



18 January 2002

Dear Mr. De Bernis,

**Subject: POL/01/G36/A/1G/99 Gdańsk Cycling Infrastructure
and Promotion Project**

I am pleased to delegate to you the authority to sign the above-mentioned project document on behalf of UNDP and commence the implementation of the project when signed by the government of Poland. The project received its final approval from Mr. Mohamed El-Ashry, Chief Executive Officer of GEF on 4 June 2001 in accordance with established GEF procedures (Attachment 1).

Please ensure that a fully signed electronic copy of cover page of the project document, as well as any budget revisions including mandatory revisions, are forwarded to Ms. Susan Legro, Regional Coordinator for Climate Change in Bratislava and Mr. Nick Brown, Chief, Programme Operations Support Unit. When the project document is signed, please ensure that the project budget is entered into the UNDP FIM corporate database.

As an Implementing Agency of the GEF, UNDP earns a fee from the GEF for each project. The fee is aimed at reimbursing the costs incurred by UNDP, both in headquarters, and in the Country Office, in support to project development and supervision and monitoring of project implementation. The activities for which UNDP is responsible during project implementation are listed on Attachment 2 of this letter. The UNDP/GEF Regional Coordinator, Ms. Susan Legro, will shortly be in contact with you to develop a detailed plan of action covering the first year of project implementation, to ensure that responsibility for these activities is shared between the Country Office and UNDP/GEF. By separate communication we will transfer the payment of the Country Office fee.

Please note that, unlike UNDP project budgets, funds approved for GEF projects are capped and no additional funds will be approved by the GEF Executive Council. We are not, therefore, in a position to accept any over-expenditures on this project.

Please note that the UN Board of Auditors has established that an annual audit is necessary for all nationally executed GEF projects whose expenditure for the calendar year exceed \$20,000. Expenditures below that amount are subject to normal UNDP audit procedures, which is once in the project's lifetime. Please ensure the annual audit is completed by the due date.

Yours sincerely,

Frank Pinto
Executive Coordinator
Global Environment Facility

Mr. Marc Destanne De Bernis
Resident Representative
UNDP, Poland
Email: registry.pl@undp.org

c.c. Mr. Kalman Mizsei, Assistant Administrator and Regional Director, RBEC
c.c. Mr. Susan Legro, Regional Coordinator, GEF/ RBEC
c.c. Mr. Nick Brown, Chief, Programme Operations Support Unit

Attachment 2
PROJECT IMPLEMENTATION ACTIVITIES

Unless otherwise stated, all implementation activities should comply with the
UNDP Programming Manual and the UNDP/GEF Procedures

	Activity
Phase 1: Development	▪ Review, appraise & provide guidance on concept eligibility
	▪ Defend concept eligibility
	▪ Project formulation support
	Co-financing negotiations support
	▪ Project Brief preparation support
	▪ Defend eligibility of Project Brief
	▪ Attend steering committee meetings
	▪ Policy negotiations
	▪ Commence negotiations with HQs on Project Support Services (tasks and reimbursement)
	Phase 2 : Preparation
▪ Project document appraisal	
▪ Project formulation support	
▪ GEF approval (inc. responding to Council comments)	
▪ UNDP approval	
▪ Government approval (inc. negotiating revisions and obtaining signatures to Project document)	
▪ Finalize agreement with HQs on Project Support Services (tasks and reimbursement)	
Phase 3 : Implementati	◆ Management Oversight
	▪ Project launching
	▪ Steering committee meetings
	Monitoring the implementation of the workplan and timetable
	▪ Field Visits : Ensuring visits to the project at its site at least once a year; preparing and circulating reports no later than two weeks after the end of the visit. (Support fee payable on issuance of the report)
	▪ Trouble shooting
	▪ Project document revision
	▪ Reviewing, editing, responding to reports
	▪ Technical backstopping
	▪ Policy negotiations
	▪ Operational completion activities : Determining when the project is operationally complete and advising all interested parties accordingly.
	◆ Financial Management & Accountability
	▪ Financial management (verifying expenditures, advancing funds, issuing combined delivery reports)

	<ul style="list-style-type: none"> ▪ Ensuring annual audits of NEX projects are completed and the audited financial statements together with the audit report reach UNDP headquarters (Office of Audit and Performance Review) no later than 30th April.
	<ul style="list-style-type: none"> ▪ Budget Revisions
	<ul style="list-style-type: none"> □ 1st. revision within two months of the signing of the project document to reflect the actual starting date and to enable the preparation of a realistic plan for the provision of inputs for the first full year.
	<ul style="list-style-type: none"> □ Annual revision approved by 10 June of each year to reflect the final expenditures for the preceding year and to enable the preparation of a realistic plan for the provision of inputs for the current year.
	<ul style="list-style-type: none"> ▪ Financial completion activities : Ensuring projects are financially completed not more than 12 months after the date of operational completion by ensuring the final budget revision is promptly prepared and approved.
Phase IV : Evaluation	<ul style="list-style-type: none"> ▪ APRs : Ensuring its preparation & completion by the due date, two weeks before the TPR
	<ul style="list-style-type: none"> ▪ TPRs (Organizing the meeting, participating and ensuring that decisions are taken on important issues)
	<ul style="list-style-type: none"> ▪ PIRs (Ensuring its preparation & completion by the due date)
	<ul style="list-style-type: none"> ▪ Arranging independent evaluations (hiring personnel, mission planning)



GEF

Mohamed T. El-Ashry
Chief Executive Officer
and Chairman

Global Environment Facility

1818 H Street, NW
Washington, DC 20433 USA
Tel: 202.473.3202
Fax: 202.522.3240/3245
Email: melashry@worldbank.org

June 4, 2001

Mr. Rafael Asenjo
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Mr. Asenjo,

I wish to inform you that the CEO has approved the medium-sized project proposal entitled, *Poland: Gdansk Cycling Infrastructure Project* for \$1,000,000.

Please find attached a copy of the project tracking sheet for your records.

Sincerely,

Kenneth King
Assistant Chief Executive Officer

cc: A. Djoghlaif (UNEP), L. Vidæus (World Bank), STAP

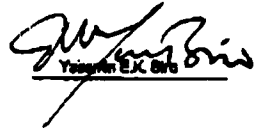

UNDP
Climate Change


PMIS Project ID : 1279




GEF Project Tracking System Medium-Sized Project Clearance/Approval

Poland: Gdansk Cycling Infrastructure Project	
GEF Contribution: \$1,000,000	Total Project Cost: \$2.50 million



- Project Review**
 - Program Manager Recommendation 
 - CEO Letter to Council 

- Circulation to Council**
 - Team leader Clearance 

- Project Approval**
 - Program Manager Recommendation 
 - Team leader Clearance 
 - CEO Approval 

- Final Approval**
 - Implementing Agency Approval

Attachment :

- Project Review Sheet
- IA Cover Note (incorporating review comments)
- Letter of endorsement from GEF Focal Point
- Cover Letter to Council (for MTE's signature)
- Final Project Brief
- Electronic Version Available

List of Abbreviations

AO	Administration Officer, (PKE)
CO₂	Carbon Dioxide, most important “greenhouse” gas
EA	Executing Agency, (UNDP)
EBRD	European Bank For Reconstruction and Development
GEF	Global Environment Facility
GUS	Central Statistics Office (Poland)
IA	Implementing Agency, (UMG)
IOO	Information and Outreach Officer
ITS	Motorized Transport Institute (Poland)
MI	Ministry of Infrastructure (replaced MTiGM as of October, 2001)
MSZ	Ministry of Foreign Affairs, Ministerstwo Spraw Zagranicznych
MŚ	Ministry of Environment
MTiGM	Ministry of Transport and Maritime Economy (see MI)
NGO	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
OLE	Civil Environmental League (Obywatelska Liga Ekologiczna)
PKE	Polish Ecological Club (Polski Klub Ekologiczny)
PD	Project Director
PM	Project Manager
PT	Project Team
SC	Steering Committee
SZKD	Consultative Team (Społeczny Zespół Konsultacyjno-Doradczy)
UE	European Union
UKIE	European Integration Committee Office
UM	Marshall (Regional Authority) Office
UMG	Municipality of Gdańsk
UNDP	United Nations Development Program
UW	Voivod (Regional Supervisory Authority)
UZP	Urząd Zamówień Publicznych (Office of Public Procurement)
WIM	Urban Infrastructure Department, Municipality of Gdańsk
WFOŚiGW	Regional Fund for Nature Protection and Water Management (Gdańsk)

CONTENTS

CHAPTER A - CONTEXT	4
Current Situation	5
CO ₂ Emissions in Poland.....	6
CHAPTER B - STRATEGY FOR USE OF UNDP RESOURCES	9
CHAPTER C - OBJECTIVES, OUTPUTS, INDICATORS, OUTCOMES, ACTIVITIES	10
OUTPUTS	11
CHAPTER D - INPUTS	13
CHAPTER E – RISK ASSESSMENT AND PRECONDITIONS	15
CHAPTER F – MANAGEMENT	16
CHAPTER G – MONITORING AND EVALUATION	17
CHAPTER H – LEGAL CONTEXT	18
CHAPTER I – WORKPLAN	20
CHAPTER J – UNDP BUDGET	21
ANNEXES:	22
ANNEX 1 – LOGFRAME MATRIX	1
ANNEX 2 - INCREMENTAL COSTS MATRIX	3
ANNEX 3 – MAP OF SEGREGATED CYCLING FACILITIES (EXISTING, UNDER CONSTRUCTION AND TO BE CONSTRUCTED UNDER THE OP 11 PROJECT)	4
ANNEX 4 – CO₂ EMISSIONS MITIGATION - EXPLANATION	6
ANNEX 5 – THE CYCLING TASK FORCE IN GDAŃSK – PUBLIC PARTICIPATION AND NGO INVOLVEMENT	8
ANNEX 6 – TERMS OF REFERENCE/JOB DESCRIPTION	9
ANNEX 7 - GDAŃSK CYCLING INFRASTRUCTURE PROJECT - ORGANIZATION SCHEME	12

