



United Nations Development Programme

Serbia



Transport

INCEPTION REPORT

Sustainable Urban Transport Project

	Table of Contents	Pages
1.0	Project Identification Form	3
1.1	Introduction	4
2.0	Executive Summary and recommendations	5
3.0	Review of the project design	8
3.1	Policy and programme context including linkage to other ongoing projects	13
3.2	Objectives to be achieved	15
3.3	Project purpose	15
3.4	Activities	15
3.5	Resources and budget	26
3.6	Assumptions and risks	27
3.7	Management and coordination arrangements	29
3.8	Financing agreements	30
3.9	Monitoring, review and evaluation arrangements	31
4.0	Workplan for the next period (Annual Plan)	35
4.1	Outcomes	35
4.2	Resource schedule and budget	38
4.3	Updated risk management plan	39
4.4	Special activities to support the sustainability	40
	<i>Annexes</i>	
1	Budget breakdown in a timeframe	
2	Updated Lograme Matrix	
3	Monitoring and evaluation plan	
4	Timetable of Activities (Activity Plan)	
5	Minutes from the Inception Workshop	

1.0 Project ID card

Project title	Support to Sustainable Transport in the City of Belgrade
Project location	Belgrade, Serbia
Project duration	May 2010 – May 2014
Value (total budget)	US\$ 950,000 (GEF) US\$ 7,451,951 (the difference through in-kind contribution)
Funding	Global Environmental Facility (GEF)
Main partners and beneficiaries	City of Belgrade through the Land Development Agency and the Secretariat for Transport
Expected Outcome(s)/Indicator(s):	Sustainable development plans/policies effectively respond to the need of stakeholders, as well as promote employment and environmental protection
Expected Output(s)/Indicator(s):	Reduced GHG emissions from ground transport in Belgrade through the promotion of a long-term modal shift to more efficient and less polluting forms of transport
Status of the project at the time of reporting	Inception phase
Report prepared by	Natasha Martins, Portfolio Manager for Climate change, Sustainable Transport and Reduction of Metropolitan Emissions, UNDP Serbia (signature)
Report verified by	John O'Brien, GEF Technical Advisor, UNDP Bratislava (signature)
Report approved by	Miroslav Tadic, National Project Director, Ministry of Environment, Mining and Spatial Planning of Serbia (signature)

1.1 Introduction

The Global Environmental Facility Fund has financially supported the implementation of this Project that

is designed in a way to boost the national ownership by involving the beneficiaries to take roles of co-financing partners through in-kind contribution. The City of Belgrade has recognised the paramount importance of the sustainable development of the City, especially in the urban transport context and is participating in the Project being represented by the two institutions that are mostly involved and concerned with the urban development and transport issues: the Belgrade Land Development Agency and the Secretariat for Transport. Indeed, the issues of sustainable development are also tackled and implemented to national and local level, the reason for the Ministry of Environment and Spatial Planning to be given the role of main beneficiary and holder of this Project. The international practice speaks that the process of sustainable urban development in all aspects requires open and continuous dialogue at all national and local levels by permanent inclusion of the civil sector, therefore we opened the doors to all concerned institutions and parties to take active participation at the Inception Workshop that was held 9 Feb 2011. Through the project lifetime there will be open public debates and enquires on topics concerning the sustainable urban transport and land development. The recommendations and conclusions from the Workshop as well as the numerous consultations held with the direct partners and beneficiaries are reflected in this Report.

Following the submission of the Inception Report and the approval by the Project Steering Board and the National Project Director, the project will step into the implementation phase that is thoroughly elaborated through these pages.

2.0

Executive Summary and Recommendations

Belgrade, as with many cities today, faces a multitude of challenges related to congestion, noise, air quality issues, health, safety, quality of life and the problem with a multitude of diverting policies in the field of urban transport. On the global level, the challenge of climate change and its environmental, health and economic impacts is strongly connected to transport and unsustainable mobility behaviour.

These challenges are the driving forces behind recent calls for powerful measures to address Sustainable

Transport. This Project is one of the pioneer attempts in Serbia to address these challenges and issues at wider scale.

The UNDP Project to Support the Sustainable Urban Transport in the City of Belgrade is financed through the Global Environmental Facility Fund. The project budget amounts 950.000USD and has duration of four years. The overall objective of the project is to reduce the metropolitan emissions in the City of Belgrade by improving the public transport scheme, reinforce the participation of cyclists in the traffic and provide the policy framework for sustainable urban transport development of Belgrade.

The City of Belgrade through its institutions in the name of the Land Development Agency and the Secretariat for Transport are identified as the main partners and beneficiaries of the project. The project design is conceived in such a way to stimulate and support the main partners in their operations targeting the improvement of the sustainable urban transport in the City of Belgrade.

The official start date of the project was 9th February 2011 when an Inception Workshop was held in Belgrade. The Inception Workshop invited not only these key project stakeholders but also other International institutions and donors present in the Country in order to discuss widely the issues of urban transport and sustainability in the context of how this project can best assist to promote Sustainable Transport in the City of Belgrade. The Workshop resulted in recommendations brought by unanimity of the both partners, the Project manager and the GEF Regional Technical Adviser that the Project Document was designed quite some time ago and that many of the activities prescribe for actions are either outdated, or already performed. In additions, participants believed that given the limited budget of the project it makes more sense to focus on fewer activities and outputs. Over an open discussion during the Workshop, an accord was achieved that the Project Document should be revised during the inception period by proposing actions that are fully in line with the overall project objectives, contributing to reduction of emissions from urban transport in the City of Belgrade. The number of overall outcomes as in the initial document is to be kept, and remains at four.

The Project will concentrate over the following almost four years in providing support to the main partners in implementing the actions that will place the sustainable urban mobility at the heart of their business, but also of other institutions.

The first activity will be developed around the planning process for the Sustainable Urban Transport Plan

Urban mobility issues are complex and cannot be successfully solved by simple transport plans. They require radical new policy instruments together with an integrated approach to mobility and the design of the cities. Sustainable Urban Transport Plans (SUTP) are the foundation upon which a new approach to transport can be built by embracing radical new polices and facilitating the necessary integration of transport, urban and economic planning. Preparing the SUT planning phase is one of the four outputs and one of the most important ones. The planning process for a SUT plan is an equally important segment of the entire project cycle and provides a basis to build the rest of the activities upon. As one of the four main outcomes of this Project is a completed planning process for launching the preparation of the Sustainable Urban Transport Plan (SUTP). The SUTP itself shall be prepared by the Land Development Agency, once

the planning is place and it is expected that the preparation of the SUTP will be performed during the life cycle of this Project. The UNDP team will also have an advisory role during the SUTP preparation. The final product shall ensure that the urban transport systems of Belgrade meet society's economic, social and environmental needs whilst minimising their undesirable impacts on the economy, society and the environment.

Promoting the cycling shall present the second activity of the Project

Protection of the environment; the pursuit of energy security lie in the heart of the European transport policy by promoting also the co-modality. The transport policy that Serbia is to follow is calling upon increased use of green modes of transport and balanced participation of all modalities, without decrementing one on the account of the other. These misbalances are mostly expressed in the urban areas and Belgrade is a good example of that. The cycling and walking modes of transport are not taken into account by the strategic urban development documents and not addressed in practice adequately. Significant attention will be paid through this project in promoting the cycling transport mode by involving all sides into campaigns, public open events, competitions. The cyclists will receive the first digital cycling maps (GPS) to facilitate and stimulate the two-wheel commuting. It is expected that also the awareness of the public authorities will be raised and priorities start being put on the side of these green modes of transport, equally by safeguarding their rights and safety as well as investing into the needed infrastructure.

Building on the education and awareness of the youngest population on the green modes of mobility will be implemented through the third activity

Mobility isn't simply an essential component of the competitiveness of the industries and services; it is also an essential citizen right. And the practice worldwide shows that the parents in the attempt to enjoy this right but also protect their children are using mostly the private car as transportation mean. The project proves to be a pioneer in supporting the sustainable urban mobility, therefore will work on changing the behaviour and habits of the parents, teachers and children through demo projects by involving several schools, organising "pedibuses"-group walking for primary school pupils, marking the safe routes to schools.

Enhancing the capacities of the professional drivers in eco-driving and creating a pool of trainers will present the fourth activity

Eco-driving improves road safety as well as the quality of the local and global environment and saves fuel and costs. All the three benefits are important for furthering eco-driving. Eco-driving is a fuel-efficient, adaptive and safe way of driving. Training in eco-driving teaches car drivers to utilise vehicles differently and bring out new potentials by adaptive driving including foreseeing traffic situations and economic ways of using gears and brakes. The capacity and knowledge of the public transport companies will be reinforced through this project. Eco-driving trainings will be given to selected number of professional drivers working in the GSP Beograd. In order to provide sustainability, the eco-driving education will be extended to the teachers form the High schools for transport. The goal is to achieve integration of ecodriving in driving school curricula and driving tests, establishment of minimum standards for contents and set up of ecodriving trainings and train-the-trainer seminars and establishment of an ecodriving infrastructure which

will keep the approach alive after the end of the project.

Review of the project design

The initial project design as submitted to the GEF and approved, and outlined in the Project Document is foreseeing for a wide range of activities, while, most of them are outdated. Due to the time gap between the design period and the implementation of the Project, the key project partners has proceeded in the implementation on their own in certain activities like:

- The Cycling study for Belgrade is already prepared and is available
- The Management mobility centre is currently under equipping and establishment in the City Directorate for Public Transport
- High Occupancy (HOV) Lanes exist in the boulevards/avenues which structure can support dedication to special lanes
- In cooperation with the police traffic and cameras installed on some crossroads, the traffic on these routes is monitored, therefore the enforcement of the HOV lanes ensured
- Through a 17MEur project in the City of Belgrade, a reconstruction and upgrade on the axial tram lines has been performed and put in place late 2010
- At the side of Novi Beograd a infrastructure was built for cyclists, with proper signalistaion
- Zones on charged parking in the central area of Belgrade already exist for more than two years. The systems is quite efficient, despite the criticism that the parking fees are too low, therefore the incentive for the citizens to change the transport means from private cars to public transport or cycling/walking is not high. Still, the economical surrounding in the Country is not yet mature for applying these measures
- Park and Ride systems as pilot projects have been promoted by the Secretariat for Transport and the Parking Service. However, the reply from the citizens was not too positive due to the fact that the public transport in Belgrade requires strong improvement in terms of reliability, comfort and security. On the other hand, to achieve all these requires a lengthy period and significant financial support that overpasses by far the budget of the Project. Worth mentioning is that the Public Transport Enterprise of Belgrade is already taking steps by improving the public transport so new trams and busses have been supplied (to become operational by mid this year) that will still have a positive effect on the perception on the public transport and boost the citizens to use it.
- Car-sharing (or car pooling) is an alternative that requires infrastructure in order to become operational. Despite the teleremote network that must be in place in order to support the system of sharing a car, there must be an infrastructure to ensure that those vehicles are not just going to end up in the congestion of cars but be provided with fast lanes. Due to the lack of sufficient HOVs in the City of Belgrade and the urban density and infrastructure in particular in the old side of the City, this project requires thorough preparations prior to incurring into any serious investments. It could be a project on its own, by preparing a feasibility study and conceptual design before implementing it, which the City and the Secretariat do not see as a priority at this stage.
- The training foreseen for the taxi drivers and the paratransit operations as well as for the public transport operators will be focused on increasing the skills and knowledge of the professional drivers on ecodriving instead focusing on training on transport operations as the last mentioned ones are going to be provided by the Directorate for Public transport through the ongoing project on establishment of the Mobility centre and modernisation of the fleet.
- The capacity building of the regulatory development will be performed within though first proposed Output which is Integrated land use and urban transport planning at

