project delivery will raise and reach the target by the end of 2019 | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Moderately Unsatisfactory | Moderately Unsatisfactory |
| Overall Assessment | The objective of this project is to promote sustainable transport in the City of Batumi and Region of Achara, The project aims to reduce 877 tonnes of direct CO2e emission reductions and result in some 13.6 mj of energy savings from the implementation of a 2.2 KM green transport corridor in the City of Batumi. The project should meet these targets, but only if the pilot projects are financed and implemented by the end of the project.    The project started in September 2015 and was scheduled to finish in September 2019 after four years. However, the due to delays in the implementation of the pilot projects a six months project extension was requested until the end of March 2020. Over the last 12 months, the project has made slow progress towards the implementation of the pilot measures and there have been significant delays and co-financing has not yet materialized which is why I am rating the project this year as MU or marginally unsatisfactory which is the same rating given by the UNDP Country Office and the UNDP Project manager. I will now explain why.    The mid-term review of the project was concluded in February 2018 and it rated the project overall as satisfactory , commending the project for the development and approval of the Sustainable Urban Mobility Plan (SUMP) for the City of Batumi and the conclusion of 4 feasibility studies and 2 functional plans related to the implementation of pilot demonstration projects in the City of Batumi. However, the mid-term review also pointed out that it would be absolutely critical for the project to shift its focus over the second half of the project life time to raising capital and focusing on the implementation of pilot measures. Unfortunately, due to delays in this co-financing materializing the project has not yet succeeded with implementation of pilot projects and so the pr    In March 2019, the Project Board unanimously endorsed implementation of dedicated bus lanes, hourly paid parking zone, installation of digital timetables at bus stops along dedicated bus lane corridor and other additional measures enhancing cycling infrastructure. These are measures that should lead to the reduction of GHG emissions and will allow the project to meet its target. However, the problem is that at the current time there is uncertainty over if and when these measures will be implemented with different responses coming out of the Mayors office. Hence, a big risk has materialized which is that pilot measures may now not be implemented by the end of the project which should be March 2020 if and when the project extension is granted.    I will now assess each outcome one by one and explain why overall I think that the rating is MU or marginally unsatisfactory.    Outcome 1 calls for Sustainable transport plans adopted in Batumi and the Achara Region. This target has been achieved. Previously, the project developed the SUMP for Batumi and in the last reporting period there were 5 integrated sustainable urban transport plans developed for 5 Acharian municipalities. These ISUTPs are in final editing process and will be officially submitted to each municipality for public discussion and official adoption by relevant city councils so that by the next reporting period this work should all be completed. It is hoped that these 4 ISUTPs also lead to the development of new feasibility studies/business plans Work under this outcome is Satisfactory.    Outcome 2 calls for specific feasibility studies and functional plans developed to lower carbon intensity of urban transport along selected corridors in Batumi. Again work under this outcome is Satisfactory and targets have already been achieved. 4 feasibility studies and 2 functional plans have been developed by the project and submitted to the Batumi city Hall. The challenge that the project currently faces is not the completion of feasibility studies but rather the implementation of sustainable transport pilot projects based upon the feasibility studies and functional plans.    Outcome 3 calls for Sustainable urban transport measures successfully implemented along a selected corridor in the City of Batumi and this outcome has not been achieved yet and the outcome so far must rate as unsatisfactory given that 18 months has now passed since the mid-term review took place and there is very little progress on this outcome which should have commenced back around September 2018. The specific set of measures that the Project Board has endorsed to take forward and implement in the city of Batumi include (i) optimization of bus route network, according to Scenario BCH+CAA+(CBG) from the Technical Report 2. Feasibility Study for Low Carbon Sustainable Urban Transport Corridors and Optimization of Bus Network, Including Bus Rapid Transit Line(s) and Bus Terminals, (ii) Establishment of second passenger transfer terminal at the southern terminus of Chavchavadze-Abuseridze-Aghmashenebeli corridor (Near Khopa Bazaar), (iii) Implementation of dedicated bus lane along Chavchavadze-Abuseridze-Aghmashenebeli corridor, (iv) Installation of digital bus information tables at bus stops along the dedicated bus lane corridor, (v) Introduction of hourly paid parking system in central part of Batumi (at least 500 on-street parking spaces) and (vi) Rehabilitation and repainting of existing cycling lanes in the central part of Batumi (at least 6 km of cycling lanes to be rehabilitated/repainted). Unfortunately, none of these measures have yet been implemented and the City of Batumi has been giving conflict signals about what measures it is willing to implement. In May 2019, the City of Batumi wrote to UNDP saying it cannot implement its commitments. Meanwhile, recent communications at the end of July 2019 from the City of Batumi, contradicting the earlier letter, suggest that pilot measures might indeed be able to be implemented. Nevertheless, on the same day, when this letter was signed by you, your office communicated to the project manager, that pilot measure number 3 i.e. dedicated bus lanes along Chavchavadze-AbuseridzeAghmashenebeli streets can not be implemented within project life cycle due to the fact that city plans to close Aghmashenebeli street for complete rehabilitation. In addition, UNDP was informed that a section of the Absueridze street which is also under rehabilitation will take more time than expected and so it is not possible to start the dedicated bus lanes pilot project over the next 6 months. Without the implementation of pilot measures, the project cannot succeed with delivering its CO2e emission reduction targets and it will not be sucessful. It remains unclear as to whether or not this outcome will be successful or not but if we judge actions rather than words than the result under this Outcome has to be a U or unsatisfactory at the current time.    Outcome 4 calls for sustainable Transport Plans developed and adopted other municipalities in Achara Region and draft national policies on sustainable urban transport. This target has been met as Integrated Sustainable Urban Transport plans have been developed for 5 other Acharian municipalities. In addition, the project has contributed to the development of a Regional Passenger Transport Masterplan for the Achara Region and also to the institutional and Organizational Model for Regional Passenger Transport Authority of the Achara Region. Under this outcome, the project has also supported the design of a National Sustainable Transport Strategy and Policy Framework document for Georgia.    Implementation progress for the project over the last 12 months has dropped to MU or marginally unsatisfactory due to the delays around implementing the pilot sustainable transport projects. Cumulative delivery after 4 years stands at $483,000 out of a total GEF project budget of $853,000 which is only 56.6% and which is low. In the past 12 months . the project spent only $56,000 which is only the project manager salary, the project assistant salary, a small amount of time of the international CTA, and a bit of travel. It is a very poor result indeed and that is why for this year I am giving the project a MU or marginally unsatisfactory rating for implementation progress. Hopefully, this will improve during the next and final reporting period if and when the demonstration sustainable transport projects are implemented.    In summary, three of the four project outcomes have gone well (1,2, and 4) but one has struggled (outcome 3) and this outcome is arguably the most critical and the most important if the project is to be successful and to meet its GHG emission reduction goals.    With just six months left to go until March 2020 when the project absolutely should close, the project is at a critical time with a last gasp effort to persuade the City of Batumi that in order to fulfill their commitment under the project document, the City Hall absolutely needs to start implementing the pilot sustainable transport measures. One positive sign is that the UNDP Georgia senior management is involved in trying to persuade the City of Batumi to implement pilot measures and the UNDP project manager is making sustained frantic efforts to get the City of Batumi to keep its promises. I hope they will succeed. By the time of the last PIR (next year) and the final evaluation scheduled for early 2020 we should know whether they suceeded or not. | |