A. CONTEXT

Goals and Explanation

1. The overall objective of the proposed project is to mitigate greenhouse gas emissions in the urban transport sector by enhancing a modal shift from private cars to non-motorized transport. This shift will be brought about through the construction of a core network of cycling facilities (segregated paths and traffic-calmed streets) and an accompanying public awareness campaign. The project will also address institutional and information/awareness barriers that currently limit bicycle use as a means of urban transport as well as legal, cultural and financial barriers that prevent greater use of bicycles in larger cities. The proposed infrastructure investments will increase road safety for all users and will have a positive influence on accessibility to transport for the economically disadvantaged, young, and disabled residents, generally helping to decrease private and social costs of transport in cities. Finally, the project will improve local air quality by reducing emissions of criteria pollutants from diesel and petrol fuel, bringing benefits to public health.
2. The project will take advantage of the high rates of bicycle ownership in Poland, the compact layout of Polish cities, and existing support for soft mobility (e.g. city bicycles, specific rain gear, bicycle trailers for shopping, commercial bicycle lockers and stands). Also, there is a widely expressed readiness in Poland to cycle in cities, as stated in polls by OBOP¹ and BBS Obserwator², commissioned by Polish Ecological Club in 1999 and 2000. While 43% respondents of the BBS poll said the car is the ideal means of urban transportation, the bicycle won second place, with as much as 21.4% of responses. Approximately 60% of respondents in both polls accepted increased spending on cycleway construction, even at the expense of expenditures on roads. The project meets and attempts to implement the new guidelines on urban transport policies set in the New Transport Policy, adopted by the Polish Government on October, 18th, 2001; supports National Environmental Policy (*Polityka Ekologiczna Państwa*) and the national “Strategy of Sustainable Development Until 2025” (*Strategia zrównoważonego rozwoju kraju do 2025 r.*) and helps to implement the UN Framework Convention on Climate Change ratified by Poland on 28 July 1994.
3. The project will focus on a one-time pilot investment and public awareness campaign in the city of Gdańsk, where city authorities are supportive of cycling. In addition, research indicates that Gdańsk offers the highest levels of popular support for cycling, and detailed plans for infrastructure investment already exist. Simultaneously, knowledge and experience will be disseminated throughout Poland among local authorities, environmental agencies and other interested parties. As there is little evidence of similar projects in other countries, the data collected during this project will help to evaluate the real costs of transport-derived CO₂ emissions mitigation and other possible synergistic benefits.
4. There is vast knowledge of cycling in numerous cities in Europe (especially in Netherlands, Denmark, and Germany), including on the size of their cycling networks, the financial input spent on cycling infrastructure and the actual level of cycling. However there is a significant difference between the existing situation in those European countries and the proposed project. Namely, in the cities mentioned above, urban cycling is a cultural phenomenon that has existed since the very invention of the bicycle. Furthermore, in many instances the construction of cycling facilities (e.g. in the Netherlands during the 1950s) was primarily meant to segregate traffic to make more space for cars and to facilitate/speed up traffic, rather than to encourage people to cycle.

1 OBOP (Ośrodek Badania Opinii Publicznej, Public Opinion Research Centre, www.obop.com.pl) was taken in 1999 on a 1080 - person nation-wide random representative sample, through face-to-face interviews.

2 BBS Obserwator (Biuro Badań Społecznych, Social Research Bureau, www.obserwator.com.pl) was taken in 2000 on 990 - person random representative sample of 8 largest Poland's cities inhabitants, through face-to-face interviews.

5. Specific objectives of the proposed project include the following:

- *Promote cycling as an urban transport mode in order to avoid emissions from cars and to help a more efficient use of public transport.* The project is designed to increase the share of cycling trips in Gdańsk to 5-10% of all trips until 2005³.
- *Provide a working example with a one-time investment that will give people a chance to use a less polluting, energy-efficient, and safe mode of transportation.* The project will integrate new facility construction with other engineering measures, such as traffic calming. The project will also integrate the core cycling network with public transport hubs.
- *Disseminate the experience and data collected in the project city of Gdańsk among other provinces, local governments, and financial institutions focusing on environment and development.* This component is designed to increase social acceptance of cycling as a viable means of urban transport.
- *Monitor and evaluate transport behaviour and costs incurred to achieve greenhouse gas mitigation and other measurable benefits.* This component will also increase understanding of the cycling market potential.
- *Develop recommendations to promote non-motorised transport at a national level and disseminate knowledge and experience gained from the Gdańsk project throughout Poland and develop recommendations to promote non-motorised transport at a national level.* The project will develop a factbook for introducing modal shift enhancement and will address all relevant data (e.g., modal split changes, cycling behaviour, etc.). Developing similar projects with other local authorities and environmental funding agencies will ensure sustainability.

CURRENT SITUATION

6. Poland, a medium-sized country in Central Europe (39 million inhabitants, 312,000 sq km area, with nearly 62% of population living in cities), is a transition economy that has witnessed enormous changes in production and consumption patterns in the past decade. While the overall greenhouse gas emissions decreased significantly, the Polish economy is still energy-intensive; it releases 1.7 ton of CO₂ per US \$1000 of GDP, while the OECD average is 0.6 ton. Table 1 below indicates the CO₂ emission trends over time in Poland.

Table 1: CO₂ emissions in Poland, 1988-1997 (thousand tons)

Year	1988	1990	1992	1994	1996	1997
CO ₂ Emissions	477,584	381,482	372,311	372,293	373,202	362,300

Source: Central Statistic Office - Environment 1999

7. One of the most important recent trends in Poland is rapid growth in motorization. Under the previous centrally planned economy, car ownership was limited and petrol sales were controlled. In 1989, there were approximately 135 passenger cars per 1000 inhabitants. This changed dramatically along with the free market reforms that led to a 40% rise in new car sales annually. There are now approximately 240 passenger cars per 1000 inhabitants in Poland, and in larger cities this figure reaches 400.
8. The transport sector in Poland is inefficient: travel work measured in kilometre-tonnes or kilometre-passengers per unit of GDP is 2-3 times higher than in EU countries. The sector is also unsafe: the

³ This is a conservative projection that takes into account the current journey matrix for Gdańsk (i.e., the number of short-distance journeys made by car or public transport that potentially may switch to non-motorized mode), the current cycling figures (all data taken from official 1998 traffic count by the Gdańsk University of Technology commissioned by the Municipality of Gdańsk), and the polls taken by BBS Obserwator (2000) for Polish Ecological Club on attitudes towards cycling (1000 respondents in 8 largest cities in Poland).

rate of automobile accidents is one of the highest in Europe – 17.4 fatalities per 100,000 inhabitants annually, of which more than half occur in urban areas (1999).

CO₂ EMISSIONS IN POLAND

9. The transportation sector was responsible for 27,776,000 tons of CO₂ emissions in 1997, or 7.5% of all CO₂ emissions in Poland. It is important to note overall trends: while general CO₂ emissions in Poland fell from 477.7 million tons in 1988 to 362.3 million in 1997, transport sector emissions grew rapidly from 27.6 million tons in 1991 to 36.8 million tons in 1997. Annual petrol consumption rose from 3,732,000 tons in 1991 to 5,400,000 tons in 1997 and diesel – from 4,772,000 tons (1991) to 6,000,000 tons (1997).⁴
10. By transportation mode, road transportation is the most important source of CO₂ (Table 2). As the transport sector in Poland has increased, the transportation related energy consumption in Poland has also risen significantly (Table 3). As CO₂ emissions rise, so do the related local air pollution and other external costs of transport (e.g., costs of congestion, accidents, and noise pollution).

Table 2: Transport-derived CO₂ emissions by mode, 1991-1997 (thousand tons)

MODE/YEAR	1991	1995	1996	1997
TOTAL	27641	32280	25800	36786
Air	1098	1581	1200	966
Road	18089	23764	26444	27776
Rail	1053	641	623	627
Inland water	128	101	91	76
Sea	3420	2075	2426	2392
Agriculture	2880	3207	3959	4035
Other ⁵	964	913	1056	915

Source: ITS (Instytut Transportu Samochodowego, Motorized Transport Institute) after CSO Environment 1999

Table 3: Fuel consumption in Poland (thousand tons)

FUEL/YEAR	1991	1995	1996	1997
Petrol	3732	4749	5210	5400
Diesel	4772	5255	5897	6000

Source: ITS after CSO Environment, 1999

11. Private cars are currently the most significant source of noxious local air pollution in cities, and their share in urban modal split is rising rapidly, mostly at the expense of shrinking public transport use. Still, non-motorized transport has a relatively high share of trips in cities if compared to car use and public transport. However, it is mostly restricted to very short distances and is almost exclusively limited to walking.
12. Despite significant obstacles such as poor quality of road network, inappropriate road engineering, and very poor road safety, there is a huge potential for non-motorized urban transport, because most of

⁴ Source: ITS (Instytut Transportu Samochodowego, Motorized Transport Institute), after Central Statistic Office - Environment 1999

⁵ This category includes small gardening and construction vehicles, boats, mowers etc.

Polish cities are flat and very compact. Research has indicated that adverse weather, such as snow is only a significant deterrent 1-2 months per year.

13. Research commissioned by Polish Ecological Club (Cities for Bicycles network projects) showed that 47% of the adult population in larger cities have their own bicycles; 49.2% would consider cycling to work/school if there are good cycle ways; and 24.1% pointed to the bicycle as their "ideal" means of getting to work/school etc⁶. On the latter question, the bicycle ranked only second to the car, which won 43.8% of responses (BBS Obserwator for ZG PKE, 2000). Cycling is popular in smaller cities, where there is no adequate public transport system and poverty prohibits many people from frequent (or any) use of cars. 18.3% of Poland's population already uses bicycle as their regular means of transport, yet this is restricted to rural areas and small cities. In larger cities this figure drops to around 1.5 % of the population. (OBOP, 1999).
14. The growing dependence on energy-inefficient, car-based transport systems gets little attention from local governments. This is caused by funding shortages of the local governments, little experience with demand side management in the transport sector and often a conservative approach towards transport policy. While general plans exist to stimulate non-motorized traffic as an alternative to cars (including New Transport Policy adopted by the Polish Government on 18th October, 2001; paragraph 3.6.9 and other), in reality little is being done to improve conditions for cycling, walking and integrating these modes with public transport.
15. Meanwhile, grass root campaigns by national NGOs have shown that – despite little practical involvement on the part of authorities – there is a vast support for non-motorized modes. Polls indicate that the lack of cycling facilities is the major deterrent to daily commuter cycling. In fact, throughout Poland, there are only some 400 km of cycle ways, often of very poor quality and little practical significance.