	<p>the metropolitan level as a lot of capacity building and on-job trainings will be provided to the local authorities in charge of creating and implementing the transport and urban policies in the City of Belgrade</p>
	<p>Context, global significance, environmental, institutional and policy background</p>
<p>Transport policy</p>	<p>The Transport policy line builds on the continuity of sustainable mobility policy in Europe, while offering additional tools to tackle the problems at hand and addressing the new challenges that come as a consequence of the changed context. The key policy objectives are built around four main pillars: mobility, protection, innovation and the international dimension.</p> <ul style="list-style-type: none"> • A high level of mobility; <p>Infrastructures are the backbone of European transport systems. While the existing networks should be used as efficiently as possible with the help of new technologies, further investments are needed, especially in the new Member States. Europe needs all modes of transportation – road, rail, air and waterborne. However, these need to be efficient, well integrated and complement each other in order to ensure seamless transport routes and well integrated transport networks, in full comodality.</p> <p>Despite the advancement in the internal market in transport in recent years, the railway market remains to be completed.</p> <ul style="list-style-type: none"> • Protection of the environment; the pursuit of energy security and guaranteed minimum labour standards for the sector; protection of passengers and citizens; <p>Environmental concerns have not diminished and further measures are needed notably in urban areas. Energy efficiency, alternative fuels and new technologies that improve the efficiency of all transport systems all contribute to energy security. Although good results in road safety measures have been encouraging in many countries, it is clear that the target to halve road fatalities demands further measures – safety therefore continues to be a priority. Passenger rights should now be implemented in all transport modes, notably for people with reduced mobility. Transport policy should also promote quality employment and continue to improve the working conditions in the sector.</p> <ul style="list-style-type: none"> • Innovation in support of the first two aims by supporting new technologies and promoting the efficiency and sustainability of the growing transport sector; The development of new, energy efficient and innovative solutions will help maintain the leading role that EU has at the international scene. New technologies will also help tackle pressing issues such as congestion, reduce emissions and improve transport efficiency and logistics throughout the supply chain. The ultimate goal is to ensure efficient mobility without the negative side effects. <ul style="list-style-type: none"> • International connections - projecting the Union's policies to reinforce sustainable mobility, protection and innovation in Europe and globally. The transport sector is inherently international. The European Union is a strong player in the field and should therefore make its presence felt with one single voice: as in other policy areas, Member States will have greater weight in co-operation mechanisms and bilateral relationships with the main trade partners if they act in unison.
<p>Transport Policy of Serbia</p>	<p>In recent years, the Serbian policy changes imply a contribution to the development of the transport sector. Therefore, intermodal transport, which takes into account ecological principles, has a special place as the intermodal transport takes into account ecological principles, which led to the intensification of its development in the most European countries (using intermodal transport, reductions of CO2 emissions reduction ranges from 18 to 55 % compared to road transport, depending on the type of technology which used for intermodal transport is using). Until 2005, intermodal transport in the Republic of Serbia was</p>

represented in overall transport with approximately 0.5 % (EU countries 6-9 %). Development of intermodal transport in the Republic of Serbia, as transport of the wider public interest, environmentally acceptable, economically justified and safe, requires support from the government. The role of the government in the development of intermodal transport is very important in order to facilitate its development expansion by developing stimulating measures in order to promote more cost-effective transportation and create alternatives to road transportation. This applies particularly to the creation of a financial support model to stimulate projects for the developing development of infrastructure for intermodal transport (terminals), organization and equipment at the terminals and the transportation itself.

Over the last couple of years important changes have occurred in the transport policy adopted in the Republic of Serbia. Results of those changes are still not evident, but implementation of new legislative and strategic framework is expected to improve situation in the sector considered, as well as to reduce associated negative environmental impacts. Some of the priorities identified in transport sector development strategy include decrease of road transport frequency, revitalisation of railways and improvement of waterway transport. Substitution of road freight transport with railway and water transport will lead to emission reduction of harmful gases, dust and noise, fuel consumption, total time of delivery of goods, the number of traffic accidents, etc., and, simultaneously, it will improve traffic safety, service quality and others. The implementation of such a radical concept takes a considerable length of time and substantial financial means. Therefore, it is expected that road traffic will expand in the following short-term period.

International environmental commitments, including those under the Kyoto protocol, must be integrated into transport policy, in line with the Serbian sustainable development strategy.

The Republic of Serbia has been a member of the Convention since 10 Jun, 2010, and Kyoto Protocol since 17 January 2008, as a developing country (non-Annex I country). Taking into account the status under the Convention, the Republic of Serbia does not have hereinafter: GHG emission reduction commitments, in the first commitment period. Simultaneously, the Republic of Serbia has all the commitments with regards to establishing and implementing measures and activities that contribute to achieving the objectives of the Convention

Transport in the Urban Milieu

Transport tends to bring about persistent and detrimental impacts, whether it is at local, regional or global level, particularly with regard to environment and health. The influence of urban transport on these trends is significant and technological progress alone is unlikely to solve these problems in the short term.

Urban transport demand is dominated by road transport and needs to be addressed by a joint effort at the local, national and European levels of governance. In addition, local urban authorities can contribute to meeting the national objectives on sustainable transport, environment, cohesion and competitiveness. Compliance with air and noise EU legislations requires that plans addressing urban transport are drawn up in many conurbations.

Due to urban sprawl - i.e. scattered or unstructured urban expansion – people travel further even though they spend a limited and almost constant daily time in travelling. This demands ever faster and seamless travel conditions.

The usual, easy and cheap response to this short term pressure has often been to increase and expand road capacity to the detriment of other transport modes, without coordinating with land use and pricing policies. This yields in return more urban sprawl hence more difficulties to connect urban expansions to public transport and an increase in car ownership.

The challenges of the Urban Transport

While Serbia reduced its growth in CO2 emissions during 1990-2003 by 31%, CO2 emissions per capita are now estimated to about 6.2 metric tons per year, which is more than twice than the average in its income group. This level is higher than the average emission

levels in the European Union, which have decreased over the same period, and it makes Serbia the fifth largest emitter of CO₂ per capita of the 36 countries in Western, Central and Eastern Europe. Average emissions are also high by global standards. The transport sector, which accounted for 11% of total CO₂ emissions in Serbia already in 1999, represents the fastest growing source of CO₂ emissions in Serbia today.

In 2030, **transport CO₂ emissions** are expected to have grown by 27% compared to the situation in 2000 and would count for 29% of the total CO₂ emissions in the EU. Road traffic would contribute 84% of the transport emissions. Urban road traffic contributes to at least 40% of transport related CO₂ emissions and approximately 10% of overall CO₂ emissions in the EU. Car traffic and urban deliveries by road both contribute significantly to the overall urban traffic-related CO₂ emissions.

Traffic-related emissions of air pollutants continue to contribute to **air quality problems** and associated health effects in most European urban areas. Traffic emissions of particulate matter (PM₁₀ and PM_{2.5}) and NO_x (nitrogen oxide) are the local pollutants of most concern as the daily limit value of PM₁₀ and the annual limit value for NO₂ are exceeded most extensively (more than 150 agglomerations are concerned). Road traffic may also contribute to high levels of benzene and poly-aromatic hydrocarbons (PAH) in some conurbations.

Two thirds of overall **road accidents** and one third of overall road deaths occur in agglomerations. In conurbations, powered two-wheelers, pedestrians and cyclists are frequently victims of road accidents where the 14-25 age group is most affected.

Most accidents occur along arterial roads and at crossings due to poor road design, poor driving and excessive speed. In some conurbations speed limits are exceeded by more than half of road vehicles.

Current trends concerning road saturation (more stop and start driving leading to higher noise levels) and urban sprawl might lead to increased exposure to **road traffic noise** in conurbations. The effects of noise emission legislation for road vehicles have already largely undermined by the overall growth in the volume of traffic.

Transport alone currently accounts for 30% of overall EU **energy consumption**. A half of all road transport fuel is combusted in urban areas. Some 98% of the transport related energy market depends on oil, the largest part of which (75%) is due to road transport.

Energy import dependency is rising: in the next 20 to 30 years, 70% of the Union's requirements will be met by imported products, some from regions threatened by insecurity. Increasing demand for fossil fuels (mostly petrol, diesel and gas) contributes to more greenhouse gas emissions. By 2030, transport related energy consumption is expected to grow by 30%. In 2030, 55% of the transport related energy consumption is predicted to be due to passenger transport, and 45% due to freight transport according to the baseline scenario.

But transport is also a challenge in terms of climate protection. **Climate change** is happening. Doing nothing is not a sensible option. The more action is postponed, the greater the risk of irreversible climate change, as costs rise and options to stabilise greenhouse gas concentrations at lower levels are closed off. Without further action, global emissions are likely to grow within the next two decades.

The transport sector is a major contributor to a large number of environmental problems, including air pollution, noise, vibration and community severance. Of particular concern is the large and growing effect of transport on greenhouse gas emissions. In the EU27 the total greenhouse gas emissions in 1990 were 5 572 Mt CO₂-equivalent, falling to 5 143 Mt CO₂-equivalent in 2006 (a decrease of 7.7 %). In the same period, emissions from the transport sector increased by 26 %, contrasting with other sectors such as energy supply and industry which have reduced their carbon footprint during the same period. In 2005 the transport sector represented 22 % of total EU greenhouse gas emissions. As of 2010, transport is the largest single contributor to greenhouse gas emissions.