# Gender

**Progress in Advancing Gender Equality and Women's Empowerment**

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

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| **Gender Analysis and Action Plan:** *not available* |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| *(not set or not applicable)* |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: No |
| Improving the participation and decision-making of women in natural resource governance: No |
| Targeting socio-economic benefits and services for women: Yes |
| Not applicable: No |

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| **Atlas Gender Marker Rating** |
| **GEN1:** some contribution to gender equality |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| Not applicable |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.** |
| While the project and its outcomes do not directly address increasing gender equality and improving the empowerment of women, it does so in an indirect way through having formulated Integrated Sustainable Urban Mobility Plan of Batumi, National Strategy and Policy Framework on Sustainable Urban Transport of Georgia and various feasibility studies aiming to improve public transport, waking and cycling. For example, Batumi Mobility Survey, during which the sex-disaggregated data for major mobility parameters were obtained, has demonstrated that, private car is used mainly be men for daily trips, while majority of women use public transport, walking and taxi. Thus, improving public transport, walking and cycling and taxi service, making them safer and more secure and giving them priority over private cars will contribute to better mobility options for women increasing gender equality and improving the empowerment through providing better access to different social and economic facilities. |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| Not applicable |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

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| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| No |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| *(not set or not applicable)* |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| *(not set or not applicable)* |

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| **SESP:** [4980 Annex V ESSP.docx](https://undpgefpims.org/attachments/4980/213730/1728194/1742618/4980%20Annex%20V%20ESSP.docx)  **Environmental and Social Management Plan/Framework:** *not available* |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| *(not set or not applicable)* |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| No |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| *(not set or not applicable)* |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| No |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| *(not set or not applicable)* |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| The most significant change that has resulted from the project is that Batumi is the first city in Georgia to have an officially approved Sustainable Urban Mobility Plan, i.e., project achieved that local government took a political responsibility to implement sustainable urban transport measures in Batumi. Thus other cities in Georgia are already looking after Batumi as model city in terms of planning and adopting urban mobility policy.  One of the most significant change so far that has resulted from the project is that sustainable urban mobility issue has been placed on the priority agenda of a local and national level government, non-governmental organizations and media. Thanks to extensive coverage of the project by local and national media as well as UNDP media platform, sustainable urban mobility has gained a strong momentum in Batumi, Achara Region and Georgia. |

**Knowledge Management, Project Links and Social Media**

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| --- |
| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the 'file lirbary' button in the top right of the PIR.** |
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# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

|  |
| --- |
| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| Yes |

|  |
| --- |
| **Does the project work with any Indigenous Peoples?** |
| No |

|  |
| --- |
| **Does the project work with the Private Sector?** |
| No |

|  |
| --- |
| **Does the project work with the GEF Small Grants Programme?** |
| No |

|  |
| --- |
| **Does the project work with UN Volunteers?** |
| No |

|  |
| --- |
| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| No |

|  |
| --- |
| **Request for MSP Approval:** [PIMS 4980 GEO ISTBAR CEO Endorsement Request Oct 6 (Clean Version) Final for Resubmission 1 Feb 2015.docx](https://undpgefpims.org/attachments/4980/213730/1677677/1677958/PIMS%204980%20GEO%20ISTBAR%20CEO%20Endorsement%20Request%20Oct%206%20%28Clean%20Version%29%20Final%20for%20Resubmission%201%20Feb%202015.docx) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| During the reporting period the Project worked with two NGOs, namely, “Black Sea Eco Academy” and “City Institute Georgia” to develop Sustainable Urban Mobility Public Awareness Raising Action Plan and also implement selected measures / events out of this plan in Batumi. |

# Annex - Ratings Definitions

**Development Objective Progress Ratings Definitions**

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

**Implementation Progress Ratings Definitions**

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.