Gdańsk – The Pilot Project City Situation

16. Gdańsk is a medium-sized city in Northern Poland at the Baltic Sea Coast. It has 465,000 inhabitants. Most of the city is flat and suitable for cycling. The city is compact, with high population densities and dense road network. Together with smaller cities of Sopot and Gdynia to the north, it constitutes a part of a larger linear urban area located along the Baltic Sea and the transport corridor (motorways, inter-city and urban railway line).
17. The 2000 BBS Obserwator poll showed that in Gdańsk, the most cycle-friendly attitudes are expressed in all 8 largest cities of Poland. This city also shows the most progressive policy towards cycling, is financially committed to improving conditions for cycling, works closely with local cycling NGOs and agreed to co-operate with the national Cities for Bicycles network/Polish Ecological Club in implementing a pilot cycling facility project that will serve as a model for other local governments.

Emissions in Gdańsk

18. In 1999, the number of registered motorized vehicles in Gdańsk was 160,174; of which passenger cars constituted 87.5% (140,000), vans 6.6%, and buses 0.1%. Average passenger car ownership is 0.95 per household; bicycle – 1.03. The non-pedestrian journeys constitute 75% of all trips. Public transport has 53% share in non-pedestrian trips (in 1971 – 83%). Bicycles constitute 1.24% of all journeys⁷. The primary energy consumption and CO2 emissions derived from the transport sector was calculated in the Sigma Termodynamik report, commissioned by the Municipality of Gdańsk in 1999 is presented in the Table 4.

⁶ Based on two nation-wide polls: OBOP (Public Opinion Research Centre, www.obop.com.pl, 1999) and BBS Obserwator (Social Research Bureau, www.obserwator.com.pl, 2000).

⁷ Source: *Traffic research, Gdańsk University of Technology, commissioned by the Municipality of Gdańsk.*

Table 4: Primary Energy by Mode of Transport in Gdańsk (1998)

VEHICLES	Fuel	Fuel consumption [Mg]	Primary energy [GJ]	Transport fuel consumption by mode (%)	Carbon Dioxide [Mg]	Transport-derived CO ₂ emissions by mode (%)
Passenger cars	Petrol	78,840	3,429,540	69.8	253272	67.7
Trucks and vans	Diesel	25,800	1,104,240	22.5	81548	21.8
Buses	Diesel	5,508	235,742	4.8	17410	4.7
Tramways	Electricity	40,198	11,166	0.2	4824	1.3
Railways	Electricity	71,800	19,944	0.4	8616	2.3
Airport	Kerosene	1,090	46,861	1.0	3428	0.9
Sea port	Diesel	1,515	64,842	1.3	47891	1.3
Total		224,751	4,912,335	100	416989	100

Source: Sigma Termodynamik for Municipality of Gdańsk, 1999

19. Motorized transport in Gdańsk is also responsible for noxious air pollution. On the basis of the Sigma Termodynamik research (1999), motor vehicles in Gdańsk were responsible for the following annual noxious emissions, resulting from burning a total of 110.1 thousand tons of fuel:

- 19.94 thousand tons of carbon monoxide (CO);
- 6.35 thousand tons of nitrate oxides (NO_x);
- 5.75 thousand tons of hydrocarbons (HC);
- 0.67 thousand tons of sulphur dioxide (SO₂);
- 0.02 thousand tons of lead (Pb); and,
- 0.23 thousand tons of soot (C).

By the same token, the passenger cars in Gdańsk were responsible for the following annual noxious emissions, resulting from burning a total of 78.840 thousand tons of fuel:

- 14 thousand tons of carbon monoxide (CO)
- 4.4 thousand tons of nitrate oxides (NO_x)
- 4 thousand tons of hydrocarbons (HC)
- 0.014 thousand tons of lead (Pb)
- etc.

20. The modal shift to non-motorized transport proposed by the project would provide local benefits by reducing the motorized passenger transport emissions. It is assumed that noxious emissions will be controlled in a similar manner to CO₂; though perhaps less efficiently. Most emission avoided will be car emissions, however small changes in bus emissions are possible, as in a long-term increased bicycle use may help rationalize public transport (e.g., bike+ride potential will help introducing greater intervals between stops and will allow rerouting towards the hub-oriented network).

Cycling facilities program

21. The municipality of Gdańsk is already spending relatively large amounts of money on the cycling facilities, as compared to other local governments. The current cycling network now reaches some 25 km (see map in the Annex 2). Additionally, a number of road alterations improve cycling conditions by eliminating potholes, especially at roadsides and by sign-posting, thereby increasing cycling safety. The municipality's participation in the proposed project will include maintenance over the lifetime of the proposed infrastructure (i.e., 15 years).

22. The municipality of Gdańsk was the first in Poland to standardize the design of cycling facilities (using some best practice examples – such as “Sign up for the Bike” cycling infrastructure manual by C.R.O.W., a Dutch civil engineering standardization institution, www.crow.nl). The Gdańsk cycling/environmental NGO coalition developed the standardization in co-operation with. A vast research into transportation, commissioned by the municipality, helped to define the current journey matrix and the potential for utilitarian cycling, and to develop a detailed cycling facilities plan that served as the basis for this proposal. A multi-criteria analysis was employed to select the most important routes and define where investment in cycling facilities may yield the most favourable (and measurable) results.

B. STRATEGY FOR USE OF UNDP RESOURCES

23. The GEF implementing agency, UNDP, has identified the environment as one of its four priority areas for global activity. UNDP provides assistance to the Polish government in complying with international environmental conventions, particularly those relating to climate change and greenhouse gas mitigation. UNDP also manages the GEF Small Grants Program (SGP) in Poland, which has been operating since 1994. The GEF/SGP Country Strategy has placed a strong emphasis on operational programs that address barriers to sustainable energy use. Finally, UNDP is assisting local governments in the formulation and implementation of Local Agenda 21 sustainable development strategies at the county and municipality levels.
24. The project results from grass-root NGO activities campaigning for bicycle use as urban transport and their co-operation with the Municipality of Gdańsk. The project will take advantage of all cycling developments that exist in Gdańsk, including the SZKD (cycling consulting body). SZKD consists of Municipality department head officials (infrastructure development, traffic management, environment protection departments), university representatives, urban planners and a vast representation of cycling advocacy NGO (See Annex). The project is fully compatible with policies of the Republic of Poland (see paragraph 2 page 4 of this Document).
25. Currently, all cycling infrastructure in Gdańsk must meet the Design Standards, adopted by the Municipality and developed with the aid of NGO and cycling experts; with the use of all available Best Practice benchmarks, such as “Sign Up For The Bike”/”Postaw na rower”⁸ manual. This means appropriate design speeds (bends, surface quality etc) and other features. The design, construction and commissioning constitute a process in which cycling NGO representatives take part; in more serious cases, whole SZDK is involved. The investment package proposed in this project was selected with the aid of multi-criterional analysis and the result of its implementation will be the core network of cycle-friendly routes, completed with traffic-calmed mixed use streets. All proposed developments are located in the Gdańsk Lower Terrace, flat and compact (See the Annex 3). The Lower Terrace features include superb potential for transport systems integration possibilities: all tram lines and urban rail line are located in this area. This is also where most of the Gdańsk journey sources and targets are located.
26. The most part of the financial aid will be spent on design and construction work in Gdańsk (cycleways, traffic calming). Part of the GEF grant (5%) will be used on **promotion** and **public participation** campaign, implemented by the non-governmental organizations. The campaign is to reach 80% inhabitants and to convince people to use the newly built cycling infrastructure. Another **essential** element of the project is the information and knowledge dissemination and the development of

⁸ The manual is available in Dutch (1993), English, German and (1999) – Polish. It was published in Poland as a part of the national cycling promotion project that contributed to the development of this project. It is widely seen and the vital source of information and important reference – e.g. during the international VeloCity conferences, in numerous publications (e.g. the Falco Prize project) and documents, such as the guidelines of the British Department of Environment, Transport and Regions - www.detr.gov.uk.

replication projects in other based on the Gdańsk experience. This part of the project will be implemented by Polish Ecological Club with a budget constituted by another 5% of the GEF budget.

27. Construction of the model cycling infrastructure conforming with the adopted Standards and its constant improvement resulting from monitoring (user behaviour information and feedback gathering and processing) together with information campaign in Gdańsk will empower the Gdańsk inhabitants with capacities to change their behaviour according to their declarations in the OBOP, 1999 and BBS Obserwator, 2000 polls – namely, increased use of the bicycle as the means of everyday transportation.

C. OBJECTIVES, OUTPUTS, INDICATORS, OUTCOMES, ACTIVITIES

28. **The overall objective of the project is control of the carbon dioxide emissions in the urban transport sector by facilitating non-motorized modes (cycling) in cities. This will be achieved through implementing a model facility program in Gdańsk (segregated cycleways, traffic-calmed streets) along with a public awareness campaign and a knowledge and experience dissemination program in other cities in Poland. Other benefits, such as toxic emissions reduction and benefits to general public health and overall sustainable development are also expected.**
29. The proposed infrastructure will function for at least 15 years; with the assumed limiting the car use growth and replacing it with bicycles in 5 years, it will contribute to mitigating CO₂ emissions by 250 thousand tons. We assume that similar projects will be developed and implemented in other cities, thus making the final results stronger. The synergistic advantages of the project will include decrease in the toxic pollutants emissions in cities, less accidents and improvement of general quality of life, e.g. improving the mobility of the disadvantaged groups.
30. **Immediate Objective A.** Creating a model cycling infrastructure system in the city of Gdańsk to allow for a modal shift and set example for other cities.