The UNFCCC meeting in Bali in December 2007 culminated in a 'Bali roadmap' with the aim to achieve a new global agreement on reduction targets by the end of 2009. The agreement would include both developed and developing countries, but with the largest emission reduction effort expected by developed countries (indicatively in the range of 25 to 40 %

	<p>emission reductions by 2020 from 1990 levels).</p> <p>To turn around these trends, reduce these problems efficiently and thus raise standards of living in the cities, it is necessary to:</p> <ul style="list-style-type: none"> • carry out a true modal shift from private motorised traffic towards more sustainable modes of transport like walking, cycling, public transport; • implement urban planning strategies based on principles like urban density, improved mixed use of space and limited new urban developments to areas served by public transport; • develop the concept of responsible car use and introduce less polluting and quieter vehicles;
<p>The Combat against Climate Change in Serbia and current state of affairs</p>	<p>Since the ratification and entry into force of the UN Framework Climate Change Convention (2001), considerable efforts have been made in establishing legislation and an institutional and policy framework with the goal of fulfilling the requirements of the Convention. The major part of the initiatives and specific activities were launched only by institutions in charge of environmental issues. Therefore, neither real progress was made either significant positive result achieved in this period. In this context, it is worth mentioning that the first set of laws in the field of environmental protection, directly related to combating climate change, was adopted in 2004.</p> <p>The climate change problem has only been recognized in the past few years as a multi-sectoral problem that needs to be included in sector strategies and national development strategies in general.</p> <p>This was confirmed by the ratification and enforcement of the Kyoto Protocol in 2008.</p> <p>Several laws in some sectors (energy, waste, forestry) include measures for climate change mitigation.</p> <p>In spite of considerable advancement and improvement, the level of environmental investment is still low, especially bearing in mind the state budget.</p> <p>In the last couple of years, both the public and private sector have recognized the importance of the problem of environmental protection, especially the issue of climate change. Nevertheless, the level of investment from these two sectors is still unsatisfactory.</p> <p>Nevertheless, the level of integration of climate change into sectoral and general development strategies, the level of knowledge, institutional and individual capacities, and the status of available technologies are still far from below that necessary for an effective and fast response to this problem.</p>
<p>3.1</p>	<p>Policy and programme context including linkage to other ongoing projects</p>
<p>Policy and programme context</p>	<p>Strategic and political context</p> <p>Considerable progress in the context of combating climate change was brought about by the beginning of the process of EU accession and the harmonization of national legislation with that of the EU. This is due to the fact that main principles of the relevant EU legislation are actually based on the principle of combating climate change. In response to the goals and preconditions of European partnership, but also recognizing the necessity of sustainable development in the process of economic recovery, over the last couple of years, climate change issues have been included to a great extent in sectoral and development strategies.</p> <p>A certain number of newly adopted, strategic documents, such as the Sustainable Development Strategy (adopted in 2008) and the National Environmental Protection Programme (2010), treat the climate change problem as being very important.</p> <p>The Sustainable Development Strategy sees climate change as a top environmental risk factor. One of main goals in the environment sector is to enable exiting institutions to actively implement climate protection policies and to meet the obligations of international agreements (UNFCCC, Kyoto Protocol, <i>etc.</i>), as well as to produce an Action Plan for the adaptation of economic sectors to climate change. A number of priority actions contributing to climate change mitigation and adaptation have also been defined in other sectors.</p> <p>In the National Environmental Protection Programme, priority was given to the activities</p>

of climate change mitigation. Simultaneously, the importance and the need to conduct activities of mitigation to modified climate conditions were also outlined. Sectoral strategic documents, such as the **Strategy of Energy Development by 2015**, the Strategy of Forestry Development and the Strategy of Scientific and Technological Development, recognize the importance of conducting activities of mitigation and adaptation in the context of the economic development of these sectors. Increasing energy efficiency and the use of renewable energy resources by 2015 are two from five main priorities in the Serbian Energy Sector Strategy Development.

In June 2010 Serbia adopted its **First Energy Efficiency Action Plan**, which has set out short-term and long-term goals for final energy consumption reduction. The plan covers the commercial and residential, transport and industry sectors. The long-term goal is to reduce final energy consumption by 9.5% by 2018 compared to 2008.

The **Economic Development Strategy of Serbia 2020**, drafted late last year is also clearly defining the priorities of further economic development by decoupling the economic growth and the carbon emissions through investments in to rational use of energy and improving the energy efficiency.

“Reducing greenhouse gas emissions by 20% compared to 1990 levels; increasing the share of renewable in final energy consumption to 20%; and moving towards a 20% increase in energy efficiency; the EU is committed to taking a decision to move to a 30% reduction by 2020 compared to 1990 levels as its conditional offer with a view to a global and comprehensive agreement for the period beyond 2012, provided that other developed countries commit themselves to comparable emission reductions and that developing countries contribute adequately according to their responsibilities and respective capabilities.” Serbia has transposed these commitments in the recently adopted Economic Development Strategy of Serbia 2020.

Policy relevant key recommendations:

- Achieving the Serbia’s 2020 aspiration for economic recovery involves more than a return to where Serbia was before the crises. There is a need for “a more resource efficient, greener and more competitive economy”.
- The effects of climate change for Europe’s regions, their people and economies range from considerable challenges to new development potentials.
- Scenarios for a sustainable Serbia should suggest that most of the initial impact is led by the metropolitan regions, where the main investments in new technologies shall be made, and thereafter disseminated to second and third cities. Furthermore, urban areas with strong urbanization trends and less developed public transport will be more challenged than others. By developing clean and efficient energy, Serbia can reduce its imports of oil and gas and enhance its energy security. Green industries can create new jobs. Thus initiatives to tackle climate change or to make more efficient use of resources should no longer be seen only as the concern of environmentalists: rather economic recovery plans at all scales from the national to the local need to include such measures.

Linkage to other ongoing projects

Land Development Agency (LDA) of Belgrade “New bridge over Sava river” – under construction. The finalization (2012) of this important infrastructural project will ensure reduction of traffic congestion as well as reduction of CO2 emission in city centre and along the corridor of E75 highway section through Belgrade. This GEF project will work in partnership with LDA and will benefit from co-financing.

Land Development Agency of Belgrade “New Bridge over Danube river connecting Zemun and Borca” – realization period 2010-2013. The priority of this new link is to shift truck traffic, which now is going through the city, and to relocate of industrial activities from very dense

city centre to peripheral areas. This GEF project will work in partnership with LDA to promote high-density development along the new transit corridor so as to increase the utilization of transit modes.

Belgrade railways “Improvements of city rail BEOVOZ”- Belgrade will invest 109.9 million Euros. The European Bank for Reconstruction and Development (EBRD), make a decision on granting a loan of 35 million Euros for modernization of urban rail transport in Belgrade. Modernization of the Belgrade railway traffic will include the transformation of the Belgrade railway operator Beovoza, owned by Serbian Railways, the joint venture majority-owned by the City of Belgrade. Within a year by rail should be connected Batajnica and Pancevo bridge over the station Prokop., and also other suburbs such as Grocka, Sopot and Barajevo. This will improve quality of public transport in Belgrade and will reduce usage of cars for trips with working purposes. This GEF project will work in partnership with this railway project in area of training on enterprise development for public transport operators.

The Transport Management Plan of the City of Belgrade intends to expand road and parking infrastructure, bicycle lanes for recreational purposes and increase the rolling stock for public transport (including buses, trams and trolleybuses). The Plan will allow for growth in the transport system in Belgrade. Presently, institutional and individual capacity is essential to improve the situation of the transport sector in Serbia. These responses take mainly the form of increasing the capacity of the network, where possible, shifting demand centres to Novi Belgrade and elsewhere, and providing alternatives to private transport. However, there are some gaps in the planning that should be addressed to improve the country’s ability to meet its commitments towards sustainable development in accordance with global conventions. Without GEF’s involvement the implementation of the actions on sustainable management for transport in Belgrade (and in Serbia) are likely to be very restricted (at least in the near future) due to limited resources and low priority that is normally given to this sector by the Government and NGOs.

The project is intended to significantly improve the transport management infrastructure and to support the environment friendly development of Belgrade. The project will involve civil society organisations and allow for a joint approach to the solution of the problems related to the sustainable management of transport. The project will allow Serbia to mainstream environmental issues into its transport management infrastructure and allow the country to meet its commitments to UNFCCC, since the project is expected to lead to the increased use of sustainable transport modes, as well as nonmotorized modes such as walking and bicycling. In addition, public awareness campaigns as well as capacity building around sustainable transport and integrated transport-land use planning will likely lead to an institutional transformation towards sustainable practices across sectors.

3.2	Objectives to be achieved
Objectives to be achieved	The overall objective of the project is to reduce the metropolitan emissions in the City of Belgrade by improving the public transport scheme, reinforce the participation of cyclists in the traffic and provide the policy framework for sustainable urban transport development of Belgrade.
3.3	Project purpose
Project purpose	The project is intended to significantly improve the transport management infrastructure and to reduce greenhouse gas emissions while supporting the environment friendly development of Belgrade. The project will involve the civil sector and allow for a joint approach to the solution of the problems related to the sustainable management of transport. The project aims to allow Serbia to mainstream environmental issues into its transport management infrastructure and help the country to meet its commitments to United Nations Framework Conference on Climate Change, by reducing greenhouse gas emissions from the increased use of sustainable transport modes, as well as non-motorized modes such as walking and bicycling.

3.4	Activities
Output 1	Integrated land use and urban transport planning at the metropolitan level
Integrated land use and urban transport planning at the metropolitan level	<p>The process of preparing an SUTP plan – SUT planning – requires ongoing and effective local and regional cooperation and collaboration. This joint effort between administrations, agencies and stakeholders needs to encompass visioning, partnerships, involvement, policy and finance option appraisal and a review of existing implementation programmes and mechanisms. The process of SUT Planning is at least as important as the completed SUT-plan.</p> <p>The process of preparing the plan should be carefully considered and agreed with all relevant stakeholders. Human and financial resources will be required to manage the SUT Planning process. New institutional, organisational and communication arrangements may be required. Existing arrangements should be reviewed with stakeholders as part of the process of agreeing on the new arrangements. An essential element of the SUT planning is the free and unhindered exchange of information, knowledge and views. The process and the supporting resources should support the open and transparent process of SUT Planning.</p> <p>The size of the challenges faced by Serbia in these areas – notably as regards climate change, air quality, ambient noise, congestion and road safety require strong support from local authorities responsible for urban transport management and land use planning in order to jointly bring about more sustainable urban transport patterns.</p> <p>Integrated and holistic solutions are therefore needed to curb these trends.</p> <p>UNDP will provide support to the initiation of the SUTPI by performing a gap analysis between the already existing transport planning process in the City and an SUTP. Further, the two partners along with the City of Belgrade will be supported in launching the process and public debate on the importance and relevance of the SUTP being seen as document in a broader context of sustainable development.</p> <p>The SUT planning process will be performed around the three key elements, as described below.</p>
Output 1.1	Determine the potential for a successful SUTP
Determine the potential for a successful SUTP	<p>At the beginning of the SUT planning process, it is needed to determine the potential to elaborate a successful SUTP. This depends on many internal and external factors that provide an overall framework for the planning process and plan implementation.</p> <p>The following describes the key activities to prepare the SUTP process.</p> <p>Output 1.1.1 : Commit to overall sustainable mobility principles</p> <p>An urban transport plan can only call itself sustainable, if certain environmental, economic and social criteria are taken into account. An underlying understanding of and commitment to sustainability principles is an essential planning fundamental that will help to orient the SUTP developing process at an overall strategic objective.</p> <p>Output 1.1.2: Assess impact of regional/national framework</p> <p>SUTP is focused on the level of the City of Belgrade. Nevertheless it is embedded in a wider regional and national framework for planning activities in the field of urban mobility. This includes for example regulations, funding streams or higher level strategies for spatial and transport development</p>

(e.g. a National Transport Master Plan, etc.). It is crucial to assess the impact of the regional/national framework to fully exploit opportunities and avoid conflicts with higher level authorities at a later point.

