

ELE Colombia TOD Management Response

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1 Background

In 2020, the Technical Component (TC) of the NSP Colombia TOD implemented by the Center for Clean Air Policy (CCAP) was subject to an independent end-of project Evaluation and Learning Exercise (ELE) conducted by an evaluation team led by AMBERO Consulting. The final ELE report is published on the NAMA Facility’s website [here](#).

It needs to be noted that only the NSP’s TC came to an end in 12/2020. The Financial Component (FC) implemented by KfW will run until 12/2023, as of today.

The Technical Support Unit (TSU) is publishing this management response to the recommendations made by the evaluation team in their ELE report.

2 Response to Recommendations

Recommendations		Management Response	
Outcome 1: TOD concept is mainstreamed into policy and practice			
Recommendation 1	Activities	Responsible Entity	Timeline
The NSP Team should review its political engagement strategy so that the National Government endorses and defines a national TOD policy framework, thus facilitating CIUDAT’s activities at city level.	<u>Past/ongoing activities:</u> The definition of a national TOD policy framework has been identified as one crucial milestone in the policy recommendations that were developed as part of the NSP’s TC and were formally submitted to the CIUDAT Board in December 2020.	NSP-TC	During TC implementation
	<u>Additional activities:</u> It will be important for CIUDAT (implementing partner) and KfW, as the Delivery Organisation (DO) of the NSP-FC, to continue this political engagement during the FC implementation. When KfW requested a prolongation of the NSP’s FC until 12/2023, Donors approved this request, but asked KfW to incorporate the recommendations of the TC’s ELE in the FC implementation.	NSP-FC	During FC implementation

Recommendation 2	Activities	Responsible Entity	Timeline
<p>Following the lesson in using the M&E / MRV study to enhance interest in the NSP by the involved cities, it is recommendable for the NSP to develop a “Toolbox” that facilitates Colombian cities in assessing, designing, developing and financing TOD projects, which can be used as an “entry point” to foster the replication effect of the NSP to other cities.</p>	<p><u>Past / ongoing activities:</u> The policy recommendations (see above) include the suggestion to develop such a toolbox that shall further enable CIUDAT to market TOD activities.</p> <p><u>Additional activities:</u> It falls within CUIDAT’s responsibility to act on the policy recommendations where they find added value and need.</p>	<p>NSP-TC</p> <p>National Implementing Partner</p>	<p>During TC implementation</p> <p>During FC implementation</p>
Recommendation 3	Activities	Responsible Entity	Timeline
<p>The NSP Team should regularly apply Political Economy Analysis (PEA) to identify national and local champions, political constraints and opportunities for the NSP implementation.</p>	<p><u>Past / ongoing activities:</u> NSPs are advised to continuously monitor and analyse the political, social and economic conditions in countries of implementation in order to identify opportunities and/or constraints for NSPs’ implementation. In the Semi-Annual and Annual Reports, NSPs report on the national and political context, including changes to the legal or regulatory framework in the sector and/or for climate change in general but also changes in institutions or in key positions in ministries and possible effects.</p>	<p>TSU / NSP</p>	<p>Continuously monitored by NSP. Reported to TSU in Semi-Annual and Annual Report</p>
Recommendation 4	Activities	Responsible Entity	Timeline
<p>It is recommended to make a better use of Findeter’s regional branches to maintain more regular interaction with cities, including the involvement of Findeter’s commercial department to reach a wide number of municipalities and local investors and developers in the country.</p>	<p><u>Past / ongoing activities:</u> Depending on an NSP’s focus and scope, NSPs are encouraged to target different spheres of Government and stakeholders in their implementation concepts to ensure country-wide replication. The appropriateness of the NSP’s scope and the identified implementation partners is evaluated as part of the Outline and Proposal assessment.</p>	<p>TSU / NSO</p>	<p>Outline / Proposal development (NSO) and Outline / Proposal assessment (TSU)</p>

	<p><u>Additional activities:</u> It will be important for CIUDAT and KfW to continue marketing the concept of TOD measures. The recommendation was brought to the attention of KfW as the DO for the NSP-FC.</p>	National Implementing Partner / NSP-FC	During FC implementation
Outcome 2: Investment gap for projects is closed			
Recommendation 5	Activities	Responsible Entity	Timeline
<p>The preliminary phase of TOD projects should include beneficiaries' need assessment and community's engagement. These recommendations should be duly considered for the implementation of the next phases of the pilot projects (e.g. Feasibility Studies) as well as by other NSPs including TOD interventions.</p>	<p><u>Past / ongoing activities:</u> When submitting an NSP Outline, Applicants / Applicant Support Partners are required to provide the definition of the target group, a needs analysis, indications on what will have changed for the target group(s) as a result of the NSP's intervention as well as information on how the target group(s) will be involved during the project development. For infrastructure projects this usually also entails community engagement.</p>	TSU, Applicant/ ASP	Since the 1 st Call
	<p>In cases where an Outline was selected for the Detailed Preparation Phase and the NAMA Facility identified gaps, e.g. missing needs analysis or community engagement, conditions are formulated, which the Applicant /ASP needs to work from during the DPP. The same procedure can be applied for the entry into implementation.</p>	TSU	Since the 4 th Call
	<p><u>Additional activities:</u> The recommendation was brought to the attention of KfW as a Delivery Organisation (DO) for the NSP-FC.</p>	NSP-FC	During FC implementation
	<p>As part of feedbacks on NSP Outline submissions targeting TOD interventions, the TSU will</p>	TSU	During Call management