Immediate Objective B. Social behaviour change: shift from motorized modes to cycling

Immediate Objective C. The project becomes known as a model for other potential beneficiaries

Immediate Objective D. Project replication

Immediate Objective E. Project monitoring and evaluation

31. Target beneficiaries:

- **Local:** the general public of Gdańsk, as increased cycling will decrease pollution and noise and will yield better environment and youth, students and those who cannot afford other than cycling modes of transport, whose quality of life will increase as there will be more choice in safe and comfortable transport modes;
- **Regional/national:** local governments throughout Poland that try to develop environmentally sound transport policies and want to provide efficient, high quality cycling facilities will be provided with all necessary data and figures on the Gdańsk project, they will be assisted in developing similar projects.
- **National/international:** NGO's working on cycling and transport and environment issues will be empowered with information and training

OUTPUTS

Project implementation will yield 7 outputs that can be defined in measurable terms and organized according to each of the five Immediate Objectives:

32. Immediate Objective IO A: model system of cycling facilities in Gdańsk

Output 1: Construction of 30.7 km of cycleways and 70 km of traffic-calmed streets in Gdańsk

Description: Today, research shows that lack of cycling facilities is the chief factor that prohibits cycling in larger cities in Poland. Those existing often lack quality that would make it usable and hence yield environmental benefits. Simultaneously, 24% of the cities inhabitants point to the bicycle as their “ideal” means of getting to work, school, shopping etc. Please, see also Immediate Objective E Output 5 – benchmarking and quality monitoring and modal shift/environmental impact measurement.

Activities: (i) selection of the Project Manager, (ii) bidding and tendering procedures implemented for design and construction works (according to the Design Standards) in three phases, (iii) quality management, and (iv) public participation.

33. Immediate Objective IO B: social behavior change: shift from motorized modes to cycling

Output 2: Cycling on the rise (target: it constitutes 5-10% of all trips in Gdańsk)

Description: Infrastructure construction is not an end in itself; the inhabitants must be aware of the new facilities and the potential they create. Hence the need to inform, and promote the need for new transport behaviour. Public communication must be two-way, hence providing feedback and providing the potential for quality management.

Activities: Output 2 involves the following activities: (i) billboard rental, (ii) leaflets and stickers production and distribution, (iii) interactive website updating, (iv) public meetings, (v) street actions/happenings, (vi) media work. (vii) feedback collection.

34. Immediate Objective IO C: project becomes a blueprint for other potential beneficiaries nationwide

Output 3: 16 workshops, leaflets, project factbook, bulletin and website, consulting center operations.

Description: The experience gained during the Gdańsk project development and implementation must be shared among potential beneficiaries: local governments, NGO’s development agencies and the general public in Poland and possibly abroad. Hence there is a need to create tools for the knowledge transfer. Apart from producing tools for knowledge transfer as described above, a more interactive platform for skill-sharing is needed, focusing on the process of sustainable transport development. It will be addressed to the decision-makers: local governments, development agencies, environmental funding agencies, urban planners and interested NGO’s. The underlying presumption is the workshops will serve as a springboard for Project Replication activities (Immediate Objective D).

Activities: knowledge gathering, documentation, edition, production and dissemination of the leaflets, bulletin and the factbook, consulting center to co-ordinate the knowledge-sharing, organizing workshops, conducting, debriefing. There will be 16 regional workshops organized throughout Poland.

35. Immediate Objective IO D: Project Replication

Output 4: Three project proposals for funding projects similar to the Gdańsk one.

Description: The project is to provide a working example how sustainable transport infrastructure may be developed and implemented to overcome political, financial, organizational and cultural barriers for non-motorized urban transport. Workshops and other Project Dissemination activities (see above) will help to approach the most responsive local governments to prepare project replication schemes using the Gdańsk experience.

Activities: Memoranda of understanding with local governments will be signed, investment programs prepared jointly with the local governments, interested Agencies and local NGO's and financial packages developed.

36. Immediate Objective E – project results verification and evaluation

Output 5: Benchmarking the cycling infrastructure

Description: The infrastructure development is a recursive process that must take into account the users' actual behaviour and complaints. To achieve the total quality and bring about the maximum efficiency, users' behaviour and opinions must be monitored and incorporated into possible re-design procedures against the Design Standards adopted by the Municipality. This Output is synergistic with Immediate Objective A and Output 1.

Activities: Feedback collection procedures (interactive website, phone complaint service) will be implemented to obtain and process data on how the infrastructure may be improved, facility use will be monitored.

Output 6: Project impact measurement (mid-term)

Description: The project is a general-society oriented development, focused on both infrastructure development and awareness raising. Measuring the impact of the campaign will help to evaluate its efficiency and possibly redirect the activities; while feedback will help to correct the possible infrastructure development flaws both in the Gdańsk project as well as in the new Project Replication developments

Activities: Polls/social research will be conducted to measure awareness raising campaign impact and collect feedback.

Output 7: Traffic counts and emissions estimates

Description: The environmental result of the project (climate change control with general sustainable development and public health improvements) is the derivative of the infrastructure development and the awareness campaign and boils down to the actual change in transport behaviour. It will be measured against the assumption that the project will result in a modal shift to 5-10% travels by bicycle and subsequent CO2 emissions control by 25,000 tons annually. This will remain the responsibility of the UMG, and will be achieved some years *after* the completion of the investment part of the project as a part of routine traffic counts commissioned by the Gdańsk Municipality. The traffic counts will pay special attention to the bicycle traffic. Results evaluation just after the infrastructure implementation may be deceptive, as the project assumes there will be a *process* of social behaviour changes that may not be immediately visible.

Activities: Routine traffic counts and research analogous to the Sigma Termodynamik that were the basis for the project proposal development will measure the actual modal split after the project completion and the estimated change in CO2 emissions patterns.

D. – INPUTS

Total Project Budget including co-financing (see table).

INPUTS		GEF Funding		Polish funding	TOTAL	In-kind contribution
			Year 1-2			
010 PERSONNEL						
015	Monitoring and evaluation (see 025)					
016	Travel costs	3700		2238	5938	
017.1	National Consultants – PM/UMG	42000			42000	
019	COMPONENT TOTAL	\$45700		\$2238	\$47938	
020 SUBCONTRACTS						
021.1	Cycleways design	100000		0	100000	
021.2	Traffic calming design	0.00		22388	22388	
022.1	Cycleway construction	736000		1162361	1898361	
022.2	Traffic calming construction	0.00		300396	300396	
023.1	Outdoor campaign – Gdańsk	10000		12500	22500	
023.2	Street actions – Gdańsk	5000		0	5000	
023.2	Leaflets – Gdańsk	10000		37500	47500	
023.3	Meetings, website – Gdańsk	14000		0	14000	
023.4	National consultants – OLE	9000		0	9000	
024.2	Bulletin, website, factbook	13000		0	13000	
024.3	Print	7000		7214	14214	
024.4	National Consultants – AO	6000		2985	8985	
024.4	Polls (see 025)	0.00		0	0	
024.5	Project replication	0.00		0	5000	5000
025	Monitoring and evaluation	7000		6220	33120	19900
029	COMPONENT TOTAL	\$917000		\$1551564	\$2493464	\$24900
030 TRAINING						
032	Other training – 16 workshops	19000			19000	
039	COMPONENT TOTAL	19000			19000	
040 EQUIPMENT						
049	COMPONENT TOTAL	0				
050 MISCELLANEOUS						
053	Sundries	18300		3930	31185	8955
059	COMPONENT TOTAL	18300		3930	31185	8955

TOTAL	\$1000000	\$1557732	\$2591587	\$33855
--------------	------------------	------------------	------------------	----------------

Inputs by tasks

INPUTS			
By institution and budget lines		Inputs by tasks	Costs
Inputs by Municipality of Gdańsk:			
a. Personnel/Travel		None	0.00
b. Monitoring and evaluation		Final traffic counts, CO2 mitigation estimates (see: in-kind)	0.00
c. Subcontracts:		Design and construction works, promotion	1,535,145.00
d. Sundries:		Office space, logistics, phone (see in-kind)	0.00
e. In-kind		Sundries, monitoring	28,855.00
Total Municipality of Gdańsk			1,564,000.00
Inputs by Polish Ecological Club:			
a. Personnel/Travel:		See also subcontracts	2,238.00
b. Monitoring and evaluation		Mid-term polls (see subcontracts)	0.00
c. Subcontracts		Print, web service,	16,419.00
d. Sundries		Post, phone, other	3,930.00
e. In-kind		Project development/replication	5,000.00
Total Polish Ecological Club			27,587.00
Inputs by UNDP/GEF:			
a. Personnel/Travel		Project Manager, travel	45,700.00
b. Monitoring and Evaluation		Financial audit	7,000.00
c. Subcontracts		Design, construction, promotion, print	929,000.00
d. Sundries		Post, phone, other	18,300.00
e. In-kind		None	0.00
Total UNDP/GEF			1,000,000.00
Total Project			2,591,587.00

37. **Personnel.** The project will employ a Project Manager (PM) located in the Gdańsk Municipality. His/her duties will be management of the Gdańsk investment and promotion part of the project and this will be the only full-time project employee. The remaining tasks of the Gdansk Municipality (infrastructure design and construction, promotion campaign) and PKE (Administration Officer, Information and Outreach Officer; workshops, bulletin editing, new projects development) will be implemented through service contracting. In the PKE subproject, the IOO will be responsible for organizing and implementing workshops, editing/overseeing bulletin production, factbook production and website maintenance. The administration and reporting duties will be borne by the Administration Officer (AO).

38. The PM will be responsible for the Objective A implementation. He/She will co-operate with the relevant departments of the Gdansk Municipality. He/She will be responsible for the promotion campaign supervision (Objective B). In case of the PKE (Objectives C and D) the AO will be responsible for project

administration, and IOO – for the workshops quality, publications and efficient project development. Objective E will be controlled by PM in cooperation with PKE and UNDP.