Output 1.1.3: Conduct self-assessment

A self-assessment at the beginning of the planning process is needed to identify strengths and weaknesses and to understand the own potential to run a successful SUT planning process. This will help to determine how the SUT planning process will look like in the own local context.

Output 1.1.4: Review availability of resources

Closely linked to the self-assessment is the question of the available resources for carrying out the

SUT planning process and for implementing measures. This includes human resources (i.e. available staff and skills) as well as financial resources. Without sufficient resources it will be difficult to run a successful SUTP. For most public authorities, the specific skills required for running the SUTP process will exceed the capacities of their staff. While it may be common practice to bring in external expertise for particular technical tasks, a long-term perspective should also be adopted, linked to enhanced stakeholder cooperation. The aim is to comply with temporary skill requirements and equally to manage a durable development of the necessary capacities among local actors.

Output 1.1.5: Define basic timeline

Ensuring the “right” timing is a key to success. Steps and stages in the SUTP process partly condition each other – interdependencies need to be carefully translated into a chronological order that fulfils all logical requirements of the process and is harmonised with the local conditions.

It is also crucial to consider on-going planning and policy making activities when determining the timing for the SUTP process. Election periods, periods of legislation, regulation processes or other planning activities may decisively influence the SUTP process as they have an influence on the institutional context (e.g. change of decision makers, changing legislation).

Output 1.1.6: Identify key actors and stakeholders

Identifying urban mobility stakeholders and understanding their potential role and position in the process are important conditions to achieve the overall goals of SUTP. This can help to identify possible conflicts and coalitions between stakeholders, and how these in turn may affect SUTP in terms of geographical coverage, policy integration, resource availability and overall legitimacy. This is needed to develop suitable ways to deal with dominant or weak stakeholders as well as with intermediary positions.

The SUT planning process needs to be tailored to the local situation. This includes as a crucial step the definition of the geographical scope of the plan, which ideally should address the functional City of Belgrade. Stakeholder cooperation and policy integration are other fields that need to be addressed in this phase, which should be concluded with an agreement on the workplan and management arrangements.

Output 1.2

Definition of the development process and scope of plan

Definition of the development process and scope of plan

The SUT planning process needs to be tailored to the local situation. This includes as a crucial step the definition of the geographical scope of the plan, which ideally should address the functional urban agglomeration. Stakeholder cooperation and policy integration are other fields that need to be addressed in this phase, which should be concluded with an agreement on the workplan and management arrangements.

Output 1.2.1 : Look beyond the boundaries and responsibilities

SUTP must relate to a specific territory for which it is being performed. Since a commonly accepted definition of the “urban agglomeration” will never exist, the most suitable spatial

coverage needs to be agreed by the stakeholders concerned. On the one hand this needs to consider the area for which the respective local or regional authorities are responsible, on the other hand the actual mobility patterns need to be taken into account, ideally covering the functional agglomeration. A political-level agreement on a suitable planning perimeter and responsibilities is an essential requirement for SUTP.

Output 1.2.2: Strive for policy coordination through actor cooperation

A principal shortcoming of urban transport planning today is the lack of coordination between policies and organisations, far beyond an integration of transport modes. (e.g. coordination with land-use planning, environmental protection, social inclusion, economic development, safety, health, education, information technologies). To address this deficit represents a major challenge for SUTP, but is also a main source for innovation and improvement.

Output 1.2.3: Plan stakeholder and citizen involvement

Working with stakeholders can be considered common practice – yet it is often only particular stakeholders that actually have a say in planning. It is crucial to involve all different types of stakeholders throughout the SUTP process, addressing their specific requirements. This helps to legitimate the plan and to enhance its quality. Stakeholder involvement supports the development of a more effective and (cost) efficient plan. A dedicated strategy is needed for the involvement of stakeholders, drawing on different formats and techniques when dealing with authorities, private businesses, civil society organisations, or all of them together.

The citizens are a special sub-group of stakeholders. Their involvement in planning is a fundamental duty of local authorities to ensure the legitimacy and quality of decision making. Involving citizens in planning is also a requirement stipulated by EU directives and international conventions.

Output 1.2.4: Agree on workplan and management arrangements

Developing and implementing a SUTP is a complex process. While a SUTP is building on existing planning practices, it will also require to tackle new tasks and to change certain procedures and contents. It will be necessary to work across boundaries and to optimise and transform established planning practices.

All actors that have a role in developing and implementing the plan need to have a clear understanding of who does what and when. These management arrangements need to be politically approved to create “security of the action”. A workplan document should indicate all necessary milestones for developing the SUTP.

Output 1.3

Analyse the mobility situation and develop Scenarios

The last element of preparing the SUTP is to analyse the mobility situation and develop scenarios of possible future mobility situations. This provides the basis for setting goals in a rationale and transparent way.

As a first activity a thorough status analysis is needed. This is an important milestone, as it feeds the development of different scenarios. These scenarios help improve our understanding of what urban mobility could look like in the future.

Analyse the mobility situation and develop Scenarios

Output 1.3.1.: Prepare a status analysis

Before deciding on the policies for the future, it is essential to know where you stand at present. In urban transport and mobility, this knowledge is usually very fragmented and incomplete. Like pieces of a puzzle, data and information need to be put together in order to describe what is going on, and to name the related problems. However, this analysis is necessary to define appropriate policies and to provide the necessary baseline against which progress can be measured. The analysis should be as comprehensive as possible but also needs to be well manageable with given resources.

Output 1.3.2.: Develop scenarios

Scenarios help stakeholders better understand the likely combined effects that the measures

	<p>discussed in SUTP will have. By illustrating different future situations it allows them to separately assess the consequences of current trends, measures already programmed and new policy choices.</p> <p>Examining the effects of these different scenarios enables to set realistic targets for outcome indicators.</p>
Output 2	Promotion of the cycling transport mode- Let's cycle in Belgrade!
Promotion of the cycling transport mode- Let's cycle in Belgrade!	<p>Bicycle paths currently primarily serve recreational needs and are along the Sava river and in Ada Cignalija. Further recreational paths are planned from Belgrade to Obedska Bara, Avala and Umka as well as some additional lanes in New Belgrade. In this project we will recommend that bicycle lane markings be included on roads through Central Belgrade that are specially identified to provide safe passage for bicycle commuters and which avoid hills. The creation of these lanes will be accompanied by a media campaign promoting the use of bicycles. This will include a program to demonstrate the benefits of bicycle promotion through a road show to raise awareness and to leverage support, and training in riding and maintenance skills and safety.</p> <p>As cycling study already exists and is prepared by the Secretariat for Transport, UNDP will provide support to the cycling mode by preparing a public awareness campaign that will not only promote this transportation mean but will also target the safety issues related to the two-wheels participants as well as the vehicle drivers.</p> <p><i>This activity will be performed around the four key elements, as described in the chapters below.</i></p>
Output 2.1	Preparation of GPRS cycling maps
Preparation of GPRS cycling maps	<p>Based on the current available infrastructure to be used safely for cyclist a GPS map will be prepared. This map will be distributed free of charge through different ways including the promotion campaign and a possibility to be uploaded from the cycling web-site. The map will also indicate some spots of interest for tourists, stations where the cyclists can park a rented bicycle as well as resting areas.</p>
Output 2.2	Preparation of a cycling web-site
Preparation of a cycling web-site	<p>The campaign will also be a web-based. The challenge of developing a stable web-system that everybody can use should however not be underestimated. Digital maps indicating the cycling routes throughout the City of Belgrade will be prepared and free copies will be distributed to every interested citizen. On the web, the citizens will be given the opportunity to upload the maps and upgrade it with the newest available ones. The web will also be used as a platform where cyclists could place their blogs, exchange information and serve as a communication platform for recreation cycling.</p>
Output 2.3	Cycling campaign "Let's cycle in Belgrade"
Cycling campaign "Let's cycle in Belgrade"	<p>One of the objectives of the cycling campaign is to change the behaviour of the citizens towards choosing the most efficient transport mode. In this connection the wished change of behaviour is quite clear: More walking and more cycling and less use of motorised means. Replacement of driving with public transport combined with walking/cycling also falls within the overall objective of energy-savings and reduced environmental impact.</p> <p>The campaign is envisaged to involve from the youngest population, through the students and working people and the elderly ones. The biggest accent will be paid on the students, youth and working people as these are the groups that majorly participate in the urban</p>

transport and their awareness must be raised. The groups of citizens that already use the bicycles or walking as transport means to travel in the City will also take active participation in the Campaign as they are the best ambassadors and promoters of the "green" modalities. The campaign and the behaviour of the people in the target group will also have a "rub-off" effect on people adjacent to the target group.

Face-to-face communication will be used in identifying the target groups as well as questionnaires that will be distributed in particular in companies, institutions located in New Belgrade due to the existence of cycling infrastructure. Those questionnaires will help in identifying also the people who might act as ambassadors in promoting the cycling.

People keen on cycling who are already cycling to work can be used as ambassadors in a cycling to work campaign. And motivated schoolteachers can act as ambassadors in a walk to school campaign.

Advertisements - especially TV-commercials - can be effective, but often are too expensive for the campaign budget. Some media are however ready to act as a sponsor and to give away space cheaply or for free. These possibilities will be explored at the beginning of the Campaign, at its design phase, in précising the promotion methods and materials that will be used, their quality and quantity.

The target group can also be reached with written material. The most obvious channels should be used - schools when pupils are the target group, and employers if a bicycle to work campaign is in question. In written communication to the audience, specific attention will be paid that the message is clear and appealing. It shall also be considered that there should be a local message on the campaign materials.

A hard-copy map will also be printed indicating the cycling paths as well as spotting out some places of interest and rest. All these will be disseminated widely through public campaigns, using the daily press for faster circulation.

The press is an obvious channel to use. It costs only a little to send press releases and can give a high return, if the press finds the content interesting enough to be included in

Awards will also be foreseen to be granted during the campaign. Bicycle computers (small devices showing cycling speed, number of kilometres travelled etc.) have been shown to be highly motivating for people to start biking. Pedometers (step counters) work similarly in walking campaigns.

Winter and "bad weather" is a bad time for cycling campaigns, and should ideally be avoided also in walking campaigns to give the participants the best possible experience from their walking or cycling. Therefore the campaign will start at early spring 2012 and last throughout the year (till the bicycle may be stored away for the winter).

In order to attract better visibility, the Campaign will try to identify a well-know local celebrity that practices cycling and is suitable in promoting the campaign.

The campaign will be evaluated against a set of indicators that mainly are consisted in a questionnaire. The evaluation will be a separate project on its own to follow during the campaign as well as at its end, in order to summarise the results and achievements of the campaign.