	relate to lessons learned from the ELE and share the link to the ELE report.		
Recommendation 6	Activities	Responsible Entity	Timeline
The NSP (Financial Component) should develop and review the project schedule according to political and administrative calendars as it can help ensure that the implementation documents are readily available when the political opportunity comes (e.g. when a new administration or decision-maker is installed).	<u>Past / ongoing activities:</u> Risks related to political and administrative calendars apply to all NSPs and are an ongoing challenge. NSPs being implemented in such contexts are usually aware of those risks and plan accordingly.	NSP	During FC implementation
Recommendation 7	Activities	Responsible Entity	Timeline
Findeter should expand its financial portfolio to suit the particular conditions of the NSP cities and projects. In this respect, it is important to prepare an analysis that considers both the costs and the benefits of the proposed financing modalities.	<u>Past / ongoing activities:</u> When submitting an NSP Outline, Applicants / ASPs are required to provide a basic business model and justification for the chosen financial support instrument to demonstrate the feasibility of the financial intervention and its suitability to meet the needs of the market. In the NSP Proposal this analysis needs to be further substantiated. Once approved for implementation, NSP are bound to the Proposal, when implementing the FC and TC. If an NSO realises that parts of the concept, e.g. the proposed financial support mechanisms, are not feasible anymore or do not respond to current market developments, NSOs can request conceptual changes from the Board of the NAMA Facility.	TSU / NSP	Since the 4 th Call
Outcome 3: Demonstration of the GHG mitigation potential and co-benefits of TOD projects			
Recommendations 8, 9 & 10	Activities	Responsible Entity	Timeline

<p>Recommendation 8: The NSP’s knowledge sharing platforms and alternatives should be improved by exploring new communication and visibility tools (e.g. web-based knowledge platform) and replicating robust examples like the online M&E toolkit.</p>	<p><u>Past / ongoing activities:</u> In 2019 the NAMA Facility’s knowledge creation strategy was approved by the NAMA Facility Board. It was accompanied by a 3-year work plan. One of the Work Packages requires all NSPs entering DPP to formulate their own knowledge and learning goals. The NAMA Facility has the objective to encourage and support NSPs to define structured approaches to knowledge creation and sharing.</p>	<p>TSU</p>	<p>2019 (for NSPs from the 6th Call onwards)</p>
<p>Recommendation 9: The NSP should put more effort in exchanging lessons and knowledge with other relevant urban sustainability programmes and related Development Partners. As TOD demonstration and replication is the key for the NSP success, the NSP should maximise the opportunities for learning and knowledge sharing, and this may mean opening up to follow-up and draw lessons from TOD initiatives originated and/or being executed outside the NSP.</p>	<p>Shortly after the ELE was finalised, the NSP’s TC team organised several webinars to disseminate the lessons learned from the ending TC. Recordings are available on CCAP’s website.</p> <p><u>Additional activities:</u> Findeter’s website includes a subpage on the NSP Colombia TOD, in which TOD principles are explained and several publications and studies are shared. The recommendation will be brought to KfW’s attention so that the subpage can be updated as part of the continuing FC.</p>	<p>NSP-TC</p>	<p>During TC implementation</p>
<p>Recommendation 10: Internal learning processes should be built up in the NSP functioning. This should entail regular moments of identification, analysis, joint reflection, and integration of lessons. This is particularly important in this phase of handover between the Technical Component and Financial Component, but it should not be neglected during the Financial Component implementation. Regular reviews of the focus and scope of the NSP and Findeter’s and CIUDAT’s ability to deliver on them should also be conducted to</p>	<p>Beyond that, it is expected that the launch of the pilots’ feasibility studies as well as the eventual implementation of TOD principles will increase public visibility of the NSP in the coming years.</p> <p>As part of feedbacks to NSP Outline submissions that are similar to the NSP Colombia TOD, the TSU relates to lessons learned from the ELE and shares the link to the ELE report.</p>	<p>NSP-FC</p>	<p>During FC implementation</p>
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ensure that prior execution structures do not become barriers for the NSPs to deliver on their commitments.			
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