39. **Monitoring and evaluation:** The project budget includes financing the project development monitoring and verification of the adopted objectives. The travel expenses budget managed by PKE will cover the Steering Committee and Tripartite Review Commission costs. Moreover, the budget will cover polls (Gdańsk awareness campaign impact measurement and feedback gathering), and the municipality will publish the results of the complex traffic count and the emissions estimates made on a routine basis after the project is completed. The constant infrastructure quality monitoring has no separate budget, it is the duty of the Project Manager and OLE in co-operation with SZDK.
40. **Subcontracts:** Subcontracts constitute the largest part of the financial flows of the project. They include design and construction, printed material production and most of the work-hours spent on achieving the Objectives B, C and D, including IOO.
41. **Workshops:** An important part of the project will be 16 workshops addressed to the local authorities, development agencies, environment protection funds, urban planners and NGOs. The workshops aim at knowledge and experience transfer and identifying the best partners (local authorities) in developing project replication.
42. **Equipment purchase** is not planned. The project will not finance the purchase of special equipment or software and will use resources now available to the institutions participating in the project implementation.
43. **Miscellaneous/Sundries:** this is office costs, telephones, post etc.
44. The project will include the following subcontracts:
 - Segregated facilities design
 - Traffic calming design,
 - Segregated cycleway construction
 - Traffic calming
 - Awareness campaign in Gdańsk by OLE (waived by the UZP);

In the PKE part:

- Printed materials production (bulletin, factbook)
- IOO contract and workshops
- polls

CHAPTER E – RISK ASSESSMENT AND PRECONDITIONS

45. The project enjoys strong support on the part of the local government and NGO coalition. The Ministry of Infrastructure has also expressed interest in the project as a pilot program, and the Municipality's participation will include maintenance over the lifetime of the proposed infrastructure (i.e., 15 years). Also, the project team has developed an investment program in accordance with the best available guidelines and practices. However, there are some potential risks that must be taken into account.
46. **Cultural limitations** - The actual change in transport-related CO₂ emissions depends on human behaviour and choices of transport modes. There is an assumption that once physical barriers to urban cycling are decreased, more and more people will take up cycling, and all sociological research shows that respondents declare a willingness to cycle. For this project, all relevant data on traffic and environment has been collected *prior to* the start of the project and similar research will be performed after the investment is complete. Throughout the project there will be extensive monitoring, thereby allowing new understandings in social behaviour to inform the project.

47. **Bicycle market** - The bicycle market will develop in parallel with the proposed project. The private business sector will be involved in this project through stakeholder meetings, and will benefit from GEF awareness campaigns. The polls commissioned by PKE (OBOP, BBS - quoted above) show a vast popular readiness to use bicycle in cities. Analysis of the market and focus groups (such as face-to-face interviews with bicycle shop owners and Internet for bicycle users) show that there is a growing demand for city commuter-bike related merchandise. Supply for this segment of the market is developing fast.
48. **Political limitations** - Support for cycling in Poland is currently limited due to low levels of commitment, poor financing, and poor management in most towns and in institutions that may influence cycling. This potential limitation has been taken into account through close co-operation developed with the Ministry of Transport and Marine Economy, replaced by Ministry of Infrastructure in October 2001. Second, there is co-operation with environmental funding agencies. The Gdańsk Region Fund for Nature Protection is financially involved in the project, and this will set an example for the remaining 15 similar institutions and the National Fund for Nature Protection and Water Management (www.nfosigw.gov.pl). Some of those institutions have already been lobbied on future co-operation and financial involvement.
49. **Financial barrier** - Most local governments and environmental funding agencies have limited resources and their priorities may not include cycleways. The crucial reason is the absence of known data on projects such as the proposed Gdańsk model that may show this kind of investment pays off in environmental and social terms. This project will act a successful example that will help address this barrier for other communities.
50. **Quality of product** - There are several examples of cycling infrastructure that remain unused because of flawed concept, design and realization. This risk will be overcome by heavy public and NGO involvement, and closely following the design standards adopted by the municipality and guidelines from experience world wide (*Sign Up for The Bike*, CROW 1993, Polish language version *Postaw na rower*, PKE 1999). The project will minimize this risk by ensuring an appropriate design procedure that takes into account the user's requirements first. The municipality has adopted design standards, and the constant monitoring of their implementation and the technical evaluation will be a priority for the project.
51. **Public involvement and quality management** - Most municipalities in Poland have poor co-operation with NGOs and usually have conservative transport policies that might not easily incorporate a consistent cycling strategy. Again, this project is intended to demonstrate an effective urban development response, and will serve as an example of new transport policies and will provide a source of verifiable data. All stakeholders will be involved.
52. **Financial sustainability of the project and the project replication** - Currently funding for cycling facilities is limited. However, there is a large potential for financial sustainability if the Gdańsk pilot project brings tangible and favourable results. The possible funding sources are: local authorities (if investment brings savings in terms of limiting necessary expenditure on costly car facilities, reduces car traffic risks and – possibly - if social benefits in terms of increased mobility possibilities are created), environmental funding agencies (if pollution mitigation costs are competitive), regional development agencies and the European Union structural, environmental and development funds.

F. MANAGEMENT

53. The project will be nationally executed by the Polish Ministry of Environment which will designate the Project Director. The project will be locally implemented under a specific scheme by two separate implementing agencies: Municipality of Gdańsk (UMG) and Polish Ecological Club (PKE). This arrangement is due to the legal context (Public Finances Act and Local Government Act). Project Manager will be employed by UMG and report to MŚ, and PKE will implement and report separately to Ministry of Environment on Project Dissemination and partially – monitoring tasks - under a separate agreement.

54. As stated in a letter of intent signed by the Municipality of Gdańsk and the Polish Ecological Club, the Gdańsk Cycling Infrastructure and Promotion Project will be carried out by three major actors: (1) Urząd Miejski w Gdańsku (UMG the Municipality of Gdańsk), (2) Obywatelska Liga Ekologiczna (OLE, Civic Environmental League), and (3) Polski Klub Ekologiczny (PKE, Polish Ecological Club):
- **UMG** as an Implementing Agency of the Project will be responsible for the design, bidding procedures and subcontracting, construction monitoring and commissioning of the infrastructure and overseeing the work of subcontractors, including OLE (see below). The design will follow guidelines and standards adopted in close co-operation with NGOs. Part of the Gdańsk financial involvement will be secured through the Wojewódzki Fundusz Ochrony Środowiska in Gdańsk (The Voivod/Regional Fund for Environmental Protection in Gdańsk). The Project Manager is located at UMG, reporting on semi-annual basis to the Executing Agency.
 - **OLE**, the Civic Environmental League, will deal with public involvement, local public awareness campaign, gathering feedback data and maintaining public communications (billboards, media time, leaflets, website etc.). OLE will also engage in monitoring and evaluation of the constructed facilities. It is responsible to UMG under this project. This will be done under a subcontract from UMG (now waived from bidding procedure by UZP, Public Contracts Office)
 - **PKE**, the second local Implementing Agency, a nation-wide environmental organization, will provide consulting/training capacities and will be responsible for the knowledge dissemination: website, newsletter, project fact book, lobbying, co-operation with the Transport Ministry and workshop organization. PKE will also be responsible for negotiating similar follow-up investment projects with other local governments and environmental funding agencies in Poland (project continuity). An Administration Officer will be selected and employed, responsible to the National Board of PKE and reporting to MŚ and SC. Information and Outreach Officer will be contracted and responsible for the organizing, implementation and quality of workshops, publications, website and project development.
55. The project structure (reporting, cash flow): See Appendix 7.
56. The whole project will be supervised by the Steering Committee. It will include representatives of: Ministry of Environment, Ministry of Infrastructure, Ministry of Foreign Affairs, European Integration Committee Office, UNDP, Municipality of Gdańsk, Academic circles, NGOs, General Media, and the PKE. An important element of the project will be SZDK (consultative body in Gdańsk grouping the local cycling advocacy NGOs).

G. MONITORING AND EVALUATION

57. The Project Team (Project Manager, Policy Director, Information and Outreach Officer, Administration Officer) will guarantee continuous feedback on monitoring implementation of project activities to the Steering Committee and UNDP via Ministry of Environment. The Project Team (PT) will identify an appropriate, cost-effective mix of direct and indirect measures for monitoring activities and outcomes. The monitoring will include both the implementation of project activities and management as well as the progress of individual project tasks that receive funding under the financial component.
58. The monitoring and evaluation system will be based on best international practice. The system will be developed in parallel with the start up of the project, and as the Project Team is recruited and starts work. The results of all monitoring and evaluation activities for both management and specific activities will be used by the PT as feedback during the project lifetime. Special importance will be placed on the inclusion of indicators in the project monitoring framework that focus on impact.
59. The monitoring and evaluation of project implementation and its impacts by PT will apply to the whole project, regardless of the source of financing of the individual tasks. The financial reporting concerning

separate funding sources will be done in compliance with and reported to the respective donors as requested.

60. The Project Steering Committee will be responsible for monitoring, evaluation and supervision of project implementation as a whole. The Steering Committee will approve the first work plan for the project, and will also approve subsequent annual work plans which will be attached to financial reports. The Steering Committee shall convene five times over the project duration.
61. The Steering Committee will be composed of persons selected from among the following stakeholder organizations: Ministry of Environment, Ministry of Infrastructure, Ministry of Foreign Affairs, European Integration Committee Office, UNDP , Municipality of Gdańsk, Academic circles Representative, NGO representative, Media representative, and the Polish Ecological Club.
62. The project will be subject to tripartite review (a review by representatives of the government and UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months of the start of full implementation. The tripartite review will coincide with Steering Committee meetings.
63. Project objectives, activities outputs and emerging issues will be regularly reviewed and evaluated by the competent bodies of the executing and implementing agencies (including UNDP/GEF). The annual review will focus on performance (effectiveness, efficiency and timeliness) and evaluate the results in applying the defined progress indicators. At the Steering Group Meeting, the Project will submit and present an APR (Annual Project/Programme Report) in line with UNDP requirements and also participate in the GEF's PIR (Project Implementation Review) exercise each year.
64. The Project Manager (UMG) and Administration Officer (PKE) will also prepare and submit to Ministry of Environment semi-annual progress reports on the overall progress and on the progress of the individual tasks. The reports will be signed by an authorized representative of the Ministry of Environment and presented to UNDP.
65. Companies/subcontractors and consultants recruited under the framework of the project will report to the Project Manager, on the progress of their particular tasks as specified in the respective contracts or TORs.
66. Updated information about the intermediate and final results of the project, as well as its overall progress, will be disseminated to relevant stakeholders including the police structures through a number of channels, including a project website, project factbook (at least partially in English and other languages). Monitoring and evaluation reports will serve as an important source of information for other organizations.
67. The Municipality of Gdańsk (UMG), through the PM, and PKE through AO will report every 3 months to the Ministry of Environment on the status of the GEF funds. Financial reports will be prepared by UMG and PKE as the entities that will physically be managing the funds. The report must be signed by the Executing Agency.
68. The government will provide UNDP with certified periodic financial statements relating to the status of UNDP/GEF funds, including an annual audit of these financial statements, according to procedures set out in section 30503 of the UNDP Policies and Procedures Manual (PPM) and Section 10404 of the UNDP Finance Manual. The audit will be conducted by the legally recognized auditor of the government, or by a commercial auditor engaged by the government.
69. A Project Final Report will be prepared for consideration at the terminal tripartite review meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least four months prior to the terminal tripartite review.