**European
Mobility Week**

European Mobility Week (EMW) is an annual campaign on sustainable urban mobility, organised by the city networks EUROCITIES (coordinator), ENERGIE-CITES and CLIMATE ALLIANCE with the political and financial support of the EUROPEAN COMMISSION, Directorate-General for the Environment.

The aim of the campaign – which runs from 16-22 September every year - is to encourage European local authorities to introduce and promote sustainable transport measures and to invite their citizens to try out alternatives to car use. The Week culminates in the 'In Town Without My Car!' (ITWMC) event officially designated as 22 September, when participating towns and cities set aside one or several areas solely for pedestrians, cyclists and public transport for a whole day.

Since its introduction in 2002, the impact of European Mobility Week has been steadily growing both across Europe and around the world. In 2009, a record 2,181 cities, representing nearly 237 million European citizens, officially registered for the campaign. A total of 4,441 permanent measures were implemented, mainly focusing on infrastructure for cycling and walking, traffic calming, improving transport accessibility and raising awareness about sustainable travel behaviour.

Local authorities are encouraged to take active participation in the EMW by registering an even planned to mark the mobility week and the Day without a car in the city centre. Belgrade has so far not been a member of these events and by participating into it, the public awareness on the sustainable mobility shall be increased. The project is foreseeing to organize these events once per year through the project lifetime. The design of the events will be done in accordance with the thematic subjects proposed by the organisers.

Output 3

Safe and sound to School

The "Safer Road to School" shall become a part of the Sustainable Urban Transport Plan to be prepared in the following three years (latest by 2014) and is strictly related to the enhancement of pedestrian safe mobility.

The project will be jointly developed with the City of Belgrade Secretariat for Transport and several primary schools that will be selected as well as the Ministry for Education and together with citizen associations.

During the first phase (which is to be performed by the Secretariat for Transport), a research will be done to focus on road user typologies and accident causes in several school areas. Based on the achievements obtained in the first phase the project will aim at extending the initiative up to 15 more schools. To enhance home-school routes by walking, "pedibus" trips will be organized for children to reach their school on fixed routes which are similar to bus routes provided with a fixed origin, intermediate stops and a final destination. Therefore there will be a meeting point for participating children at the beginning, plus several other meeting points along the route up to the final one at school. The Project will intend to identify the best route in co-operation with parents.

Information campaigns will help to disseminate the achieved results also in order to involve more children/parents.

Preliminary study and analysis for the implementation of the mobility plan involving schools, parents and students will be carried out by the Secretariat for Transport. The project will support at this stage the promotion/public awareness campaign that will succeed the preparatory stage mentioned above. For the schools that will be identified through the study of the Secretariat for Transport, safe zones will be defined and marked to facilitate the access to the schools by increasing the signalization and drawing the attention of the other

	<p>participants in the traffic.</p> <p>The Campaign will be composed of printed leaflets and brochures that will be handed over to the parents on their visit to the schools when bringing/collecting the children.</p> <p>At the same schools, using the regular monthly meetings that are organized with the parents, the occasions will be used to educate the parents also on the benefits of using the environmental and economic friendly modes of transport.</p> <p>Meetings with schools and districts representatives will be organized to activate and organize the “Pedibus”.</p> <p>Data collection and evaluation activities will be conducted through questionnaires submitted to pupils and parents in schools to be further involved. Collection of statistical data on traffic flows and accidents in the area nearby the schools will be performed. Such data will be used to evaluate effectiveness of the measure.</p>
Output 3.1	Study on schools to participate in the programme
Study on schools to participate in the programme	<p>This activity is foreseen to be implemented into two phases, the first phase will continue on the study to be performed by the Secretariat for Transport. Promotion activities will be performed in raising the awareness of safe and sound routes to schools as well as providing training to the selected trainers. At the second phase, as part of this project another Study will be prepared to increase the numbers of schools to be covered in this program. For the selected schools, analysis will be performed on the habits of parents to take the children and accordingly maps will be designed on the safest ways proposed. Those routes will be adequately marked and a demo project carried in some of the schools with pedibuses or even closing the traffic around the schools in the hours just before and after the classes.</p>
Output 3.2	Workshops with children “Cycle labs”
Workshops with children “Cycle labs”	<p>In parallel, there will be a “Bicycle self-repairing laboratory” where children could repair their own bicycles (brakes or wheels check up) by themselves following instructions and supervision by experts.</p>
Output 3.3	Public Awareness Campaign “Safe Routes to Schools”
Public Awareness Campaign “Safe Routes to Schools”	<p>Communication and dissemination campaign:</p> <ul style="list-style-type: none"> • A web-site will be developed on the benefits of the walking/cycling modes and the safest routes the parents can choose for their children as well as information on the “pedibuses” available in their neighborhood • In cooperation with the High school for traffic several training courses will be organized addressing to children in order to disseminate a better knowledge and education on road safety; As a reward for their participation in these pilot projects, the children will be given certificates of “Cyclists” at the end of the project component • The youngest population will also take active participation in the EU Mobility Week by demonstrating what they have learnt throughout the year (2011/2012) on safe cycling by organizing a parade of young cyclists that will drive on simulated crossroads and traffic streets on a dedicated location in Belgrade • A campaign on traffic safety and sustainability shall be carried out in primary schools through the launch of a drawing competition with a final award. • The campaign will also involve the teenage population and adolescents using bicycles to access their schools or motor powered two-wheels commuters on the safety and environmental aspects when choosing one of the modes. The campaign will also include

	<p>media coverage of most of the promotion activities. Interviews are also foreseen for the main TV channels by involving diversified participants (children, high-school students, teachers/professors parents, NGOs, traffic associations, drivers unions, policy makers, local authorities etc)</p> <ul style="list-style-type: none"> • Several round tables/workshops will be organized on the same topic by engaging the a.m target groups <p>The Activity will start at the third quarter of 2011 and will last all way till end of 2013.</p>
<p>Output 4</p>	<p>Capacity Building</p>
<p>Capacity Building</p>	<p>Eco-driving improves road safety as well as the quality of the local and global environment and saves fuel and costs. All three benefits are important for furthering Eco-driving. Different benefits facilitate bringing Eco-driving to different stakeholders and policy fields and their activities.</p> <p>Additionally Eco-driving provides direct benefits to the drivers and the passengers: More comfort and a relaxed atmosphere.</p> <p>Eco-driving trainings lead to consumption reduction up to 20% directly after training and about 5% in the long run. The European Climate Change Programme calculated a reduction potential of Eco-driving of at least 50 million tons of CO₂-emissions in Europe by 2010, saving about 20 billion EUROS.</p> <p>In the year 2000, Eco-driving trainings in the Austrian bus company NIGGBUS reduced fuel consumption by 5% in day-to-day driving. The effect increased up to 7% in the year 2001. Eco-driving reduces noise pollution as well as local air pollution. The engine noise of one car driving with 4000 rpm (revolutions per minute) equals the engine noise of 32 cars at 2000 rpm. Thus, Eco-driving reduces one of the main problems of traffic in urban areas.</p> <p>Eco-driving is a fuel-efficient, adaptive and safe way of driving. Training in eco-driving teaches car drivers to utilise vehicles differently and bring out new potentials by adaptive driving including foreseeing traffic situations and economic ways of using gears and brakes.</p> <p>Drivers that receive eco-driving training reduce their fuel consumption.</p> <p>Eco-driving requires no investment in equipment, since practically all new cars include technology that permits eco-driving. Training in eco-driving consists of a theoretical part and a practical part. The effect of eco-driving can be calculated with electronic equipment registering fuel consumption, speed and driving time before and after the training as well as by having drivers keep a log book of driving distances and fuel consumption before and after training.</p> <p>Previous studies show that the positive effects of eco-driving wear off during the week and months that follow the completion of the training exercise. Drivers tend to fall back into previous habits meaning that vehicle fuel efficiency worsens and drivers are less adaptive in their behaviour and less economical in their use of gears and brakes. For optimal effect, initial eco-driving training should be complemented by periodic refresher sessions.</p> <p>Prior to this Project, no eco-driving was attempted in pilot studies nor through trainings in Serbia, in general. This measure is a true novelty for Serbia, in regard to the standard curricula taught at the driving schools, the high school fro traffic as well as applied amongst</p>

	<p>the professional chauffeurs.</p> <p>Post-training an evaluation/monitoring study will be performed in order to assess the results achieved through this measure. The evaluation study will be performed against indicators developed in the design of this measure.</p>
<p>Output 4.1</p>	<p>Train the Trainers Programme on eco-driving for the Public Transport Company of Belgrade</p>
<p>Train the Trainers Programme on eco-driving for the Public Transport Company of Belgrade</p>	<p>Therefore, the project will focus on train the trainers programme for eco-driving where selected group of 20 people will attend the training program and receive certificates for trainers. This group will be composed of permanent employees from the City Public Transport Enterprise “GSP Beograd”, professors from the High School for Traffic as well as professional drivers that are employed in the City of Belgrade.</p> <p>By attending the program, these 20 staff will be certified in providing training to their colleagues on eco-driving. The reason behind is to provide sustainability to this project and the measures applied. During the project lifetime recommendations will be given to the City of Belgrade and the High School in establishing a centre that will provide eco-driving to other categories of drivers, professional and private ones. However, without training large numbers of municipal employees – and thus creating more interest among the majority of employees and without offering refresher courses, the benefits of eco-driving tend to be limited in time and scope.</p> <p>The objective is to provide 20 professional staff with certificates for trainers of eco-driving that will give sustainability to the project in reduction of emissions, increase of awareness and acceptance towards the new driving techniques.</p> <p>Eco-driving is often considered a cost-effective and effective way of reducing fuel consumption - often on the order of 10-15% - by drivers learning a more efficient, adaptive and safe way of driving. Eco-driving requires no investment in equipment, since practically all new cars include technology that allows for eco-driving. Eco-driving teaches car drivers to utilise this built-in potential by adaptive driving foreseeing traffic situations and economic ways of using gears and brakes.</p> <p>Such training will focus on improved techniques for fleet operations, vehicle dispatch, fare collection, and revenue management. The advantages of coordinated scheduling, including timed intermodal transfers and signals prioritization will be emphasized, along with training on new operational procedures for implementing these systems. Local transport consultants will carry out the training, with the assistance of international resource persons with expertise in transit planning, enterprise development and operations. It is expected that the trainees will include altogether about 20 or so managers, junior staff at the bus, trolleybus and tram companies, together with a select group of staff at the city transport department. The training is expected to take place through workshops, classroom exercises and field demonstrations, lasting about several weeks.</p> <p>The objective of the eco-drive programme to be implemented is to 'stimulate individual drivers, professional chauffeurs and fleet owners in more energy-efficient purchase and driving behaviour, leading to a reduction in CO2 emission'.</p> <p>The eco-drive programme addresses five key issues:</p> <ul style="list-style-type: none"> • Driving school curriculum: in order to reach new drivers, ecodrive principles shall be integrated into the driving school curriculum and the driving theory test. Driving instructors

	<p>have been trained in ecodriving.</p> <ul style="list-style-type: none"> • Re-educating licensed drivers: this includes subsidized training for groups of professional drivers, the development of a drive simulator that can be used at conferences and workshops and an extensive media campaign on television, radio and the internet. • Fuel saving in-car devices: to stimulate the purchase and use of in-car devices such as econometers and cruise control, the programme lobbied for and achieved tax incentives for the devices. The programme increased public awareness of the devices via campaigns and demonstration programmes. • Tyre pressures: demonstrations, training, tyre checks and a publicity campaign to raise awareness of the need to check tyre pressures frequently. • Purchasing behaviour: the programme hopes to stimulate the purchasing of more efficient vehicles through raising the awareness of eco-driving through the driving school curriculum, drive-style training and publicity campaigns <p>The Training will include around 20 people from different institutions:</p> <ul style="list-style-type: none"> - The Public Transport Enterprise GSP Beograd, 10 staff, professional drivers that will be trained to trainers - The High School for Traffic in Belgrade, to appoint 3 professors that will attend the training - The City of Belgrade to appoint 7 professional drivers to attend the training
Output 4.2	Monitoring the effects of the Eco-drive trainings
Monitoring the effects of the Eco-drive trainings	Post-training an evaluation/monitoring study will be performed in order to assess the results achieved through this measure. The evaluation study will be performed against indicators developed in the design of this measure.
Output 4.3	Case-study guide to aid replication of project elements
Case-study guide to aid replication of project elements	The approach to developing a sustainable transport framework in Belgrade will be reviewed and written up as a case study guide. The review will be specifically geared towards providing national level policy makers understand the value of specific sustainability elements for integrated land-use/transport planning, including bicycle lanes and parking facilities, intermodalism (to facilitate transfers), accessibility and so on. This activity will be combined with 4.3 above to provide capacity building for regulatory development. It is anticipated that the dissemination of these lessons will be valuable for catalyzing replication of the project in other parts of Serbia, and potentially elsewhere in the region.
3.5	Resources and budget
Output 1 Integrated land use and urban transport planning at the metropolitan level	<p>For the implementation of the Output 1, Integrated land use and urban transport planning at the metropolitan level a four year budget is allocated in amount of 256.000USD.</p> <p>The resources needed in the implementation of this activity combine both international and local expertise.</p>

<p>Output 2 Promoting the cycling transport mode</p>	<p>For the implementation of the Output 2 , Promoting the cycling transport mode a four year budget is allocated in amount of 171.000USD.</p> <p>The resources needed in the implementation of this activity combine both international and local expertise.</p>
<p>Output 3 Safe and sound to schools</p>	<p>For the implementation of the Output 3Safe and sound to schools a four year budget is allocated in amount of 179.000USD.</p> <p>The resources needed in the implementation of this activity combine both international and local expertise.</p>
<p>Output 4 Capacity building</p>	<p>For the implementation of the Output 4 , Capacity building a four year budget is allocated in amount of 132.000USD.</p> <p>The resources needed in the implementation of this activity combine both international and local expertise.</p>
<p>NOTE:</p>	<p>A detailed budget break down is attached to this Report in Annex 1</p>

3.6	Assumptions and risks
<p>Output 1</p> <p>Integrated land use and urban transport planning at the metropolitan level</p>	<p>At large the success and full implementation of this activity is dependent on the decisiveness of the national and local partners to take active and committed participation at the process of designing the Sustainable Urban Transport Plan.</p> <p>The SUT planning process requires an open process and dialogue by all key stakeholders (the Land Development Agency, the Urban State Institute, the City Directorate for Urbanism, the Secretariat for City Transport and other to be identified) including in taking steps towards drawing new mobility plans. Therefore, a risk exists that the implementation of this activity might be delayed due to lack of coordination and involvement as well as ownership by the stakeholders.</p> <p>Commitment by urban planning and transport planning agencies to work together.</p>
<p>Output 2.1</p> <p>Preparation of GPRS cycling maps</p>	<p>The preparation of the GPS maps for cyclists is subject to the existence of mature maps to be used as well as other data availability.</p> <p>The risk is assessed to be medium to low that this fact might affect the implementation of this activity.</p>
<p>Output 2.2</p> <p>Preparation of a cycling web-site</p>	<p>There is no risk associated with the implementation of this element but rather an issue of sustainability.</p> <p>The possible lack of willingness and understanding by the City Secretariat to maintain the web after 2014 (closing of the project) might affect the maintenance and continuity on building further the cycling users in the City.</p>
<p>Output 2.3</p> <p>Cycling campaign “Let’s cycle in Belgrade”</p>	<p>In parallel to this Project there is an NGO initiative for establishment of rent-a-bike services, as a novelty in Belgrade. The cycling campaign foresees that the rent-a-bike becomes also a topic of the promotion campaign. As the RAB project is dependent on many factors like funding and licensing, there is a medium to high risk that the coordination of the two projects might not work. However, this risk will not have any affects on the overall implementation of the project and achieving its overall objectives.</p>
<p>Output 2.4</p> <p>European Mobility Week</p>	<p>The participation of the project in the European Mobility Week seeks full participation and approval by the City and its relevant structures. Therefore this activity is at high risk in case the local authorities and decision makers will change during the lifetime of the project (new elections are foreseen for end of 2011, beginning of 2012). However, the assumption is that the activity will remain to be attractive for the City as it does not require for any particular political decisions but is much more an open air event. The risk is assessed to be medium to high without implication on the overall project implementation.</p>
<p>Output 3.1</p> <p>Study on schools to</p>	<p>This activity requires a poignant change in the perception of the society on the already established patterns on the safest routes to schools. The parents and the teachers have developed over many years the opinion that the children are safest in the cars of the parents, and they apply this every day when driving their kids to the schools. Therefore, reaching a</p>

<p>participate in the programme</p>	<p>consensus by the parents to change their habits and let their children walk or bike to the school destination presents a difficult task mainstreamed by several risks. The biggest risk that might affect the overall success of this project is the lack of interest and commitment by both the parents and the teachers to participate in the programme and let their children do the same. Another risk is the readiness of the city directorate for education in overtaking the training and appointing representatives to participate in it. Both risks are considered medium to high.</p>
<p>Output 3.2</p> <p>Workshops with children “Cycle labs”</p>	<p>The risks are similar if not even the same as above.</p> <p>Lack of belief by the parents to let their children attend the Cycle Labs trainings.</p>
<p>Output 3.3</p> <p>Public Awareness Campaign “Safe Routes to Schools</p>	<p>The risks are similar if not even the same as above.</p> <p>Lack of interest by the parents to participate into the public debates.</p>
<p>Output 4.1</p> <p>Train the Trainers Programme on eco-driving for the Public Transport Company of Belgrade</p>	<p>Eco-driving presents a novelty for Serbia and Belgrade especially for the professional drivers. The practice shows that he practitioners often are reluctant to novelties especially when their professional experience and knowledge need to be upgraded or corrected. Therefore, the risk in implementation of this activity is more related to its sustainability that the training itself. A medium risk exists that the public company that will receive this training will have understanding to maintain the gained knowledge and disseminate it further amongst the company and more. This does not require only willingness but determination and commitment of human and financial resources. The assumption is that still the stakeholders will perceive the economical benefits besides the ecological one and invest further in training.</p>
<p>Output 4.2</p> <p>Monitoring the effects of the Eco-drive trainings</p>	<p>There are no risks associated with the implementation of this activity. The only assumption is that there might be a problem in the performance of the monitoring due to lack of data and tools available for that to give the most accurate results. However, the overall result will not have any negative impacts on the implementation nor success of the project.</p>
<p>Output 4.3</p> <p>Case-study guide to aid replication of project elements</p>	<p>The preparation of the Study presents a summary of all activities and lessons learned in the project lifetime. There are no risks associated with the preparation of such albeit the recommendations given in it might be strongly influenced by the flow of this Project.</p>

NOTE	For more details please refer to Annex 2 to this Report, Logframe Matrix
3.7	Management and coordination arrangements
Institutional arrangement	<p>UNDP is the Implementing Agency for this project. The project is fully in compliance with the comparative advantages matrix approved by the GEF council. The project is also in line with two of the UNDP's priorities for Serbia: Sustainable Development and The Environment. Currently UNDP is supporting other projects in Europe and CIS, focused on supporting sustainable transportation, in Tajikistan and Slovakia. The proposed project is consistent with the UNDP's mandate on promoting environmental protection, while recognizing the need to sustainably manage resources through capacity building and encouraging broader multisectoral participation of all stakeholders. Given UNDP's recognized role in capacity development and based on the fact that UNDP is the implementing agency for a large portfolio of GEF – funded climate change projects, the Government of Serbia has requested UNDP's assistance in the design and implementation of this project.</p>
Project Implementation Arrangements	<p>At the national level, the project will be executed by the Ministry of Environment and Spatial Planning. The MESP appointed a senior official to be the National Project Director (NPD). The NPD will ensure full government support for the project.</p> <p>A Project Implementation Unit (PIU) is established and comprises of permanent staff and includes: a National Project Manager (NPM) and Project Team. The NPM is recruited in accordance with UNDP's regulations to manage actual implementation of the project; and is based in Belgrade. The National Project Manager reports to the UNDP Focal Point on Energy and Environment. The NPM is responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The NPM will also closely coordinate project activities with relevant Government institutions and hold regular consultations with other project stakeholders. The NPM will also closely coordinate project activities with relevant government institutions and hold regular consultations with other project stakeholders and partners, including UNDP's relevant projects.</p> <p>Overall guidance will be provided by the Project Board (PB). Detailed PB structure is shown below. UNDP will also be represented on the PB. The Project Board will be responsible for making management decisions for the project, in particular when guidance is required by the Project Manager. It will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. The Project Board will ensure that required resources are committed. It will also arbitrate on any conflicts within the project and negotiate solutions to any problems with external bodies. In addition, it will approve the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans and also approve any essential deviations from the original plans.</p> <p>In order to ensure UNDP's ultimate accountability for project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP Project Manager.</p> <p>The Project Board performs three distinct roles:</p> <ul style="list-style-type: none"> • <i>Executive Role:</i> This individual will represent the project "owners" and will chair the group. It is expected that the Ministry of Environment and Spatial Planning will appoint a senior official to this role who will ensure full government support of the project.