H. LEGAL CONTEXT

70. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Poland and the United Nations Development Program, signed by the parties on 30 July 1990. The host country implementing agency shall, for the purpose of the Standard Basic Agreement, refer to the Government cooperating agency described in that document.

71. The following types of revisions may be made to this Project Document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- (a) Revisions in, or additions of, any of the annexes to the Project Document;
- (b) Revisions which do not involve significant changes in the immediate objectives, outputs, or activities of a project, but are caused by the rearrangement of inputs already agreed to or by costs increased due to inflation; and
- (c) Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

I. WORKPLAN

ID	Icon	Task Name	Duration	2000		2001		2002		2003		2004		2005		2006		2007		2008	
				H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
1		Output 1 - Infrastructure Construction in Gdańsk	539 days																		
2	🏗️	cycleway design - phase 1	98 days																		
3	🏗️	cycleway design - phase 2	120 days																		
4		cycleway construction - phase	200 days																		
5	🏗️	cycleway construction - phase	250 days																		
6		traffic calming design	100 days																		
7		traffic calming implementation	400 days																		
8	🏗️	infrastructure design - final	90 days																		
9	🏗️	infrastructure implementation -	116 days																		
10		Output 2 - Awareness Raising Campaign in Gdańsk	590 days																		
11	🏗️	Outdoor campaign	500 days																		
12	🏗️	Leaflets	500 days																		
13	🏗️	Website, meetings, feedback	500 days																		
14		Output 3 - Knowledge Transfer	522 days																		
15	🔄	bulletin	497 days																		
24	🏗️	leaflets	20 days																		
25	🔄	website updates	505 days																		
50	🏗️	factbook	132 days																		
51	🏗️	Workshops	488 days																		
68	🏗️	consulting centre	515 days																		
69		Output 4 - Replication	498 days																		
70	🏗️	New projects development	498 days																		
71		New project proposals	248 days																		
75	🔄	Output 5 - Quality control/public participation	505 days																		
100	🏗️	Output 6 - Project Impact Asses	65 days																		
101		Output 7 - Traffic Counts and Err	600 days																		
102	🏗️	Traffic counts	300 days																		
103	🏗️	Pollution control estimates	300 days																		
104	🔄	Output 8 - Financial Audit	274 days																		
105	🏗️	Output 8 - Financial Audit 1	14 days																		
106	🏗️	Output 8 - Financial Audit 2	14 days																		
107	🔄	Steering Committee Meetings	523 days																		
108	🏗️	Steering Committee Meeting 1	1 day																		
109	🏗️	Steering Committee Meeting 2	1 day																		
110	🏗️	Steering Committee Meeting 3	1 day																		
111	🏗️	Steering Committee Meeting 4	1 day																		
112	🏗️	Steering Committee Meeting 5	1 day																		
113	🔄	Semi-Annual Reporting by Project Manager	398 days																		
114	🏗️	Semi-Annual Reporting by Proje	7 days																		
115	🏗️	Semi-Annual Reporting by Proje	7 days																		
116	🏗️	Semi-Annual Reporting by Proje	7 days																		
117	🏗️	Semi-Annual Reporting by Proje	7 days																		
118	🏗️	Final Report - Preparation	90 days																		
119		Tripartite Reviews	185 days																		
120	🏗️	Start of Review 1	30 days																		
121	🏗️	Start of Rewiev 2	30 days																		

J. UNDP BUDGET

Budget Line	INFUIS	M/m	GEF total	Funding by Year	
				Year 1	Year 2
10	PERSONNEL				
15	Monitoring and evaluation see 025)				
16	Travel costs	24/24	3,700	1,000	2,700
17.1	National Consultants PM/UMG	24/24	42,000	21,000	21,000
19	COMPONENT TOTAL		\$45,700	\$22,000	\$23,700
20	SUBCONTRACTS				
21.1	Cycleways design	12/24	100,000	70,000	30,000
22.1	Cycleway construction	18/24	736,000	597,500	138,500
23.1	Outdoor campaign – Gdańsk	24/24	10,000	5,000	5,000
23.2	Street actions – Gdańsk	8/24	5,000	2,500	2,500
23.2	Leaflets – Gdańsk		10,000	5,000	5,000
23.3	Meetings, website – Gdańsk		14,000	7,000	7,000
23.4	National consultants – OLE	24/24	9,000	4,500	4,500
24.2	Bulletin, website, factbook		13,000	6,500	6,500
24.3	Print		7,000	1,000	6,000
24.4	National Consultants – AO	24/24	6,000	3,000	3,000
25	Monitoring and evaluation	4/24	7,000	3,500	3,500
29	COMPONENT TOTAL		917,000	705,500	211,500
30	TRAINING				
32	Other training – 16 workshops	16/24	19,000	9,500	9,500
39	COMPONENT TOTAL		19,000	\$9,500	\$9,500
50	MISCELLANEOUS				
53	Sundries		18,300	9,150	9,150
59	COMPONENT TOTAL		18,300	\$9,150	\$9,150
TOTAL			\$1,000,000	\$746,150	\$253,850

IN-KIND INPUTS:

UMG – Municipality of Gdańsk: 28,855 USD:

- Logistics/office, administration and procedural support for the investment part (especially tendering procedures, permissions etc.): office, phone, fax, e-mail, transport; total priced at 1500 PLN/month (36,000 PLN = 8955 USD), and
- Traffic counts and emission mitigation estimates (as a part of routine Traffic Count procedure and in accordance with the Memorandum of Understanding signed with the MTiGM) priced at 80,000 PLN = 19,900 USD.

Polish Ecological Club: 5,000 USD:

- Replication project preparation and development jointly with three local governments: ca. 450 hours work at 50 PLN/hour.

ANNEXES:

Annex 1 – LogFrame Matrix

Annex 2 – Incremental Cost Matrix

Annex 3 – Map of cycling facilities in Gdańsk under the GEF OP 11 project and the graphic representation of journey matrix in Gdańsk

Annex 4 –CO₂ emission mitigation estimates - explanation

Annex 5 – Public Participation – SZKD (Gdańsk consultative body) members list

Annex 6 –Terms of Reference/Job Description

Annex 7 – Organizational Scheme

Annex 1 – LogFrame Matrix

Output	Indicators	Activities
<p>Output 1: Infrastructure construction in Gdańsk</p>	<p>30.7 km of cycleways ad 70 km traffic-calmed streets in built according to Design Standards and the plan in Annex (see also Output 5)</p>	<ul style="list-style-type: none"> • Design bidding • Design commissioning • Construction bidding • Construction commissioning • Public participation • Quality Control <p>(all recursive in 2-3 phases)</p>
<p>Output 2: Cycling on the rise, target figure: 5-10% of all trips in Gdańsk are by bicycle</p>	<p>Reports on: all activities carried out as planned in a detailed Strategy, moreover: the campaign reaches 80% of Gdańsk inhabitants (see also Output 5, 6 and 7)</p>	<ul style="list-style-type: none"> • Billboard design, print and rental • Leaflets production and distribution • Interactive website • Public meetings • Street/media actions • Feedback collection and analysis • Media work • Public participation (see Activities to Output 1)
<p>Output 3: 16 workshops, materials production and distribution, consulting centre used by clients</p>	<p>Reports on: all materials produced and distributed according to detailed plan, reaching 200 local governments and 50 NGO's, web counter proves growing viewership, 16 workshops completed and debriefed, clients' testimonies</p>	<ul style="list-style-type: none"> • Leaflets • Project fact-book • Bulletin • Website updates • Consulting centre operational • selection of workshop participants • Needs assessment • Logistics • Handouts • Lectures • Interactive • Debriefing/follow-up
<p>Output 4: Three project proposals for funding projects similar to the Gdańsk one.</p>	<p>Three replication proposals endorsed by Local Governments, formatted to funding agencies' needs and submitted</p>	<ul style="list-style-type: none"> • Most responsive local govt's approached • MOU signing • General investment plans prepared against the benchmarks • Financial package proposal development • Projects endorsed by authorities • Proposal submitted

	<p>Output 5: Benchmarking the cycling infrastructure</p>	<p>All cycling facilities carried out under the project meet the Best Practice requirements and can be benchmarks for others (see Output 1).</p>	<ul style="list-style-type: none"> • Monitoring the design, consultation and implementation phases • Public consultations with user groups • Use monitoring • Feedback gathering
	<p>Output 6: Project impact measurement (mid-term)</p>	<p>The public awareness campaign must reach at least 80% of Gdańsk inhabitants, provide quality information and win support for cycling (see Output 2)</p>	<ul style="list-style-type: none"> • Polls/focus group scheme development • Polls/focus group subcontracting and commissioning • SC debriefing
	<p>Output 7: Traffic counts and emissions estimates</p>	<p>The environmental impact depends on human behaviour change. Target figures are: 5-10% of trips performed by bicycle, CO₂ emissions controlled by 25,000 tons annually</p>	<ul style="list-style-type: none"> • Routine Traffic Count with special attention to cycling • Pollution Emissions estimates against Sigma Termodynamik 1999 data • Reporting to UNDP/GEF