	<ul style="list-style-type: none"> • <i>Senior Supplier Role:</i> This role requires the representation of the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board will be to provide guidance regarding the technical feasibility of the project. This role will rest with UNDP-Serbia represented by the Resident Representative. • <i>Senior Beneficiary Role:</i> This role requires representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board will be to ensure the realization of project results from the perspective of project beneficiaries. This role will rest with the City of Belgrade representative of the Project Board. <p>Project Assurance: The Project Assurance role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The Project Assurance role will rest with the UNDP Serbia Environment Focal Point.</p> <p>The permanent core technical staff of the project will be a Chief Expert on Sustainable Transport. S/he will supervise a team of national specialists, who will implement specific activities of the project at the local level.</p> <p>The Project team will identify national experts and consultants, and international experts as appropriate to undertake technical work. The national and international companies may also be involved in project implementation. These consultants and companies will be hired under standard prevailing UNDP procedures on implementation of NIM projects. The UNDP Country Office will provide specific support services for project realization through the Administrative and Finance Units as required.</p> <p>Audit Arrangements: The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.</p>
3.8	Financing agreements
Financing agreements	<p>Total budget: US\$7,451,951</p> <p>Allocated resources:</p> <ul style="list-style-type: none"> • GEF US\$ 950,000 <p>In kind contributions:</p> <ul style="list-style-type: none"> • City of Belgrade US\$ 4,242,915 • Land Development Agency US\$ 2,259,036
3.9	Monitoring, review and evaluation arrangements
Monitoring arrangements	<p>The UNDP Country Office (UNDP-CO) supported by the UNDP/GEF Regional Coordination Unit in Bratislava will be responsible for project monitoring and evaluation conducted in accordance with established UNDP and GEF procedures. The Logical Framework Matrix in Part III provides performance and impact indicators for project implementation along with their corresponding means of verification. The Tracking Tool will all be used as instruments to monitor progress in PA management effectiveness. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, a mid-term and final evaluation. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.</p> <p><i>Project Inception Phase</i></p>

A Project Inception Workshop will be conducted with the full project team, government counterparts, co-financing partners, the UNDP-CO, and representatives from the UNDP-GEF Regional Coordinating Unit (Bratislava). A fundamental objective of the Inception Workshop will be to help the project team to understand and take ownership of the project's goal and objective, and to prepare the project's first annual work plan and to revise and finalize the Logframe Matrix. Work will include reviewing the logframe (indicators, means of verification, assumptions and expected outcomes), providing additional detail and making changes as needed, and then finalizing the Annual Work Plan (AWP) with measurable performance indicators. The Inception Workshop (IW) will also: (i) introduce project staff to the UNDP-GEF team (the CO and responsible Regional Coordinating Unit staff) that will support project implementation; (ii) detail the responsibilities of UNDP-CO and RCU staff vis-à-vis the project team; (iii) detail the UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs), and mid-term and final evaluations. The IW will also inform the project team regarding UNDP project related budgetary planning, budget reviews, and mandatory budget re-phasing. An overall objective of the IW is that all parties understand their roles, functions, and responsibilities within the project's decision-making structures; and that reporting and communication lines and conflict resolution mechanisms are clear to all. Terms of Reference for project staff and decision-making structures will be again discussed to clarify each party's responsibilities during project implementation.

Monitoring responsibilities and events

Project management, project partners and stakeholder representatives will collaborate on the development of a detailed schedule of project review meetings to be incorporated in the Project Inception Report. The schedule will include: (i) tentative time frames for Project Board Meetings and (ii) project related Monitoring and Evaluation activities. The Project Manager will be responsible for day-to-day monitoring of implementation progress based on the Annual Work Plan and indicators. The Project Manager will inform the UNDP-CO of any delays or difficulties so that appropriate and timely corrective measures can be implemented. At the IW, the Project Manager, project team, UNDP-CO, and UNDP-GEF Regional Coordinating Unit will fine-tune the project's progress and performance/impact indicators and will develop specific targets and their means of verification for the first year's progress indicators. Every year the project team will define targets and indicators as part of the internal evaluation and planning processes.

The Project Board Meetings (PBM) will be responsible for twice a year project monitoring. The PBM will be the highest policy-level meeting of the partners involved in project implementation. The first such meeting will be held within the first six months of the start of full implementation.

The Project Manager in consultation with UNDP-CO and UNDP-GEF RCU will prepare a UNDP/GEF PIR/APR for submission to PBM members and the Project Board for review and comments and for discussion at the PB meeting. The Project Manager will highlight policy issues and recommendations and will inform participants of agreements reached by stakeholders during the PIR/ARR preparation on how to resolve operational issues. Separate reviews of each project component will be conducted as necessary. Benchmarks will be developed at the Inception Workshop, based on delivery rates and on qualitative assessments of achievements of outputs. A terminal PBM will be held in the last month of project operations. The Project Manager will prepare a Terminal Report for submission to UNDP-CO and UNDP-GEF RCU at least two months in advance of the terminal PBM to allow for review and to serve as the basis for discussions in the PBM. The terminal meeting will consider project implementation, achievement of project objectives, contribution to broader environmental objectives, actions needed to sustain project results, and ways that lessons learnt can feed into other projects being developed or implemented.

	<p>UNDP Country Office, UNDP-GEF RCU, and any other members of the Project Board will annually assess (with detailed scheduling agreed upon at the project Inception Report/Annual Work Plan) progress at the project sites. No less than one month after the visit, the CO and UNDP-GEF RCU will prepare a Field Visit Report/BTOR to be circulated to the project team, all Project Board members, and UNDP-GEF.</p>
<p>Reporting requirements</p>	<p>The Project Manager in conjunction with the UNDP-GEF extended team will prepare and submit reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring; while the last two have broader functions such that their frequency and nature are project specific to be defined throughout implementation.</p> <p>A Project Inception Report will be prepared immediately after the Inception Workshop. It will include a detailed First Year / Annual Work Plan divided in quarterly timeframes detailing activities and progress indicators guiding first year project implementation. This Work Plan will include dates of specific field visits, support missions from the UNDP-CO, the Regional Coordinating Unit (RCU), or consultants, and scheduling of the project's decision-making structures. The Report will also include a detailed project budget for the first full year of implementation based on the Annual Work Plan and the monitoring and evaluation requirements for the first year. The Inception Report will also detail the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project partners. The IR will also discuss progress to date on project establishment, start-up activities, and an update of changed external conditions that may effect project implementation. The finalized report will be circulated to project counterparts who will be given one calendar month in which to respond with comments or queries. The UNDP Country Office and UNDP-GEF Regional Coordinating Unit will review the document prior to circulation of the IR.</p> <p>An Annual Review Report will be prepared by the Project Manager and shared with the Project Board prior to each annual Project Board meeting and will consist of the following sections: (i) project risks and issues; (ii) project progress against pre-defined indicators and targets and (iii) outcome performance. As a self-assessment by project management, the report does not entail a cumbersome preparatory process. At a minimum the ARR will follow the Atlas standard format for the Project Progress Report (PPR, although the country office may modify the format, as necessary) and will include a summary of results achieved relative to pre-defined annual targets, progress in meeting the Annual Work Plan, and achievement of intended outcomes via project partnerships. The ARR can also be used to spur dialogue among Project Board and partners.</p> <p>The Project Implementation Review (PIR) is an annual management and monitoring tool mandated by the GEF that has become the main vehicle for extracting lessons learned from ongoing projects. The CO and project team must provide the PIR generated using a participatory approach after one year of project implementation, with submission in July followed by discussion with the CO and the UNDP/GEF Regional Coordination Unit in August and final submission to the UNDP/GEF Headquarters in the first week of September.</p> <p>Quarterly progress reports: The project team will provide short reports each quarter outlining main updates in project progress. Reports will be submitted to the local UNDP Country Office and the UNDP-GEF RCU.</p> <p>UNDP ATLAS Monitoring Reports: A quarterly Combined Delivery Report (CDR) summarizing all project expenditures is mandatory and will be certified by the Implementing Partner. The following logs are to be maintained and updated throughout the project by the Project Manager: (i) The Issues Log captures and tracks the status of all project issues throughout project implementation; (ii) the Risk Log (using Atlas) captures potential risks to the project and associated measures to manage risks; and (iii) the Lessons Learned Log captures</p>

insights and lessons based on good and bad experiences.

Project Terminal Report: The project team will prepare the Project Terminal Report in the last three months of the project. This comprehensive report will summarize all activities, achievements, and outputs of the Project, lessons learnt, objectives met or not achieved, and structures and systems implemented. The PTR will be the definitive statement of the Project's activities over its lifetime, recommending any further steps needed to ensure sustainability and replicability of the Project's activities.

Periodic Thematic Reports: The project team will prepare Specific Thematic Reports when called for by UNDP, UNDP-GEF, or the Implementing Partner. The written request by UNDP for a Thematic Report provided to the project team will clearly state the issue or activities that need to be reported on. These reports can deal with lessons learnt, specific oversight in key areas, or troubleshooting to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

Technical Reports are detailed documents covering specific areas of analysis or scientific issues in the project. As part of the Inception Report, the project team will prepare a draft Reports List that details which technical reports need to be prepared over the course of the Project and their tentative due dates. This Reports List will be revised and updated as necessary, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined research areas within the project framework. These technical reports will represent the project's substantive subject-matter contributions to be included in dissemination of results at local, national and international levels; and as such will be produced in a consistent and recognizable format.

Project Publications will crystallize and disseminate project results and achievements; can include scientific journal articles, informational texts, or multimedia publications; and can be based on selected Technical Reports or syntheses of a series of Technical Reports. The project team in consultation with UNDP, government partners and other stakeholders will determine if any of the Technical Reports merit formal publication and appropriate financial support.

Evaluations

The project will require at least two independent evaluations. A Mid-Term Evaluation will assess outcome achievements; will identify needed course corrections; will examine the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; will present initial lessons learned about project design, implementation and management; and will provide recommendations to improve implementation of the second and final half of the project. The UNDP CO in collaboration with the UNDP-GEF Regional Coordinating Unit will develop the organization, terms of reference, and timing of the mid-term evaluation

An independent external Final Evaluation will take place three months prior to the terminal Project Board meeting and will focus on the same issues as the mid-term evaluation as well as on the impact and sustainability of results, capacity building, achievement of global environmental goals, and recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

Learning and

knowledge sharing

Project results will be disseminated within and beyond the project intervention zone via information sharing networks and forums including the UNDP/GEF networks that involve Senior Personnel of similar and related projects. UNDP/GEF Regional Unit has established an electronic platform for sharing lessons learned among project coordinators. The project will participate in relevant scientific, policy-based and other networks that can benefit project implementation via lessons learned; and will share its own lessons learned with other similar projects. Identification and analyses of lessons learned will be provided and communicated annually. UNDP/GEF will provide a format and assist the project team in categorizing, documenting and reporting on lessons learned.

In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

<p>4.0</p>	<p>Workplan for the next period (Annual Plan)</p> <p>The Project during 2011 will focus on launching the tenders for provision of services in performing the following activities:</p> <p>Output 1. Development of integrated land use/transport plans, sustainable urban transport planning</p> <p>Output 2. Promotion of the cycling transport mode- Let's cycle in Belgrade!</p> <p>Output 3. Safe and sound to School</p> <p>A detailed breakdown of the Action Plan is attached to this report in Annex 4.</p>
<p>4.1</p>	<p>Outcomes</p>
<p>Output 1</p>	<p>Development of integrated land use/transport plans, sustainable urban transport planning</p>
<p>Output 1.1. Determine the potential for a successful SUTP</p>	<p>Output 1.1.1: Commit to overall sustainable mobility principles Outcomes expected from Output 1.1.1</p> <ul style="list-style-type: none"> • Analysis concluded in how far sustainability criteria are guiding current policies with relevance for urban mobility. • Overall commitment to sustainability principles achieved from key stakeholders. <p>Output 1.1.2: Assess impact of regional/national framework Expected Outcomes under Output 1.1.2</p> <ul style="list-style-type: none"> • Relevant documents from national and regional level reviewed and results summarised. • Opportunities and potential problems that might result from regional and national framework conditions identified. <p>Output 1.1.3: Conduct self-assessment Outcomes Expected under Output 1.1.3</p> <ul style="list-style-type: none"> • Suitable self-assessment carried out. • Strengths and weaknesses with regard to developing an SUTP identified. • Results summarised as starting point to optimise locally tailored planning process. <p>Output 1.1.4: Review availability of resources Expected Outcomes under Output 1.1.4</p> <ul style="list-style-type: none"> • Skills and required financial resources for planning process analysed. • Skill management plan compiled. • Likely budgetary framework for measure implementation assessed. <p>Output 1.1.5: Define basic timeline Expected Outcomes from Output 1.1.5</p> <ul style="list-style-type: none"> • Realistic basic timeframe for SUT planning process and measure implementation prepared. • Timeframe approved by decision-makers. <p>Output 1.1.6: Identify key actors and stakeholders Expected Outcomes from the Output 1.1.6</p> <ul style="list-style-type: none"> • Stakeholder groups identified: Primary stakeholders, key actors, intermediaries. • Analysis of actor constellations carried out. • Basic stakeholder coordination strategy developed.

<p>Output 1.2</p> <p>Definition of the development process and scope of plan</p>	<p>Output 1.2.1: Look beyond own boundaries and responsibilities Expected outcomes under the Output 1.2.1</p> <ul style="list-style-type: none"> • Most suitable SUTP area identified. • Agreement achieved about geographical coverage. • Agreement achieved about the basic roles and responsibilities of authorities and politicians. • Political agreement signed and adopted by all municipal councils <p>Output 1.2.2: Strive for policy coordination through actor cooperation Expected outcomes under the Output 1.2.2</p> <ul style="list-style-type: none"> • Relevant policy linkages identified (synergies and conflicts). • Initial options for policy integration assessed. • Dialogue established with all concerned actors about integration options. • Initial prioritisation of integration options decided. • Assessment and prioritisation specified according to advanced scenario building results . <p>Output 1.2.3: Plan stakeholder and citizen involvement Expected outcomes under the Output 1.2.3</p> <ul style="list-style-type: none"> • Planning of different involvement strategies finalised. • Communication plan elaborated and approved. <p>Output 1.2.4: Agree on workplan and management arrangements Expected outcomes under the Output 1.2.4</p> <ul style="list-style-type: none"> • Mandate and support for SUTP concluded. • Coordinator for SUTP work determined. • Strategy for risk management and quality management devised. • Workplan for SUTP process developed and approved.
<p>Output 1.3</p> <p>Analyse the mobility situation and develop Scenarios</p>	<p>Output 1.3.1: Prepare a status analysis Expected outcomes under the Output 1.3.1</p> <ul style="list-style-type: none"> • Suitable indicators selected that describe the status. • All necessary data made available by the actors concerned. • Review and analysis concluded. Baseline scenario against which progress can be measured developed. <p>Output 1.3.2.: Develop scenarios Expected outcomes under the Output 1.3.2</p> <ul style="list-style-type: none"> • Do-nothing scenario elaborated (in a qualitative and quantitative way). • Business-as-usual scenario elaborated (in a qualitative and quantitative way). • Impact assessment concluded. • Different alternative policy scenarios described (in a qualitative and quantitative way). • Choose which scenario serves the vision in the most efficient and effective way. • Appropriate techniques applied to support the scenario development and appraisal.
<p>Output 2</p>	<p>Promotion of the cycling transport mode- Let's cycle in Belgrade!</p>
	<p>Outcomes expected for output 2:</p> <ul style="list-style-type: none"> • Increase the number of students regularly using bicycles; • Increase the number of city employees commuting by bicycle; • Pushing the role of cycling as a serious transport mode, • Achieve a shift towards clean and energy efficient modes, • Increased public awareness about the benefits of a sustainable transportation system, • Promote active & healthy lifestyles, • Foster enforcement and promote mutual respect of mobile citizens, • Strengthen the integration between cycling and public transport • Contribute to more efficient energy use and reduction of CO2 by 5% as well of air pollutants and transport related noise

	<ul style="list-style-type: none"> • Enhanced conditions for cycling • Strengthened integration between cycling and public transport • Identified gaps and black spots on the cycling network • Developed cycling master plan as base of an integrated cycling policy • Increased safety of cyclists • Fostered enforcement and promoted mutual respect of road users • Promoted active & healthy lifestyles • Increased public awareness about the benefits of a sustainable transportation system • Achieved shift towards clean and energy efficient modes • the role of cycling as a “serious” transport mode pushed 								
Output 3	Safe and sound to School								
	<p>Outcomes expected for output 3:</p> <ul style="list-style-type: none"> • Increased road safety nearby schools; • Reduced traffic flow generated by parents taking their children to/from school by car; • Promoted sustainable mobility awareness in children. • A synergy created between parents’ (workers) and children’s daily home-work and home-school trips; • The already started project on safer route to school is completed; • Innovative activity aimed at raising children safety is demonstrate; • Boosted cycling and walking to school ; • Specific safer bike paths separated from car traffic and safe street crossings for pedestrians realised on selected schools; • The initiative to more schools which were not involved at the beginning when project started is extend; • Home-school trips by walking for groups of children along fixed routes (pedibus) are activated • Traffic calming measures around the schools are Introduced. 								
Output 4	Capacity Building								
	<p>Outcomes expected for output 4:</p> <ul style="list-style-type: none"> • Ecodriving is integrated into the driving schools curricula and driving tests • Minimum standards for contents and set up of ecodriving trainings and train-the-trainer seminars are established • Ecodriving infrastructure which will keep the approach alive after the end of the project is established • The existing education infrastructure (driving schools plus advanced driver trainings) for short-duration ecodriving trainings designed for licensed drivers is used • Monitored effectiveness of ecodriving trainings • At least 20 trainers trained and certified in eco-driving, with certificates obtained to spread knowledge further • 5-10% less fuel consumption of participants of ecodriving courses • Quality standards for ecodriving trainings and instructor education are applied 								
4.2	Resource schedule and budget								
	<table border="1"> <tr> <td>Development of integrated land use/transport plans, sustainable urban transport planning</td> <td>255,786USD</td> </tr> <tr> <td>Promotion of the cycling transport mode- Let’s cycle in Belgrade!</td> <td>171,428USD</td> </tr> <tr> <td>Safe and sound to School</td> <td>178,645USD</td> </tr> <tr> <td>Capacity Building</td> <td>132,141USD</td> </tr> </table>	Development of integrated land use/transport plans, sustainable urban transport planning	255,786USD	Promotion of the cycling transport mode- Let’s cycle in Belgrade!	171,428USD	Safe and sound to School	178,645USD	Capacity Building	132,141USD
Development of integrated land use/transport plans, sustainable urban transport planning	255,786USD								
Promotion of the cycling transport mode- Let’s cycle in Belgrade!	171,428USD								
Safe and sound to School	178,645USD								
Capacity Building	132,141USD								

A detailed budget breakdown per activity is outlined in Annex 1 to this Report.

4.3

Updated risk management plan

The table below is showing in the left column the risks as identified in the ProDoc at the time of designing the Project. At the right column are described the mitigation measures that are to be taken in order to reduce/annul the risks, if possible.

Risk	Risk Rating	Mitigation Measures
		Throughout the City high occupancy lanes on the boulevards and streets that can support it already exist. These lanes are to be used solely by public transport vehicles including taxis as well as emergency, police vehicles. The traffic police is also enforcing the measures of monitoring and safeguarding the flow of the traffic on these lanes. The City is already fragmented into three parking zones introduced in the centre of the City. A plan exists that these parking zones are extended further than just the Centre. However, the parking in the very central and historic part of the City remains to be a problem due to lack of infrastructure (parking lot) that will enable the City authorities to ban parking at these high-dense and congested areas.
Low political feasibility of implementing exclusive public transport axes, bicycle lanes, and economically priced parking	Moderate to High	<p>Cycling infrastructure has been provided and exists on the territory of New Belgrade municipality due to the land configuration (flat area). Cycling study also has been prepared, but the promotion of the cycling remains to be weak.</p> <p>The measures to be taken in order to strengthen the local and national authorities as well as increase the knowledge and awareness of the population on the urban mobility are:</p> <ul style="list-style-type: none"> - Increase the capacities of the stakeholders in joint approach and communication on issues regarding land development and sustainable urban mobility - Promote the cycling as an urban transport mode at all levels by including the business and civil society, all age populations - Educate the parents and children on the safety and environmental aspects of mobility by also increasing the knowledge of the schools teachers and creating a pool of trainers - Capacity building of the public transport companies in new eco-driving techniques
Lack of investment from government for system upgrade	Moderate	<ul style="list-style-type: none"> - The Land Development Agency, as one of the signatories of the co-financing agreements has expressed firm willingness and decision to finance the preparation of the SUTP in an amount of around 1MEur - The City Secretariat for Transport on the other hand is facing budget restrictions, and with the current state of affairs is not able to co-finance any of the activities except a study for the safe routes to school corresponding to 30.000Eur - The Project Steering Board has been appointed, and so far the Project is enjoying full support from the Board members and the National Project Director - The Project will try to involve more actively the other high officials and authorities from the City of Belgrade
Lack of coordination among different activities	Low	
Climate change impacts include increased precipitation and flooding, resulting in poor use of non-motorized modes, particularly, bicycling	Low	<ul style="list-style-type: none"> - Capacity building and awareness campaigns showing how other cities like Copenhagen have high bicycle use even during inclement weather - Bicycle parking facilities and easy transfers to public transport modes at Park and Ride facilities

4.4

Special activities to support sustainability

Special activities to support sustainability

The project itself deals with the issues of sustainability related to urban transport in the City of Belgrade. Throughout the project several activities will be implemented for which the sustainability is an issue. This applies in particular to range of capacity buildings activities where the maintenance and keeping the continuity is an issue.

In order to secure the sustainability of the activities and results achieved the project will provide support to the main stakeholders in capacity building and knowledge increase to support the sustainability of measures implemented through the Project.

In particular, the project will

- Increase the capacities of the stakeholders to undertake joint approaches and communications on issues regarding land development and sustainable urban mobility
- Promote cycling as an urban transport mode at all levels by including in business and civil society, for all ages of the population
- Capacity building of public transport companies in new eco-driving techniques