Project pre-conditions(s):
Project approved by GEF and Poland's authorities

Annex 2 - Incremental Costs Matrix

Benefits	Baseline	Alternative	Increment (Alternative-Baseline)
Global Environmental Benefits	<ul style="list-style-type: none"> Predominant use of motor vehicles for local transportation 253,272 tons of C or CO₂ emissions from the transport sector annually and figuregrowing Climate Change 	<ul style="list-style-type: none"> Increased use of non-motorized transport Net negative C or CO₂ emissions from non-motorized transport 	<ul style="list-style-type: none"> Increased use of transport based on zero emitting CO₂ fuel sources (cycles). Global improvement (25,000 tons of CO₂ reduced annually, or 250,000 tons of CO₂ over the infrastructure lifetime of 15 years) Offset of CO₂ emissions as a direct result of the project (25,000 tons of CO₂ reduced annually)
Domestic Benefits	<ul style="list-style-type: none"> Need for cyclists to travel on busy streets Little or no incentives to use non-motorized transport Local air pollution resulting from NOx emissions from motor vehicles 	<ul style="list-style-type: none"> Cycle paths and traffic calming measures improve the conditions for non-motorized transport Improved safety for cyclists, pedestrians, and vehicle passengers Improved access to affordable transportation, particularly for low-income and young users. Net negative NO_x emissions from non-motorized transport 	<ul style="list-style-type: none"> Improved access to affordable, environmentally-friendly, and safe transportation. Offset in NO_x emissions as a direct result of the project (440 tons annually) Offset in CO (carbon monoxide emissions, 1400 tons annually Offset in HC (hydrocarbons) emissions, 400 tons annually
Activities	Baseline Costs (US\$)	Alternative Costs (US\$)	Incremental Costs (US\$)
Activity A. Infrastructure Implementation	115,000 (Note: Baseline assumes % share of normal construction and maintenance costs for roadsides used by cyclists)	2,502,100	TOTAL 2,387,100
Activity B. Public Awareness Campaign (Gdansk)	0	100,000	100,000
Activity C. Information Dissemination in Poland and Abroad	0	66,367	66,367
Activity D. Project Replication	0	5,000	5,000
Activity E. Monitoring and Evaluation	0	33,120	33,120
TOTAL ALL ACTIVITIES	115,000	2,706,587	2,591,587
			Other 1,494,100
			50,000
			50,000
			0
			7,000
			1,000,000
			50,000
			16,367
			5,000
			26,120
			1,591,587

Annex 3 – Map of segregated cycling facilities (existing, under construction and to be constructed under the OP 11 project)



Annex 4 – CO₂ emissions mitigation - explanation

The estimates are based upon:

- Sigma Termodynamik research paper (1999) commissioned by the Municipality of Gdańsk that shows CO₂ emissions in Gdańsk by sector;
- Gdańsk Traffic Count (1999) by the Gdańsk University of Technology commissioned by the Municipality of Gdańsk;
- Conservative estimates of cycling potential for the Gdańsk area extrapolated from the BBS Obserwator (Social Research Bureau, www.obserwator.com.pl) research (2000); and,
- Modal shift experience from other countries (extrapolated).

Taking into account the BBS Poll, we assume that with the reported 24.1% declarations of preferred bicycle use in large cities, the *real* potential is lower. Hence we have the target 5 to 10% of bicycle share in all trips in five years. This is realistic if we look at similar cities with satisfactory cycling infrastructure and similar layout and climate in other countries (e.g., Helsinki, Finland or numerous German cities).

The 5-10% figure includes the current 1.24% level. It means there is a potential for ca. 3.5-8.5% shift from other modes, including cars. Currently modal split in Gdańsk is 26.31% journeys by car drivers, 7.26% by car passengers and 0.38% by taxi customers, who together make up 33.95% of all current journeys. If, on average, the car use decreases by 5% (compared to the 1999 Sigma Termodynamik and 1999 Traffic Count reports) this should lead to a similar decrease in car use and car-derived emissions.

The total car-derived emissions depend on the total distance covered by cars (mileage), but – to a large extent – also on traffic situation, since congestion raises fuel consumption, as well as on the engine condition. It is worth noticing that, for instance, cold starts and cold engine runs – which happen very often in case of short trips – cause very high fuel consumption and emissions. The question is then not only how many car trips will be replaced with bicycle trips, but what kind of trips will be replaced.

The passenger car journey length (or car trip time) was calculated in the official 1999 Gdańsk traffic count. The average results for the whole city results are as follows:

<i>Passenger car journey length (minutes)</i>	<i>Percent share</i>
0-15	19.32
16-30	39.86
31-45	14.43
46-60	9.01
61-90	3.05
91-120	1.75
> 120	12.58
Total	100

As average speed on the road network is between 20 and 40 km/h (except on by-pass road), we can estimate that 20% of all trips (under 15 minutes) are under 7.5 km and as much as 60% - under 14 km. Most probably the length of those trips is even shorter as many of those trips are slow circulation in back streets and include car starting. The 0-15 minutes rides share at 19.32% mean ca. 120 000 short car trips per day.

The congestion maps show that the slowest traffic happens on the most crucial itineraries in Gdańsk, where highest car flows happen. These are exactly the same places where the high-quality, fast cycleways are to be built under the OP11 project to create an alternative to cars. What is more, part of the proposed project is traffic calming on ca. 70 km of street network in Gdańsk, which – apart from increasing overall road safety – may work as a significant deterrent to many short trips by car.

We assume that up to one-fourth of those short trips by car may thus be avoided by switching to cycling. Possibly a few longer car trips will switch from car to bike and ride schemes. Hence we get the figure of 19.32% of all car trips divided into four. Since the fuel consumption in this case will be very high, this leads to the presumption that up to 10% of total fuel consumption and emissions may be in a long term avoided.

Annual passenger car CO₂ emissions are 253,272 tons, according to Sigma Termodynamik (1999). If they are reduced by 10 % then a total of ca. 25,000 tons CO₂ emissions is avoided annually with a five year transport behaviour adjustment period, or 250,000 tons of CO₂ over the infrastructure lifetime of 15 years. If the infrastructure lifetime were extended to 20 years, the CO₂ emissions avoided would therefore be 375,000 tons.

The above presumption may be compared with a German city of Freiburg im Breisgau (ca. 200,000 inhabitants), where in 1995 the cycling share was as much as 22%, and a total of 410 km of cycling infrastructure existed. This figure included 46 km of segregated facilities, 130 km of traffic-calmed streets, 114 km of other cycle-friendly streets and 120 km of forest and park paths (source: Freiburg municipal data, official cycling maps/informational materials).

In Freiburg, there was a decrease of car use between 1979 and 1995 from 51% to 46% of all trips, thus influencing total fuel consumption. However it is important to note that in the share of cycling trips even in 1979 was extremely high (27%) and public transport use was low (22%). The car trips were taken over by the public transport, but experts ascribe this to the strict integration of cycling and public transport facilities (VeloCity Conference lectures, Basel, Switzerland, 1995).

Now, we have to compare this to situation in Polish cities, where – like Gdańsk (official traffic count, 1999) – cycling is only 1.24% of all traffic, car use account to some 30% of trips, and the majority of all journeys is served by public transport. Unlike in Germany, the car use in Poland – though relatively small - is rising sharply and public transport – is losing the market. Likewise, the cycling level is very low, and inhibited by lack of appropriate infrastructure.

In Poland, with relatively high use of public transport (currently decreasing) there seems to be greater potential to combat CO₂ emission with exploring the potential of non-motorized transport. This is even more important if we look at the economy: public transport is expensive for both local governments and users. Quite a number of car users in Poland use cars because they are often competitive with public transport from private cost point of view and flexibility. Still, the bicycle is the cheapest mode – but it needs better condition in traffic.

Annex 5 – The Cycling Task Force in Gdańsk – Public Participation and NGO involvement

The Cycling Task Force was created by the Mayor of Gdańsk to institutionalize dialogue between Gdańsk cycling NGOs and the city administration. It involves municipality officials and staff as well as NGO representatives. The Task Force works as a steering committee for the cycling infrastructure investment program and a consulting body to the local government. It meets every 2-4 months. The institutions involved (The city Board, The Gdańsk City Council, The Gdańsk Municipality and its agencies: Roads and Greenery Board and Gdańsk Development Board) are represented by:

- Paweł Adamowicz – Mayor of Gdańsk,
- Elżbieta Grabarek-Bartoszewicz – Gdańsk Council Chair
- Antoni Szczyt – WIM head, UMG
- Paweł Dowżenko – WIM
- Aleksandra Gorlik – WIM
- Lucyna Piliczewska – Investment and Development Department, UMG
- Janusz Boniecki – Co-ordination Department, UMG
- Marcin Sztucki – Mayor of Gdańsk office
- Krzysztof Klinkosz – Gdańsk Council spokesman
- Paweł Żmuda - Trzebiatowski – Gdańsk Development Department
- Tadeusz Mendel –Gdańsk Development Office
- Romuald Nietupski – Head of Roads and Greenery Board
- Krzysztof Gołuński – Mayor of Gdańsk plenipotentiary

The NGOs (environmental organizations, grass-root civic associations, professional engineering associations, academic institutions, local communities and other, as the CTF is an open structure) are represented by:

- **Dr inż. Jan Bogusławski**, Prezes Stowarzyszenia Inżynierów i Techników Komunikacji Oddział w Gdańsku
- **Dr Witold Toczyski**, Rządowe Centrum Studiów Strategicznych - Biuro Rozwoju Regionalnego,
- **Dr Piotr Kuropatwiński**, pracownik Katedry Polityki Gospodarczej Wydziału Zarządzania Uniwersytetu Gdańskiego.
- **Mgr Krystyna Jackowska**, Przewodnicząca Zarządu Stowarzyszenia "Wrzeszczańskie Komitety Obywatelskie".
- **Jakub Góralski**, student Katedry Architektury Politechniki Gdańskiej.
- **Mgr inż. arch. Stanisław Michel**, architekt, urbanista. Adres do korespondencji: Pracownia Architektoniczna, ul. Grodzka 6, Gdańsk, tel. 301-74-21, 301-74-22 wew. 34, fax 301-19-35
- **Mgr Stanisław Kusyk**, Ośrodek doradztwa i informacji ekologiczno-artystycznej
- **Roger Jackowski**, Koordynator kampanii "Gdańsk miastem dla rowerów" - stowarzyszenie "Obywatelska Liga Ekologiczna". Adres do korespondencji: ul. Zbyszka z Bogdańca 56, 80-419 Gdańsk, tel. 520-10-20, e-mail: roger@ole.most.org.pl
- **Mgr Iwona Zając**, kampanier kampanii "Gdańsk miastem dla rowerów" – stowarzyszenie "Obywatelska Liga Ekologiczna".
- **Mgr inż. Michał Niwiński**, absolwent Katedry Inżynierii Drogownictwa Politechniki Gdańskiej.
- **Dr inż. arch. Feliks Pankau**, autor koncepcji dróg rowerowych dla miasta Gdyni, projektów realizacyjnych szeregu dróg rowerowych.
- **Mgr inż. arch. Mariusz Fudala**, projektant
- **Zbigniew Andruskiewicz**, rowerzysta
- **Dr inż. Lech Michalski**, Adiunkt w Katedrze Inżynierii Drogowej Politechniki Gdańskiej,
- **Dr inż. arch. Jacek Soltysiak**, członek Polskiego Klubu Ekologicznego Okręg Wschodnio-Pomorski.
- **Stanisław Miecznikowski**, profesor na Wydziale Ekonomiki Transportu, Politechnika Gdańska, działacz rowerowy.
- **Marcin Hyla** – koordynator krajowy sieci "Miasta dla rowerów", Polski Klub Ekologiczny, rowerzysta i działacz.

Annex 6 – Terms of Reference/Job Description

Project Team:

- Steering Committee
- Project Director (UMG)
- Project Manager (UMG)
- Administration Officer (PKE)
- Information and Outreach Officer (PKE)

A. Steering Committee will include representatives of the following institutions and groups:

- European Integration Committee Office (Urząd Komitetu Integracji Europejskiej)
- Ministry of Infrastructure
- Environment Ministry
- International Financial Institutions
- academia
- NGO
- media
- UNDP

B. Job Description – National Project Director

Main duties:

- Supervises activities on the policy formulation on national level and uses the project experience to develop guidelines for national policies.
- Assures synergy of executing and implementing agencies and other organizations involved in the project implementation to increase their general efficiency and achieve best possible results.
- Is a contact person and co-ordinates cooperation on international initiatives regarding the project.
- Assures inputs of the financial sources of the project activities. Coordinates the parallel financing of the activities and takes care that their outputs contributed to the overall outputs of the project.
- Takes the responsibility of quarterly financial reporting to UNDP and S.C. and safeguards the proper use of UNDP inputs provided for the project implementation.
- Assures organization and implementation of tendering and selection procedures for project employees, subcontractors and equipment providers.

A. Job Description – Project Manager

Main duties

- Day-to-day routine project management, including administration up to UNDP procedures, accounting, engineering management and surveillance of the project implementation according to the LogframeMatrix.
- PM should develop details of the project in cooperation with all relevant partners of the project and external consultants, including precise costs and time budget necessary to carry out all elements of the project.

- PM should help to select consultants / co-operating individuals/ subcontractors of the project, according to all relevant Polish and UNDP procedures.
- PM must be aware of all financial and technical matters (procedures, legal context) that pertain to the project implementation (both UNDP and Polish). PM is also responsible for project employees/subcontractors to be aware and meet these procedures and regulations.
- PM will coordinate, monitor and oversee activities of the subcontractors, prepare technical reports, follow the outputs/milestones achievements and to control all costs.
- PM is obliged to stay in contact with SC and SZKD and must guarantee that SC and SZKD guidelines are fully implemented in the project.
- PM is obliged to maintain full contact with the IFC GEF project secretariat.
- PM is obliged to manage the financial resources of the project in such a way that interests gained could be spent on office expenses etc.

Job duration: PM is employed throughout the project.

Qualifications and experience:

- A degree in engineering or economics
- At least 10 years professional experience
- Experience in road infrastructure design and construction
- Experience in investment procedures in urban environments in Poland
- Profound experience in project management and verifiable ability to manage complex engineering projects.
- Good interpersonal skills;
- PC literacy (Internet, MS Office, MS Project)
- English fluency

Reporting:

PM will report on a monthly basis to PD and MS according to this Document. Reports show the progress in project implementation and show possible problems that have been encountered and/or may arise as well as possible solutions. Any irregularities in the implementation of project timeline must be reported.

D. Job Description – AO/PKE

Main Duties:

- Conducting and co-ordinating routine project management and personnel management, including project administration according to the UNDP procedures, accounting and overseeing the project implementation according to the timeline.
- Developing and updating workplan with the project team, especially IOO.
- Overseeing the project subcontractors selection (print, website, etc.)
- Reporting to UNDP and SC.

Requirements: experience in similar work, good knowledge of English, computer literacy (MS Office, MS Project, Internet), good interpersonal skills.

E. Job Description – IOO

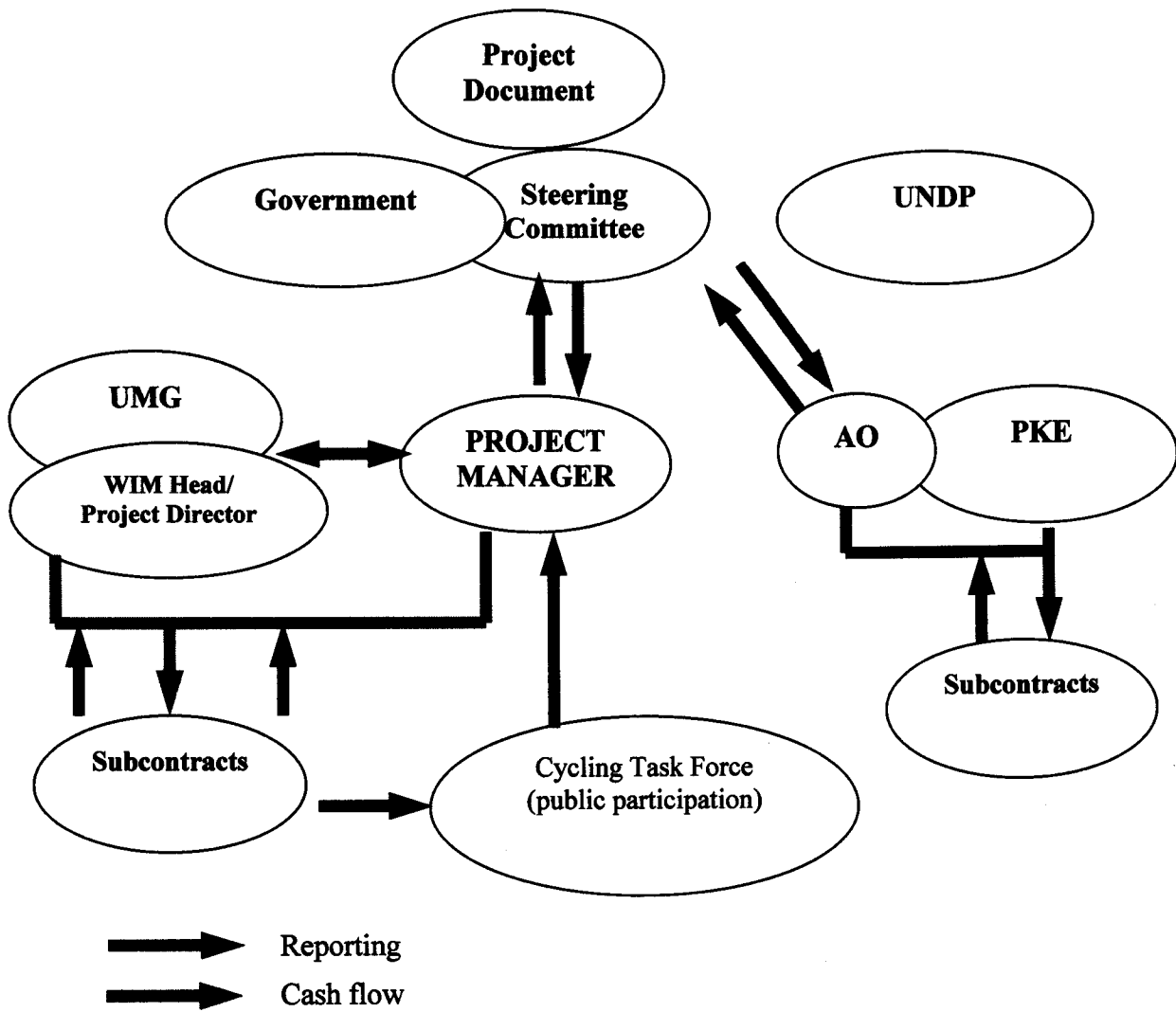
Main Duties:

- Edition of bulletins, website, project factbook: collection, updating and analysis of all the project data and information in co-operation with all project participants
- Preparation of workshops, lecturing during the workshops.
- Overseeing the project website, information flow
- Contacts with the media, NGO and the general public in Poland and abroad
- Contact with the potential partners for project development/replication
- Development of investment programs for the project replication, financial packages and grant application
- Overseeing the quality of contents of subcontracted activities (bulletin, workshops etc.)
- Maintaining contacts with the Steering Committee and PD.
- Contents providing for the Consulting Center
- Internal reporting to AO/PKE and PKE Board

Requirements: necessary experience in bicycle promotion, up-to-date knowledge on urban cycling problems and solutions, good interpersonal skills, PR knowledge, experience in media work, campaigning experience, workshop/skillshare experience, computer literacy, fluency in English.

Annex 7 - Gdańsk Cycling Infrastructure Project - organization scheme

Decisionmaking scheme



Gdańsk Cycling Infrastructure Project – financial flows audit and reporting:

