



UNITED NATIONS



## FINAL ASSESSMENT REPORT

September  
2023

### ASSESSMENT OF UNITED NATIONS ROAD SAFETY FUND (UNRSF) PROJECT

Speed management in Latin America:  
the case of Argentina



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This report was prepared by Claudia Marcondes, an external consultant, who led the evaluation. Ms. Marcondes worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC; and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer of the same Unit, who provided strategic and technical guidance, coordination, and methodological and logistical support. The assessment also benefited from the assistance of Paula Muñoz Gilloux, Programme Management Assistant of the same Unit.

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All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed, where appropriate, in the final text of the report. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission or the countries it represents.

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# ACRONYMS

ACRONYM	DEFINITION
<b>ANSV</b>	National Road Safety Agency (Agencia Nacional de Seguridad Vial) (Argentina)
<b>CESVIMAP</b>	MAPFRE Centre for Experimentation and Road Safety
<b>DGT</b>	Traffic Directorate-General (Dirección General de Tráfico) (Spain)
<b>DNV</b>	National Road Directorate (Dirección Nacional de Vialidad) (Argentina)
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>FICVI</b>	Ibero-American Federation of Victims' Associations against Road Violence (Spain)
<b>OISEVI</b>	Ibero-American Road Safety Observatory (Spain)
<b>REDUX</b>	Ibero-American Safe Mobility Alliance (Spain)
<b>SDGs</b>	Sustainable Development Goals
<b>UNRSF</b>	United Nations Road Safety Fund

# EXECUTIVE SUMMARY

1. This document is the assessment report for the United Nations Road Safety Fund (UNRSF) project entitled “Speed management in Latin America: the case of Argentina” [“the project”], undertaken between May and August 2023. The project was implemented with funding from UNRSF, previously known as the United Nations Road Safety Trust Fund (UNRSTF). The project began in July 2020 and ended in July 2023.<sup>1</sup>

## I. PROJECT OVERVIEW

2. The project “Speed management in Latin America: the case of Argentina” is an initiative that received funding of US\$ 300,000 from the United Nations Road Safety Fund (UNRSF) for a total budget of US\$ 395,000, including co-financing. ECLAC was responsible for project implementation, supervision and operational management, including the financial administration of the project. REDUX was responsible for managing the technical aspects of the project.
3. The objective of the project, as stated in the narrative of the project document, was “to improve the technical capacity in Argentina to develop policies and strategies to introduce speed management systems, changing user perception about the benefits of speed reduction to achieve safer urban and rural roads”.<sup>2</sup>
4. The key stakeholders in Argentina were the National Road Safety Agency (ANSV) and the municipalities of Azul, Cañuelas and Pergamino.
5. The project’s expected results were the following:<sup>3</sup>
  - (a) strengthened technical capacity in Argentina in international best practices and innovations in speed management, considering the current local, national and regional context;
  - (b) increased awareness of speed as one of the main risk factors in road fatalities and serious injuries;
  - (c) strengthened technical capacity in Argentina to design speed enforcement actions and select and implement speed management technologies on urban and rural roads;
  - (d) at ANSV, improved capacity to identify and select the best mechanism to improve fleet management, deploy the mechanism throughout the territory and improve drivers’ behaviour;
  - (e) enhanced engagement between policymakers, road users and civil society in jointly designing, amending, and implementing actions for speed management on urban and rural roads.

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<sup>1</sup> The original estimated end date was July 2022 according to the project document. An extension was subsequently provided.

<sup>2</sup> See the application form, 17 December 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/2020\\_proposal\\_application\\_form\\_redux-cepal\\_ammend5\\_gw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/2020_proposal_application_form_redux-cepal_ammend5_gw.pdf).

<sup>3</sup> Note that while the terms “expected results” and “expected outcomes” are typically used interchangeably in evaluation terminology, the project contained different statements for each. In the amended project document, the narrative description includes the expected results statements. However, the statements of “expected outcomes” are only listed in the logic framework of the original project document. They are slightly different: the “expected outcome” statements are more focused on the activities and resemble outputs, as shown in the paragraph below.

6. Project activities included 5 components, as follows: component 1 (conference on speed management projects and best practices); component 2 (outreach campaign); component 3 (speed reduction pilot projects on three sections of the road); component 4 (fleet management); and component 5 (final workshop). The activities included online conferences, a best practices report, citizen surveys, community events, demonstration activities, social media campaigns, speed measurement data collection and analysis, identification of pilot projects on national roads, fleet management and workshops. The implementation of the pilot projects was also planned, although in the end, it was not completed.

## **II. SCOPE AND OBJECTIVES**

7. The assessment covered all project activities implemented between July 2020 and July 2023. It examined the results obtained and the benefits for the various stakeholders of the implementation of the project, as well as their sustainability and the key lessons learned through the project.
8. The assessment objectives (in line with its Terms of Reference) were the following:
  - to review the relevance, effectiveness and sustainability of project implementation;
  - to document the results of the project in relation to its overall objectives and expected results as defined in the project document;
  - to identify lessons learned and good practices that derive from the implementation of the project, and assess the potential to replicate them in other countries and the project's sustainability;
  - to identify the lessons learned during project implementation that could inform future project planning and implementation;
  - to assess the extent to which the activities and outputs of ECLAC respected and promoted human rights;
  - to assess the extent to which gender concerns were incorporated into the project – whether the project's design and implementation incorporated the needs and priorities of women, whether women were treated as equal participants, and whether the project promoted women's empowerment;
  - to assess the project's contribution to the achievement of the Sustainable Development Goals (SDGs); and
  - to assess the extent to which disability inclusion was considered in the design and implementation of the project and its activities.

## **III. METHODOLOGY LIMITATIONS**

9. The methodology included qualitative methods to evaluate progress and contributions to the achievement of the desired results, as outlined in the project documents. It involved non-statistical analysis and subjective assessments based on qualitative information collected. It was designed to allow findings and conclusions to be drawn by triangulating evidence collected from primary and secondary sources and mixed methods: document review and key informant interviews.
10. The evaluation matrix is presented in annex 2. It synthesizes the methodology, showing the evaluation questions and issues to be addressed as well as the performance indicators, sources of information and methods used to collect information. A detailed profile of the methodology assessment is included in the extract of the inception report presented in annex 1.

11. A key challenge faced by the assessment was identifying and gathering the views of Argentinean beneficiaries as key informants, particularly government representatives. Interviews were conducted with 16 people, representing all project activities, but only 6 people were project beneficiaries. A large majority of interviewees were closely involved with the project, including REDUX consultants who coordinated the various components and REDUX collaborating institutions in Spain. To offset this limitation and reduce the possibility of bias, the assessment relied on project data which documented the online activities in detail (such as videos, recordings of the meetings and demonstration sessions, post-training or post-conference surveys, project reports, and others).
12. Despite these challenges and limitations, the primary and secondary data gathered enabled the triangulation and validation of the information among a few of the project beneficiaries and project participants, and ultimately enabled a proper assessment of the contributions to the goals and objectives of the project and its activities.

#### IV. KEY FINDINGS

13. The assessment findings reflect the views of the evaluation consultant, based on the interviews and data collected through the desk review. These are presented in response to the evaluation questions and organized by the evaluation criteria: relevance, effectiveness, cross-cutting themes and sustainability. The finding statements are presented below and fully substantiated in section 4 of this report.

##### Relevance

14. **Finding 1:** The project proposal was designed by renowned road safety experts based on European best practices, and the establishment of partnerships with Argentinean government or institutions was not a UNRSF requirement.
15. **Finding 2:** The project's topic and approach for interventions are considered relevant for Latin American countries and for Argentina. However, there is room for improvements regarding aligning project design, activities and outputs with Argentinean priorities and needs or demands at the local or national levels.
16. **Finding 3:** There were few opportunities for alignment, synergies and complementarities with other activities conducted by REDUX and ECLAC, as their work on road safety in the region was just starting.

##### Effectiveness

17. **Finding 4:** A good number of project outputs and activities were completed satisfactorily, despite major implementation challenges, at an excellent financial execution rate of 97%.
18. **Finding 5:** Most project beneficiaries were satisfied with the project's conferences and workshops. The project reached a limited number of individuals through the outreach activities and these experiences changed the perception of participating individuals.
19. **Finding 6:** The project's "expected results" and "expected outcomes" are slightly different, and the project's logic model did not clearly and consistently articulate a results chain where the completion of outputs clearly pointed to contributions to "outcomes".



20. **Finding 7:** Positive contributions were made to the dissemination of information on innovative practices to multiple agents in the road safety community and to systematizing technical information to guide the replication of best practices throughout the region. However, the expected results related to strengthening technical capacity in Argentina have been limited (**expected result 1**).
21. **Finding 8:** The project showed that outreach activities can make a difference in raising awareness among the individuals that participate in them, and that the public supports the introduction of speed reduction measures; however, work on the project's expected result is still needed to enhance public awareness of speed as one of the main risk factors in road fatalities and serious injuries (**expected result 2**).
22. **Finding 9:** The project positively contributed to the development and systematization of methodologies and solutions for low-cost speed reduction infrastructure. Since the pilot projects were not implemented, the contributions made to building technical capacity in the design of speed enforcement actions in Argentina were modest (**expected result 3**).
23. **Finding 10:** The project experience showed that it is possible to engage and work with the private sector to improve the road safety of its truck fleet, but limited contributions were made to increasing ANSV capacities (**expected result 4**).
24. **Finding 11:** Expected results for enhancing the engagement of policymakers, road users and civil society in the joint design and implementation of speed management actions were too ambitious and did not materialize, despite the efforts made (**expected result 5**).
25. **Finding 12:** ANSV National Road Observatory is promoting the project's "multisectoral" approach in the context of a recent study on urban road sections, which will support integrated planning and policymaking to improve access, mobility and road safety in Argentina.

#### **Cross-cutting issues**

26. **Finding 13:** The project proposal contains references to road safety-related SDGs, but the project did not incorporate gender and human rights perspectives or disability inclusion in its design.

#### **Sustainability**

27. **Finding 14:** The project's main results related to guidelines and individualized roadmaps for the implementation of its main recommendations and replication of experiences have not been used or incorporated in the practices of beneficiary institutions.
28. **Finding 15:** While a broad approach to promote sustainability was outlined in the project document, opportunities to demonstrate local results, showcase the initiative and encourage scaling up and replication throughout Argentina and Latin America were missed since the pilot projects were not implemented.

## V. CONCLUSIONS

29. These are the main conclusions of the assessment in line with each of the assessment criteria:
30. **Relevance.** The project proposal was designed by renowned road safety experts to tackle a relevant issue for Argentina through an ambitious integrated approach based on successful best practices which existed in Spain and could potentially be applied in Argentina. The proposed integrated speed management approach called for interventions in (i) multiple sectors and a variety of activities (such as campaigns, enforcement, technology, fleet management and infrastructure), and involving (ii) multiple societal stakeholders (such as national and municipal governments, private sector transport companies, and civil society victims' associations), as necessary, to tackle the problem. The approach is considered ambitious, but very relevant and valuable in addressing the complexities of the issue through the key informants interviewed.
31. ANSV supported the proposed approach, but was not directly involved in detailed project design and did not provide input on the feasibility and timing of project implementation. The project was not fully aligned with the Agency's priorities in the area (such as zero tolerance for alcohol while driving and radar enforcement controls). Argentinean municipalities, the local private sector and civil societies were not consulted during project design. Alignment and synergies with other ECLAC and REDUX activities were also limited, since both institutions were just starting to work on the topic. There were no synergies and only limited exchanges with the "Strengthening road traffic enforcement in Brazil" project, also funded by UNRSF.
32. **Effectiveness.** The project lacked a results framework that clearly articulated the project theory of change and identified clear steps towards achievable results. The project reporting was done by component and the monitoring and reporting were not consistently aligned with a results-based management framework (for example, by output and reporting on progress made towards outcomes and the project's goal).
33. The project was extremely successful in the completion of many good-quality outputs despite serious implementation challenges, in part due to an excellent project team, flexibility and adaptability. The project's challenges included coronavirus disease (COVID-19) travel restrictions, presidential and municipal elections, the FIFA World Cup Qatar 2022, the suspension of ANSV activities related to speed control and judicial processes and the conflict between the Russian Federation and Ukraine, severely affecting the Argentinean economy and prompting the government to freeze its expenditures to narrow the budget deficit. These factors were beyond the control of the project, but the ECLAC and Redux teams worked together to find solutions to mitigate the challenges. The project adapted to the changing circumstances and many outputs were successfully completed by the excellent REDUX project team, including its consultants and leaders.
34. Most project outputs were completed, producing important contributions. In component 1, regional conferences and the speed management best practices report were useful for disseminating information on innovative practices on key project topics. The outreach and demonstration activities in component 2 were useful in showing that speed is an important factor in road safety. The videos and braking demonstrations are considered powerful tools, effective at conveying the message that reducing speed can save lives, and have fostered awareness among participants, particularly municipal staff who did not believe that speed was an issue in their communities prior to the activities.

35. In components 3 and 4, the pilot projects were defined both for the infrastructure in municipalities and for fleet management at ANSV. However, in the end, they were not finalized as originally planned. Manuals and guidelines were produced for the infrastructure pilot projects, which were handed over to the municipalities for future implementation, and worked with Loma Negra transportation company after the withdrawal of ANSV from the component, relying on assessments previously done by the company. Workshops were delivered for municipal officials and Loma Negra professional drivers.
36. All activities, including the plans for activities not implemented, such as the infrastructure pilot project plan, were well regarded by interviewees.<sup>4</sup> The project workshops and conferences were considered high quality and were positively received by the respondents to the post-project opinion surveys. REDUX directors, project consultants and conference speakers were highly qualified.
37. The project showed that the public supports the introduction of speed reduction measures and it tested awareness-raising activities and disseminated information about innovative practices. Positive contributions were also made through the production of technical guidance for the implementation of awareness-raising activities and speed reduction infrastructure solutions, which have been systematized and can be further implemented and/or replicated in Argentina.
38. Overall, limited contributions were made to the expected results related to strengthening technical capacity in Argentina. Regarding technical capacity in international best practices and innovations in speed management (**expected result 1**), the project reached a good number of individuals and covered technical aspects through the conferences and research paper, but there is limited evidence that these were able to build technical capacities. Further and more consistent interventions would have been necessary to build such technical capacities in speed management. Modest progress was made towards the project's expected result of enhancing public awareness of speed as one of the main risk factors for fatalities and serious injuries (**expected result 2**) through the awareness-raising and demonstration activities, which made a difference in the attitude of direct participants and produced good quality communication materials to communicate the key project messages. However, they only reached a limited number of people, and more mobilization efforts and the replication of these activities would be necessary to obtain tangible results in terms of support and advocacy for the implementation of projects in the target pilot areas.
39. Limited contributions were also made to the project's objective of enhancing technical capacity in speed management technologies, enforcement actions (**expected result 3**) and fleet speed management (**expected result 4**). The project's workshops in Cañuelas and Azul covered general aspects of speed and its effect on the severity of injuries, instead of technical capacities related to the implementation of a speed management programme. The guidelines and manuals for implementation of the fleet management programmes were provided but the project contributions to the building of technical capacities in the Agency and in Argentina were somewhat limited. Expected results related to engaging policymakers, civil society and road users in speed management action (**expected result 5**) were far too ambitious in the context of the project.

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<sup>4</sup> It was taken into account that only a few key informants interviewed were representatives of municipalities, ANSV or the local communities, who could provide an unbiased opinion on the outreach activities and pilot demonstration projects.

40. Contributions could still be made to all expected results, since guidance and materials have been prepared, particularly related to a fleet management speed programme for ANSV and low-cost infrastructure solutions for speed management in high-risk areas in municipalities.
41. **Cross-cutting issues.** The project was aligned with road safety SDGs but missed some opportunities to make a meaningful contribution to them and to gender and human rights. The project document refers to SDG targets 3.6 and 11.2 related to road safety, but limited contributions were made to them since the pilot projects were not implemented. Road safety is a basic right of the population, and gender empowerment aspects should have been integrated into the project design and throughout implementation. Even through there have been efforts to ensure equal participation of men and women in the conferences and promote the notion of “women as drivers”, the project missed opportunities to effectively incorporate the gender dimension and the human rights perspective into the project activities.
42. **Sustainability.** The project aimed to achieve the sustainability of interventions through the replication of the pilot projects; however, delays in their implementation and the limited prospect of doing so are likely to hamper their sustainability. The limited involvement of senior leadership at the National Road Directorate (DNV) and municipalities and the various issues faced by ANSV are perceived as a lack of political support and limited institutional ownership of the project and its results, negatively impacting its sustainability.
43. The guidelines and individualized roadmaps as well as the training materials and methodologies developed by project have replication potential, but their utility timeframe is limited and they need to be put to use soon. It is possible to use the project’s training materials (such as the Loma Negra workshop materials), the outreach activity roadmaps or even the infrastructure project methodology for urban roads under municipal jurisdiction, and as such, to replicate the activities in the three municipalities and in other municipalities and regions of Argentina as well as other countries. Local engagement is needed along with support from the external institutions that supported the project’s original proposal, such as the Ibero-American Federation of Victims’ Associations against Road Violence (FICVI) and Ibero-American Road Safety Observatory (OISEVI).
44. REDUX and ECLAC worked together in the joint implementation of the project, but missed opportunities to build on each other’s strengths, pushing the project forward to the successful implementation of the initiatives that were lagging, the achievement of the expected results at the outcome level and the project’s sustainability, with more active ongoing monitoring work as well as more advocacy and negotiation, using its political weight.

## VI. LESSONS LEARNED

45. The assessment identified a few lessons through the implementation of the project, summarized as follows:
  - a team of knowledgeable, experienced and motivated staff is key for the successful implementation of project activities;
  - projects designed with local input have a lower risk of implementation bottlenecks;
  - the involvement of “local champions” is key to achieving results;
  - continuous and ongoing field presence is important to engage and motivate local stakeholders;
  - limited local consultation leads to supply-driven initiatives.

## VII. RECOMMENDATIONS

46. Below are the recommendations of the assessment, based on consultations and the analysis conducted. Since the project has now ended, the recommendations are not presented in order of priority for implementation.

### Recommendations for ECLAC

#### *Area: Relevance and sustainability*

*Linked to conclusions 1 and 10*

**Recommendation 1:** *Work towards demand-driven projects by engaging with local partners and ensuring they participate fully in the design and implementation of the project and its activities.*

47. In future projects, ECLAC should ensure the buy-in of local stakeholders during the development stages of the proposal and prior to project approval, even if this is not a requirement of the funding entity. This should involve consultation and meetings to enable the full participation of local stakeholders and to ensure that the project addresses their priorities and is aligned with their agendas, and that the risks associated with implementation are analysed beforehand by those familiar with the local context.

#### *Area: Effectiveness*

*Linked to conclusion 2*

**Recommendation 2:** *Ensure that all projects have a clearly articulated theory of change reflected in a results framework to guide project implementation, monitoring and reporting.*

48. It is recommended that, in future projects, ECLAC prepare a clear results chain during the project design phase and in consultation with local partners. The results framework should show the connections between activities (outputs) and the respective results at the outcome levels, and should fully demonstrate the project's theory of change and how the project is expected to generate achievable results. The expected results should be proportional to the financial resources and time allocated for their completion. ECLAC should also adopt a results-based management approach and use the results framework prepared during the proposal development stage to guide the project's implementation, monitoring and reporting, showing the steps to be undertaken and adjusting them as needed.

#### *Area: Cross-cutting themes*

*Linked to conclusion 7*

**Recommendation 3:** *Ensure that future projects take gender and human rights into consideration and clearly articulate how these are incorporated into design and implementation.*

49. It is recommended that ECLAC ensure gender and human rights are incorporated in the design and implementation of future projects. Gender considerations should go beyond ensuring equality in gender participation and involve an in-depth analysis of the project's thematic area and gender-related aspects to make a meaningful contribution to gender equality, the empowerment of women, and the promotion of the role of women and men as equals, educating project participants. Similarly, projects should take human rights into consideration, with in-depth analysis of the project and the role it can play in promoting human rights and educating project participants regarding the obligation to fulfil, respect, protect and promote those rights.

**Area: Effectiveness and sustainability**

*Linked to conclusions 5, 8 and 9*

**Recommendation 4:** *Continue to widely disseminate the project materials in the region to raise awareness and encourage replication.*

50. It is recommended that ECLAC disseminate the project materials (including conference papers, the best practices report, videos, infographics, manuals, roadmaps and guidelines produced for the infrastructure pilot projects, and by replicating the awareness-raising campaigns) to its network of member countries, through emails or other means of communication. It is also recommended that ECLAC work with REDUX to disseminate these materials through its collaborating institutions (such as OISEVI, FICVI and the MAPFRE Foundation) to further encourage the replication of practices across multiple locations and countries. ECLAC should also consider publishing these materials and the project methodologies to encourage the replication of the practice, and should publicize these at ECLAC conferences, workshops and other events.

**Area: Effectiveness and sustainability**

*Linked to conclusions 4, 8 and 9*

**Recommendation 5:** *Consider strengthening relationships with ANSV senior management to complete the project and promote its sustainability.*

51. It is recommended that ECLAC use the opportunities created by its other projects in the same thematic area, as well as other services and activities, to engage ANSV senior leadership with the goal of raising and enhancing their awareness of the importance of supporting and implementing the measures required to enhance traffic enforcement in the country. ECLAC is well positioned to do so, as an independent United Nations entity, and the opportunities for such contacts that may exist directly through ECLAC conferences, meetings and official visits are likely to help push the project's agenda forward or advance certain topics.
52. Similarly, it is recommended that REDUX, relying on its networks of collaborating partners, such as OISEVI and its highest road safety authorities in 22 countries in Latin America, seek opportunities to engage ANSV leadership for the implementation of the project's proposed measures.

**Recommendations for municipalities and ANSV**

**Area: Effectiveness**

*Linked to conclusion 5*

**Recommendation 6:** *Use the high-quality products of the project to replicate the awareness-raising activities and enhance the buy-in of the local population for speed reduction initiatives.*

53. It is recommended that Azul, Cañuelas, Pergamino and ANSV use the high-quality communication materials provided by the project as soon as possible, to communicate the key project message that reducing speed can save lives. The municipalities and ANSV should upload the communication materials (infographics, videos and others) on their websites and ensure that the messages are continuously updated. They should also provide driving centres and licensing bureaus, municipal offices and other venues with copies of the videos and the infographics for displays. These and guidelines for replicating the road pavement paintings should also be shared with schools, community centres and victims' organizations to encourage their replication. ANSV should disseminate the project materials to other municipalities and promote their use throughout the country.

**Recommendation 7:** *ANSV and the municipalities should continue to push for the implementation of the infrastructure pilot projects on the selected national roads.*

54. Drawing on citizens' support for speed management measures, senior leadership at ANSV and the municipalities should continue to engage DNV senior leadership and seek their political support for the approval and implementation of the low-cost and high-impact speed management solutions proposed by the project on the same roads. ANSV and the municipalities should also push for the complete implementation of the radar units already approved on the national roads in the three municipalities. In addition, the municipalities and ANSV should also assess the extent to which the proposed solutions could be applicable for other roads, where jurisdiction is not a problem. It is possible that these the low-cost infrastructure measures (painting and placing signs) could be adapted and replicated in other high-risk areas with potentially good results.

# 1. INTRODUCTION

1. This document is the report for the assessment of the United Nations Road Safety Fund (UNRSF) Project “Speed management in Latin America: the case of Argentina” [“the project”], undertaken between May and August 2023. The project was implemented with funding from UNRSF, previously known as the United Nations Road Safety Trust Fund (UNRSTF). It began in July 2020 and ended in July 2023.<sup>5</sup>
2. This report consists of seven chapters, including this introduction. Chapter 2 presents a quick profile of the assessment, with information about the assessment methodology and data collection strategy and the challenges and limitations encountered. Details are provided in the annexes. Chapter 3 provides a brief overview of the UNRSF Project “Speed management in Latin America: the case of Argentina”, its budget, rationale, objective, expected results and key stakeholders. Chapter 4 presents the analysis and main findings of the assessment, in line with the evaluation criteria determined for this assessment (relevance, effectiveness, cross-cutting issues and sustainability). It describes the key project achievements, comparing them to the results planned, and contains an analysis of outcome-level contributions. Chapter 5 presents the main conclusions of the assessment drawn from the findings. The lessons learned from the project’s implementation are presented in chapter 6 and the recommendations are included in chapter 7.

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<sup>5</sup> According to the project document, the original estimated end date was July 2022. An extension was subsequently authorized.



## 2. ASSESSMENT PROFILE

3. This assessment covered all project activities implemented between July 2020 and July 2023. It examined the results obtained and the benefits for the various stakeholders of the implementation of the project, as well as their sustainability and the key lessons learned through the project.
4. The overall objective of the assessment, as outlined in the Terms of Reference (ToR) in annex 6, was as follows:
  - to review the relevance, effectiveness, and sustainability of project implementation;
  - to document the results of the project in relation to its overall objectives and expected results as defined in the project document;
  - to identify lessons learned and good practices that derive from the implementation of the project, and assess the potential to replicate them in other countries the project's sustainability;
  - to identify the lessons learned during project implementation that could inform future project planning and implementation;
  - to assess the extent to which the activities and outputs of ECLAC respected and promoted human rights;
  - to assess the extent to which gender concerns were incorporated into the project – whether the project's design and implementation incorporated the needs and priorities of women, whether women were treated as equal participants, and whether the project promoted women's empowerment;
  - to assess the project's contribution to the achievement of the Sustainable Development Goals (SDGs); and
  - to assess the extent to which disability inclusion was considered in the design and implementation of the project and its activities.
5. The methodology used for this assessment was designed to meet the requirements and expectations set up by ECLAC and allowed for the identification of the results attributable to the project, given the range of information and time available. The assessment was undertaken using qualitative methods to measure how the project was progressing and contributing to the achievement of its desired results, as outlined in the project documents. Non-statistical analysis was used to define results. This involved subjective assessments based on both collected information and the use of informed judgment and expert opinion. While this typically involves collection of qualitative and quantitative information, the focus of this assessment was on qualitative information, as the time available for data collection was quite limited.
6. A detailed profile of the methodology assessment is included in the extract of the inception report presented in annex 1. It contains details on the sampling strategy used to select key informants along with information about gender-responsive methods and the approaches used to collect and analyse data, such as building the final list of key informants, taking into consideration the need to include the voices of women, vulnerable populations and persons with disabilities; and the use of gender and human rights approaches for data analysis.
7. The evaluation matrix is presented in annex 2. It synthesizes the methodology, showing the evaluation questions and issues to be addressed, as well as the performance indicators, the sources of information and the methods used to gather information.

8. The data collection strategy was designed to allow findings and conclusions to be drawn based on the triangulation of evidence collected from sources (primary and secondary) and used mixed methods. The data collection tools consisted of primary and secondary sources and mixed methods: document review and key informant interviews. The desk review covered many project documents, as the project—implemented during the COVID-19 pandemic—was documented in detail, through recordings of conferences, project meetings and other media. In addition, there were numerous individual consultant reports, progress reports, agendas of conferences and training events, videos, project manuals and best practice documents, as well as lists of participants in all conferences and training sessions and their respective post-training surveys.
9. The key informant interviews were conducted with 16 people out of the 21 people originally expected through the stakeholder mapping exercise, including 8 men and 8 women (see the list of key informant interviews in annex 4. Despite many attempts to contact beneficiaries, many individuals identified as beneficiaries during the stakeholder mapping exercise did not respond to multiple invitations for an interview. More information on the key informants is included in the section below.

### Assessment limitations

10. A key challenge faced by the evaluation related to the identification of beneficiaries in Argentina to participate in the interviews. The project did not have a list of conference participants, only of registered participants. Some of the beneficiaries from this list were selected and participated in the interviews, but had limited recollection of participating in the project activities.
11. The assessment relied on snowball referrals to make contact with municipalities and expected that these municipal contacts would then refer additional individuals who had participated in the municipal training activities and/or school and outreach activities for additional key informant interviews. However, it was challenging to obtain responses from the municipalities to participate in the interviews, let alone obtain these referrals. In many cases, the project or the municipalities did not consistently collect the names of participants in the various awareness-raising activities and braking demonstrations.
12. ANSV was represented by the Director of its National Road Observatory, as recommended by project staff. Despite attempts to communicate and reach four different representatives of Azul, none of them were available for interviews, nor could they provide additional names. This is consistent with some of the assessment's findings, which point to limited involvement and ownership of the staff from these institutions in the project.
13. As a result, only about 40% of the names in the key informant interview list are project beneficiaries, including six people representing two municipalities, ANSV, Loma Negra and participants in the outreach activities and the conferences.
14. To offset this limitation, the assessment relied on data from the videos, recordings of the meetings and demonstration sessions, and the post-training or post-conference surveys to validate and triangulate the information. Information provided in the project reports (such as the number of training sessions, number of people trained, number and type of awareness-raising activities undertaken, manuals and infrastructure projects prepared, and other) was validated, as detailed information about these data points were available in the documentation. They were also confirmed through interviews.

15. Despite these challenges and limitations, the primary and secondary data gathered enabled the triangulation and validation of the information among a few of the project beneficiaries and participants, and ultimately enabled the proper assessment of contributions to its goals, objectives and activities.
16. While reading this report, the reader should take into consideration that a large majority of the interviewees were closely involved with the project, including REDUX consultants who coordinated the various components, the project director, ECLAC officials and REDUX collaborating institutions in Spain. Possibilities of bias are highlighted as necessary throughout the text.

### 3. OVERVIEW OF THE PROJECT

17. The project “Speed management in Latin America: the case of Argentina” is an initiative that received funding of US\$ 300,000 from the United Nations Road Safety Fund (UNRSF) for a total budget of US\$ 395,000, including co-financing. ECLAC was responsible for implementation, supervision and operational management, including the financial administration of the project, and REDUX was responsible for managing the technical aspects.
18. The project was implemented from July 2020 to July 2023, a period in which Argentina faced many challenges. The World Health Organization had declared the COVID-19 outbreak as a pandemic in March 2020, and Argentina, like many other countries in the world, was under a nationwide lockdown. The Buenos Aires Metropolitan Area remained under lockdown until July 17, 2020, and even though it was gradually loosened in several stages, the restrictions were extended several times until November 2020, and another nationwide lockdown took place in May 2021, during the second COVID-19 wave. There were movement restrictions, including border closures and shutdowns of institutions in Argentina and elsewhere in the world, which prevented the project’s in-person activities from taking place. Municipal elections were also held at the end of 2020.
19. The conflict between the Russian Federation and Ukraine started in March 2022, severely affecting the Argentinean economy and driving inflation rates to 94.8% (2022). In August 2022, the government imposed restraints on government expenditures to narrow the budget deficit, which also affected project implementation. Finally, the FIFA World Cup Qatar 2022 took place in late 2022, also affecting implementation.
20. Regarding the project rationale, at the time it was designed, studies were indicating that interventions were needed in Argentina to reduce and manage speed in order to reduce the number of fatalities caused by road accidents, and studies were also showing that the number of road accidents with fatal victims was higher on national roadways. As such, the project was created to address this need.<sup>6</sup>
21. The objective of the project, as stated in the project document, was to improve the technical capacity in Argentina to develop policies and strategies to introduce speed management systems, changing the user perception regarding the benefits of speed reduction to achieve safer urban and rural roads.<sup>7</sup> And, according to the logic model, the project’s objective was to reduce speed-related fatalities and serious injuries on urban and rural roads in Argentina through the introduction of speed management programmes.<sup>8</sup>

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<sup>6</sup> Ministry of Transport, Tramos urbanos de rutas. Análisis de la problemática territorial, de movilidad, de transporte y de seguridad vial. Metodología de identificación, tipificación, siniestralidad y caracterización, Tomo 1. Autonomous City of Buenos Aires, 2023 [online]. [https://www.argentina.gob.ar/sites/default/files/2018/12/ansv\\_estudio\\_ov\\_tramos\\_urbanos\\_de\\_rutas\\_tomo1\\_2023.pdf](https://www.argentina.gob.ar/sites/default/files/2018/12/ansv_estudio_ov_tramos_urbanos_de_rutas_tomo1_2023.pdf).

<sup>7</sup> See the application form, 17 December 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/2020\\_proposal\\_application\\_form\\_redux-cepal\\_ammend5\\_gw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/2020_proposal_application_form_redux-cepal_ammend5_gw.pdf).

<sup>8</sup> See “Annex 1: Logical framework and work plan”, 30 June 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/05.\\_prodoc\\_200706\\_gtw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/05._prodoc_200706_gtw.pdf).

22. The key stakeholders in Argentina were ANSV and the municipalities of Azul, Cañuelas and Pergamino.
23. The project's expected results were the following:<sup>9</sup>
- (a) strengthened technical capacity in Argentina in international best practices and innovations in speed management, considering the current local, national and regional context;
  - (b) increased awareness of speed as one of the main risk factors in road fatalities and serious injuries;
  - (c) strengthened technical capacity in Argentina to design speed enforcement actions and select and implement speed management technologies on urban and rural roads;
  - (d) at ANSV, improved capacity to identify and select the best mechanism to improve fleet management, deploy the mechanism throughout the territory and improve drivers' behaviour;
  - (e) enhanced engagement between policymakers, road users and civil society in jointly designing, amending, and implementing actions for speed management on urban and rural roads.
24. According to the logic model (see annex 1), the expected outcomes were the following:<sup>10</sup>
- (a) speed management best practices and innovations would be disseminated among Argentinean authorities and other national road safety stakeholders;
  - (b) awareness would be raised and an educational campaign would be conducted on the benefits of managing speed;
  - (c) pilot projects on roads would be implemented in several areas of Argentina;
  - (d) pilot projects on fleet management would be implemented in Argentina.
25. The project's strategy was "to increase road users' awareness about the importance of speed as a risk factor in road fatalities and serious injuries." This was to be achieved by: (i) implementing activities oriented to informing road users about the benefits of speed management; (ii) implementing pilot projects that demonstrated the effectiveness of reducing speed; (iii) promoting legislative amendments for reducing speed limits; (iv) improving enforcement and sanction mechanisms.<sup>11</sup>
26. Over the medium term, the project was expected to contribute to a change in beneficiaries' perception of the benefits of speed reduction in the project pilot areas and a decrease in road fatalities and serious injuries caused by this risk factor. As an indirect result, the project was expected to enable replication in other areas of the country or other countries in the region, based on the experience acquired.

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<sup>9</sup> Note that while the terms "expected results" and "expected outcomes" are typically used interchangeably in evaluation terminology, the project contained different statements for each. In the amended project document, the narrative description includes the expected results statements. However, the statements of "expected outcomes" are only listed in the logic framework of the original project document. They are slightly different: the "expected outcome" statements are more focused on the activities and resemble outputs, as shown in the paragraph below.

<sup>10</sup> See "Annex 1: Logical framework and work plan", 30 June 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/05.\\_prodoc\\_200706\\_gtw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/05._prodoc_200706_gtw.pdf).

<sup>11</sup> Project document, 17 December 2020.

27. According to the project proposal, its activities included:
- (a) A seminar to present best practices on speed management in the region and other parts of the world and a report on the conclusions and best practices of the conference as input for a media campaign;
  - (b) Analysis of Argentinean data on speed, volume, severity and sites of crashes, and types of vehicles involved, and analysis of legislation regarding speed limits, the related fines, enforcement programmes and the methods to enforce speed, with a view to identifying gaps;
  - (c) Identification of pilot projects for urban crosswalks on national highways where most of the speed-related crashes occur, and implementation of an awareness-raising campaign on the risks of speeding, featuring the media, social networks and practical demonstrations on the roads.
  - (d) Implementation of three pilot projects which were to be selected in collaboration with local partners, prioritizing school zones and urban crosswalks. These projects were to involve minor changes in infrastructure (mainly tactical urban planning and traffic calming), reduction and application of speed limits (manual, by cameras and by GPS), as well as a speed management project for a percentage of the ANSV fleet. These were also to involve the implementation of local communication campaigns to raise awareness in communities on the risks of speed and to gather support for the reduction and enforcement of speed limits.
  - (e) Measuring, analysing and publishing the results of the pilot projects to obtain the support of citizens and civil society organizations to continue reducing and enforcing speed limits and to identify the necessary changes in the regulations for a correct speed management programme, with recommendations on the appropriate procedures for police control and the operation of traffic radar units.
  - (f) Training (in person or through webinars) on specific topics for the target audience that would apply, maintain and eventually replicate the project.
28. Project activities included 5 components, as follows: component 1 (conference on speed management projects and best practices); component 2 (outreach campaign); component 3 (speed reduction pilot projects on three sections of the road); component 4 (fleet management); and component 5 (final workshop).
29. As determined in the inception report, the focus of this assessment is on the “expected results” statements which are not necessarily listed in the original logic framework. However, the assessment takes into consideration the need to implement the “expected outcomes” as key elements to achieve the results.<sup>12</sup>

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<sup>12</sup> Typically, evaluations would include an analysis (or even reconstruction) of the project’s theory of change and an assessment of its results compared with the original expectations. However, the theory of change is beyond the scope of this analysis, considering that this is an assessment and not a full evaluation. At the time of the preparation of the inception report, the desk review had not yet been completed and the theory of change was unknown, based on the project documentation. References to the theory of change are presented later in the “Findings” section of this report.

## 4. FINDINGS

30. The findings of the assessment reflect the views of the evaluation consultant, based on the interviews and data collected through the desk review. They are presented in response to the evaluation questions and organized by the evaluation criteria: relevance, effectiveness, cross-cutting themes and sustainability.

### 4.1 RELEVANCE

*To what degree were the activities and outputs delivered in line with the priorities of the targeted country?*

**Finding 1:** *The project proposal was designed by renowned road safety experts on the basis of European best practices, and partnerships with the Argentinean government and institutions were not required by UNRSF.*

31. The project was founded by the Ibero-American Safe Mobility Alliance (REDUX). REDUX is a network of road safety experts based in Spain that had recently been created when the project was designed, according to key informant interviews<sup>13</sup>. REDUX and its project proposal received support from several well-known entities active in road safety in Ibero-America. Some are identified as partners in the project document, such as the MAPFRE Foundation and FICVI. ANSV in Argentina and its equivalent in Spain, the Traffic Directorate-General (DGT), were active participants, according to the project document.
32. FICVI is an umbrella organization made up of 16 associations in 11 Ibero-American countries, representing victims of traffic accidents in the region.<sup>14</sup> The MAPFRE Foundation is also an important organization in Spain and works in prevention and road safety. The Foundation's goal is to "raise public awareness of the importance of prevention and road safety, with the aim of convincing policymakers, professionals and the general public that it is possible to achieve Goal Zero, eliminating serious or fatal injuries".<sup>15</sup> According to its website, the Foundation collaborates with several organizations, including FICVI.
33. The key informant interviews confirmed that these partners were respected institutions in the project's thematic area, and the strong connections they had with the Latin American road safety community were important for the initial backing of the project's concept, when it involved multiple

<sup>13</sup> When UNRSF issued the 2019 Call for Proposals, REDUX had just been launched. According to its website, REDUX was launched at the Third Global Ministerial Conference on Road Safety, which took place in Stockholm in February 2020.

<sup>14</sup> According to its website, FICVI does not have associated institutions in Argentina, but it signed a memorandum of understanding with ANSV in 2022. See Ibero-American Federation of Victims' Associations against Road Violence (FICVI), *Memoria anual, 2022* [online] [https://contralaviolenciavial.org/uploads/Memorias\\_FICVI/FICVI\\_Memoria\\_2022\\_INSTITUCIONAL.pdf](https://contralaviolenciavial.org/uploads/Memorias_FICVI/FICVI_Memoria_2022_INSTITUCIONAL.pdf), and Argentina, "Argentina fue reconocida a nivel mundial por su Red Federal de Asistencia a Víctimas de Siniestros Viales de la ANSV", 20 October 2022 [online] <https://www.argentina.gob.ar/noticias/argentina-fue-reconocida-nivel-mundial-por-su-red-federal-de-asistencia-victimas-de>.

<sup>15</sup> MAPFRE is the leading insurance company in Spain and the largest non-life insurance company in Latin America. The MAPFRE Foundation is a non-profit institution created by MAPFRE to contribute to improving people's quality of life and the progress of society through multinational programmes and activities. See [online] <https://www.fundacionmapfre.org/conocenos/quienes-somos/prevencion-seguridad-vial/>.

Latin American countries,<sup>16</sup> and later when the scope of the proposal was scaled down and decisions were made that the project was to be “applied in Argentina” and have Spain sharing their “best practices on speed management”.<sup>17</sup>

34. The participation of DGT was important owing to its successful efforts and programmes to reduce deaths, according to project documents.<sup>18</sup> DGT and ANSV, through their respective National Observatories of Road Safety, were both members of OISEVI, a network of national government road safety directors in the region.<sup>19</sup> This, along with the relationships of the other partners, helped to facilitate the establishment by REDUX of the initial contacts in Argentina.
35. As for the participation of ANSV, the project document contains references to the firm commitment of local authorities to “generate a responsible project team”,<sup>20</sup> but the project document does not identify ANSV clearly as a “local partner”. There are also no references to Argentinean “partners” in the document. This is in line with the UNRSF 2019 Call for Proposal guidelines, which state that the government endorsement of projects was “strongly preferred” but “formal partnerships were not a requirement”.<sup>21</sup>

**Finding 2:** *The project’s topic and the approach for the interventions are considered relevant for Latin American countries and for Argentina. However, there is room for improvement in aligning the project’s design, activities and outputs with Argentinean priorities and needs or demands at the local and national levels.*

36. The project was originally designed to introduce speed management systems in Latin American cities and countries in order to reduce speed-related fatalities and serious injuries on urban and rural roads. The project document refers to the fact that “speed is still a pending issue on the...agendas [of most Latin American countries] and it is a difficult task due to citizens’ opposition”.<sup>22</sup>
37. The key informants consider that the topic is relevant, and studies have shown that speed reduction and management is important for reducing fatal and serious injuries in Latin American countries, and in Argentina specifically. For example, a 2017 Study by the Organisation for Economic Co-operation and Development (OECD) and the International Transport Forum (ITF), released a few years prior to the development of the project proposal and called “Benchmarking Road Safety in Latin America”, clearly describes how speed is related to the risk of collision.<sup>23</sup> It

<sup>16</sup> REDUX initially responded to the UNRSF calls for proposals with a proposal for a project involving multiple Latin American countries, according to key informant interviews. The proposal scope was scaled down to focus on one country only, but the focus on Latin America continued to be reflected in the project title, “Speed management in Latin America.”

<sup>17</sup> Project document.

<sup>18</sup> According to the project meeting notes, the successful experiences include the implementation of Spain’s law for speed control, *Plan Nacional de Radares 2004-2010*, which lowered speed limits from 100 km/h to 90 km/h on conventional roads in 2018 and set a limit of 30 km/h on single-lane urban roads in 2020. <https://drive.google.com/drive/folders/1QzhpzyUoolS437CModWDz9KIWJzK71hC?usp=sharing>.

<sup>19</sup> According to the World Bank, OISEVI is a regional road safety observatory that brings together “the highest road safety authorities across 22 Latin America and the Caribbean countries with the goal of sharing relevant information about road safety indicators and best policymaking practices”. <https://thedocs.worldbank.org/en/doc/557131447871332800-0190022015/render/TransportLatinAmericaCaribbeanFinalHighRes.pdf>.

<sup>20</sup> See “Annex 1: Logical framework and work plan”, 30 June 2020 [online] [https://mpf.undp.org/sites/default/files/documents/35000/05.\\_prodoc\\_200706\\_gtw.pdf](https://mpf.undp.org/sites/default/files/documents/35000/05._prodoc_200706_gtw.pdf).

<sup>21</sup> <https://unece.org/media/press/1613#:~:text=The%202019%20Call%20for%20Proposals,have%20immediate%20and%20tangible%20impact.>

<sup>22</sup> According to the project document, over that decade, countries “increased their commitments to road safety and implemented policies to improve the safety of pedestrians, cyclists and motorcyclists.”

<sup>23</sup> [https://www.itf-oecd.org/sites/default/files/docs/benchmarking-seguridad-vial-america-latina\\_0.pdf](https://www.itf-oecd.org/sites/default/files/docs/benchmarking-seguridad-vial-america-latina_0.pdf).



highlights that “higher absolute speeds increase the risk of crashes and the probability of serious injuries in a crash”. In addition to being a causal factor in around a third of fatal crashes, speed is an aggravating factor in the severity of all crashes, according to the study.

38. Regarding Argentina, specifically, the same study recommended that the country (along with other Latin American countries) reduce its speed limit in urban areas from 60 km/h to 50 km/h, which would reduce fatalities by 20% in urban areas.<sup>24</sup> Argentinean official statistical data also show that in 2021, 3,870 fatalities were caused by roadway accidents and that the number of accidents with fatalities was higher on national roads (27%) than on provincial roads (22%) or highways (5%).<sup>25</sup>
39. The key informants corroborate this view and agree that the problem is complex and that speed management in Argentina requires the involvement of multiple entities as well as different types of action. As such, the project’s proposed approach was (i) multi-sectoral (involving various types of activities such as campaigns, enforcement, technology, fleet management and infrastructure for speed management; and (ii) multi-agent (involving national and municipal governments, private sector transport companies, and civil society victims’ associations). Key informants consider that this approach is relevant and valuable.
40. During the design phase, ANSV was consulted and it supported the approach proposed. However, according to project reports, it was not directly involved as a partner but rather as a participant, and as such, it did not opine on the possible implementation risks associated with the local context (such as changes of government, local politics and others) or on specific needs or demands.<sup>26</sup> The Agency considered that speed management was important, but the government was prioritizing “zero tolerance for driving under the influence of alcohol” and “promoting the use of radar on all national roads to enhance monitoring” at that time. These topics relate to the project’s theme, but are not fully aligned with it, according to key informant interviews.<sup>27</sup>
41. At the local level, even though municipalities, the private sector and civil society participated in the implementation of the various project activities, there were no consultations with them during the design phase. As such, the project was considered “supply-driven” as opposed to “demand-driven” in the sense that it did not take into consideration their specific demands or priorities. According to key informant interviews, this may have had implications for the overall implementation of activities and achievement of outcomes, as explained in the section entitled “Effectiveness”.

<sup>24</sup> The study also recommended a maximum speed of 30 km/h in residential areas and near schools, shopping centres and recreational areas, and set higher speed limits only where motorized and non-motorized users are separated. In addition, the study called for stepping up enforcement and introducing automatic speed checks, supported by effective administrative penalty systems.

<sup>25</sup> Ministry of Transport, Tramos urbanos de rutas. Análisis de la problemática territorial, de movilidad, de transporte y de seguridad vial. Metodología de identificación, tipificación, siniestralidad y caracterización. Tomo 1, Autonomous City of Buenos Aires, 2023 [online] [https://www.argentina.gob.ar/sites/default/files/2018/12/ansv\\_estudio\\_ov\\_tramos\\_urbanos\\_de\\_rutas\\_tomo1\\_2023.pdf](https://www.argentina.gob.ar/sites/default/files/2018/12/ansv_estudio_ov_tramos_urbanos_de_rutas_tomo1_2023.pdf).

<sup>26</sup> According to key informant interviews.

<sup>27</sup> These government priorities were also emphasized in ANSV testimony for the UNRSF social media campaign in the context of the Sixth United Nations Global Road Safety Week (17–23 May 2021). See “UNRSF Project Sheet\_Español\_Mayo 2021.docx” [online] <https://drive.google.com/drive/folders/1hJcwYRXLBNIjvR14aKDq0lpLBt9s1gq>.

**Finding 3:** *There was little opportunity for alignment, synergies, and complementarities with other REDUX and ECLAC activities, as their work in road safety in the region was just starting.*

42. UNRSF finances projects through calls for proposals that are designed according to specific priorities and parameters. To participate in these processes, governments, international organizations, non-governmental organizations, research institutes and the private sector need to partner with participating United Nations organizations to prepare concept notes.<sup>28</sup>
43. REDUX and ECLAC did not have a relationship prior to the development of the proposal. Since ECLAC is one of the Fund's participating United Nations organizations (the only one based in Latin America) and, at the time, it was also presenting another UNRSF proposal for a project in Brazil, the two institutions partnered for the development of this project. REDUX was responsible for the management of the technical aspects of the project while ECLAC was responsible for implementation, supervision and operational management, including financial administration, since REDUX was not yet established as a legal entity in Spain.
44. As mentioned, REDUX had expertise in road safety, but it did not have other projects or a presence in the region and a local project team had not yet been established in Argentina. As such, no alignment or synergies were possible with other REDUX work in the region.<sup>29</sup>
45. ECLAC also had expertise in the topic, but a programme of work related to road safety was not in place during the design and implementation phases. The project was supervised by the ECLAC Infrastructure and Logistics Unit of the International Trade and Integration Division, which, at the time, was also supervising a project called "Strengthening road traffic enforcement in the State of Pará, Brazil" with UNRSF funding of US\$ 321,000 and with a similar timeframe for implementation (August 2020 to December 2022). While there are references in the project document to the creation of synergies between the two projects, according to interviews, synergies did not materialize because the projects were in different areas of work, with the Brazil project focusing on traffic enforcement.<sup>30</sup> There was, however, one occasion, in November 2021, where the Latin American countries implementing projects funded by UNRSF (Colombia, Argentina, Brazil and Chile) participated in a road safety conference<sup>31</sup> organized by ECLAC, which was part of programme of work of the ECLAC Infrastructure and Logistics Unit.

## 4.2 EFFECTIVENESS

**Finding 4:** *Despite major implementation challenges, a good number of project outputs and activities were completed satisfactorily, at an excellent financial execution rate of 97%.*

46. The project faced major external and internal challenges during implementation, some not under its control. As mentioned, it started in July 2020, during the COVID-19 pandemic, and movement restrictions, including closures of borders and institutions in Argentina and elsewhere in the world, prevented the in-person activities from taking place.

<sup>28</sup> See [online] <https://roadsafetyfund.un.org/call-proposals>.

<sup>29</sup> According to the project document, REDUX was to allocate three part-time staff to coordinate and lead the work in Argentina.

<sup>30</sup> The goal of the project in Brazil was "to contribute to decreasing road traffic deaths and injuries by means of technical assistance to support and to strengthen ongoing road traffic enforcement activities enhancing the capacity of a core group of traffic officers at the [Pará] state level." See [online] <https://mptf.undp.org/project/00122800>.

<sup>31</sup> The Conference was entitled Conferencia Iberoamericana sobre Factores de Riesgo. Capítulo I: Velocidad.

47. REDUX was not yet set up as a legal entity, which prevented it from managing the project's financial resources, and as such, ECLAC contracted the consultants directly, following the rules and internal procedures of the United Nations to ensure appropriate use of funds. Some activities experienced pandemic-related delays because of travel restrictions and United Nations safety protocols.
48. Presidential elections took place in December 2019 and municipal elections were held at the end of 2020, affecting project implementation, and especially, in the case of the latter, delaying municipal participation. The FIFA World Cup Qatar 2022 also disrupted project activities, some of which had to be rescheduled, since the country shuts down on match days.
49. The ECLAC and REDUX teams worked together to find solutions to mitigate the challenges, and even in this context, the project managed to implement all planned actions in just over two years, at a financial execution rate of 97%, according to key informant interviews and project documents. Most of the US\$ 300,000 in funding from UNRSF was spent on consultant per diems, travel and the production of materials. Funds for the purchase of equipment and materials were not provided by the project.
50. With varying degrees of success, most of the components planned were implemented, owing to the dedication of the highly qualified team and its leadership, as revealed by the key informant interviews. The outputs for components 1 (conference on speed management projects and best practices), 2 (outreach campaign) and 5 (final workshop) were fully implemented. Adjustments were made to ensure the completion of component 3 (speed reduction pilot projects along three stretches of roads) and component 4 (fleet management), the remaining key components, which resulted in partial implementation, with some outputs not finalized and others not finalized as originally planned. The completion of the outputs in each component is described in detail below.

### Component 1: Conference on speed management projects and best practices

51. All planned activities of this component were implemented, including a regional conference on speed management and best practices (output 1.1) and the preparation of a speed management best practices report<sup>32</sup> (output 1.2). The regional conference featured a series of 2-hour online events, including an opening session and four thematic conferences, which took place over four months between May and August 2021.<sup>33</sup>
52. The themes of the four conferences were those of the project components, to provide for gathering data from the audience (as a way to identify best and innovative practices) while also enabling the dissemination of these innovative practices in the following areas: (1) speed control and surveillance technologies; (2) speed management infrastructure; (3) fleet management as a tool for speed reduction; and (4) best practices in speed control in the region.

<sup>32</sup> A. Ferrer and P. Bisiau, *Buenas prácticas para el control y la reducción de la velocidad en América Latina*, Ibero-American Safe Mobility Alliance (REDUX), 2022 [online] <https://consejoredux.org/publicacion-guia-buenas-practicas/> <https://alianzaredux.org/download/guia-buenas-practicas-2022/>.

<sup>33</sup> The conferences took place on the following dates: Opening session, 20 May; Speed control and surveillance technologies, 10 June; Speed management infrastructure, 1 July; Fleet management as a tool for speed reduction, 22 July; and Best practices in speed control in the region, 12 August. All dates in 2021.

53. The conferences mobilized 30 presenters, including 13 women (43%) and 17 men (57%). The presentations focused on the benefits of managing speed to improve safety and targeted an audience of Latin American officials and national and regional stakeholders, including decision-makers, policymakers, and representatives of the private sector, civil society and academia.
54. Since these were online events, there is no list of participants. The project coordinators manually tracked the number of participants at the time of the events and reported the following: a total of 398 participants attended the Zoom sessions, including 187 women (47%) and 211 men (53%). In addition, 318 people participated of the events via YouTube, bringing the total number of participants to 716 people.<sup>34</sup> The breakdown of the numbers by event is presented in table 1 below.
55. In the absence of a list of participants, the evaluation analysed the project database registration list<sup>35</sup> as a proxy for tracking the country of origin and organization of participants, and attempted to determine the reach of the events. Analysis of this data shows more registrations in all sessions (about 1,056 registrations) than reported participants. The breakdown of the numbers by session, the number of surveys filled out by participants at the end of each session, and the associated response rates are also presented in table 1 below.

**Table 1**  
Actual conference participants compared with registered participants

	Number of participants on Zoom	Number of participants on YouTube	Subtotal of Zoom/YouTube participants	Number of registrations	Number of final surveys	Survey response rate (Percentage)
<b>Opening session</b>	92	151	<b>243</b>	238	31	13
Thematic conference 1	75	66	<b>141</b>	114	19	13
Thematic conference 2	66	15	<b>81</b>	138	8	10
Thematic conference 3	99	9	<b>108</b>	269	13	12
Thematic conference 4	66	77	<b>143</b>	297	11	8
<b>Subtotal thematic conferences</b>	<b>306</b>	<b>167</b>	<b>473</b>	<b>818</b>		
<b>Total</b>	<b>398</b>	<b>318</b>	<b>716</b>	<b>1056</b>	<b>82</b>	<b>11</b>

**Source:** Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of data from the project database.

56. It is important to note that table 1 does not show the total number of individuals that participated in or registered for the events. The sum of the number of participants and registrations presented as the total in does not take into account the overlap across sessions, where single individuals participated in multiple sessions (the total number does not exclude individuals that registered and/or participated in multiple sessions).<sup>36</sup> On the basis of the registration data, the assessment estimates that the conferences reached a total of approximately 444 individuals who registered for all the events.

<sup>34</sup> A. Ferrer and R. Gallego, "Gestión de la velocidad en América Latina: el caso de Argentina", paper presented at the Conferencia de Cierre del Proyecto de Gestión de la Velocidad en América Latina: el Caso de Argentina, 11 May 2023 [online] [https://www.cepal.org/sites/default/files/events/files/presentacion\\_anna\\_rosa.pdf](https://www.cepal.org/sites/default/files/events/files/presentacion_anna_rosa.pdf).

<sup>35</sup> There are variations between the registration lists provided to the evaluator in the project database and the number of registrations reported in project reports. For the purposes of this report, the registration list from the database was used.

<sup>36</sup> For example, the registration data from the project database show that 114 people registered for the first thematic conference and about 107 also registered for the other three. There may also be data inconsistencies, including many caused by human error while tracking the numbers and from the use of different or multiple email addresses to log in.

57. The conferences disseminated information to multiple entities. As shown in table 2 below, according to registration data,<sup>37</sup> registrants represented a variety of institutions: governments, including national, provincial and municipal governments (45%), civil society (15%), and the private sector (10%), among others. Balanced gender representation was also achieved, with about 46% female and 54% male participation.<sup>38</sup>

**Table 2**  
Conference registrations by gender and type of institution

Type of institution	Gender		Total # of registrations	Percentage of registrations
	F	M		
<b>Government</b>	94	107	201	45
Civil Society	41	26	67	15
Private Sector	14	32	46	10
University	5	8	13	3
Donors	4	2	6	1
N/A	47	64	111	25
<b>Grand Total</b>	<b>205</b>	<b>239</b>	<b>444</b>	<b>100</b>

**Source:** Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of data from the project database.

58. Each of the online conference sessions were recorded and posted on YouTube<sup>39</sup> and on the REDUX website, which slightly enhanced the project's reach. The data show that the number of visits to the conference sites is not significant: there have been a total of 1,095 visits from various countries in the 2 years since April 2021 (annex 5 shows the number of visits per session).<sup>40</sup> However, these were valid dissemination efforts. The materials have not yet been disseminated by ECLAC through its website.
59. The regional conference was also one of the means used to identify and disseminate best practices to be used in preparing the speed management best practices report (**output 1.2**), which was completed and is currently posted on the REDUX website. The guide contains 16 best practices implemented by national and municipal governments and the private sector in the Latin American region to reduce speed-related accidents, providing information to decision-makers and technical staff so they can act on speed management and control measures. The key informants interviewed mentioned that limited publications are available on the topic and consider the report an important contribution to the literature.<sup>41</sup>

<sup>37</sup> The project does not have a list of participants, so a list of registrations is used as a proxy for this analysis.

<sup>38</sup> The registrations lists were merged and cleaned up by the evaluator, eliminating repetitions. The institutions were classified according to the categories presented in the table. When it was not possible to classify the institution of the individual based on the registration, the category N/A was used.

<sup>39</sup> See thematic conference No. 1 [online] <https://youtu.be/JKXYrPxVkhI>, thematic conference No. 2 [online] <https://youtu.be/CP-huBDoMnw>, thematic conference No. 3 [online] <https://youtu.be/nFThUFL4GQw>, and thematic conference No. 4 [online] <https://youtu.be/O-Uwf1sJ6lQ>.

<sup>40</sup> Even though there are no comparisons with website visit data for comparable projects, it is useful to have an idea of the reach of other projects. For example, the evaluation of the Development Account project entitled "Promoting equality: strengthening the capacity of selected developing countries to design and implement equality-oriented public policies and programmes" reported the number of monthly visits to the ECLAC Non-contributory Social Protection Programmes Database - Latin America and the Caribbean, showing a consistent average of 5,000 visits per month from 2015 to 2018. See Economic Commission for Latin America and the Caribbean (ECLAC), Assessment of Development Account Project 14/15 BG, Santiago, 2018 [online] <https://www.cepal.org/en/publications/44474-final-assessment-report-assessment-development-account-project-1415-bg-promoting>.

<sup>41</sup> A. Ferrer and P. Bisiau, Buenas prácticas para el control y la reducción de la velocidad en América Latina, Ibero-American Safe Mobility Alliance (REDUX), 2022.

60. For its preparation, REDUX issued a “call for papers” over the period May to July 2021<sup>42</sup> to select cases from Latin American countries for presentation at the fourth and last thematic conference on best practices in speed control in the region, which took place in August of that year.<sup>43</sup>
61. The key informants interviewed agreed on the good quality and usefulness of the speed management best practices report, but the assessment did not find examples of its use. According to recent project data, the publication site has received just 365 visits in the roughly two years since the document was published around the end of 2021 (see annex 5).<sup>44</sup>

### Component 2: Awareness-raising campaign

62. Progress was also made in the implementation of all activities related to component 2, including the design and implementation of surveys (**output 2.1**) and of campaigns (**output 2.2**) to enhance public awareness of the benefits of speed management at the three project pilot sites.
63. The pre- and post-campaign surveys (**output 2.1**) were completed in the municipalities of Azul, Pergamino and Cañuelas (in April and December 2022) to gather the views of citizens and professional drivers before and after the implementation of the awareness-raising campaigns and to enhance understanding of the beliefs, road behaviour and previous knowledge of citizens and drivers.<sup>45</sup>
64. The sampling strategy was comprehensive, aimed at gathering the opinion of some 600 citizens in all three cities, stratified as shown in table 3 below by participant, age and gender.<sup>46</sup> In addition to the survey in the cities, about 350 drivers were surveyed along the selected roads, where interventions were proposed in all three municipalities, with the following breakdown: 100 people (28%) in Azul, 200 people (57.1%) in Cañuelas and 50 people (14.2%) in Pergamino, according to project reports.<sup>47</sup>

<sup>42</sup> <https://alianzaredux.org/proyecto-gestion-velocidad-argentina/convocatoria-mejores-practicas/>.

<sup>43</sup> The submission criteria of the call for papers included the topic, which had to be one of the themes of the four project components: citizen awareness, infrastructure improvements, minimizing risky practices or safe fleet management. The practices could be those of national and municipal governments or private sector operators. The thematic conferences also presented examples of international practices for each topic, highlighting their implementation and results, which are well documented in the project reports. For more information, see R. Gallego, *Informe final. Conferencia Regional sobre Gestión de la Velocidad para Difusión de Buenas Prácticas. Componente 1*, 27 September 2021. <https://drive.google.com/file/d/1GdKk1qBl61NxAB3gVLgrbR3j7RB5WGtG/view>.

<sup>44</sup> According to the final project report, in the five months after August 2022, there were 280 visits and 145 downloads to the webpage with the report (an interactive PDF). [https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWkB1NYmxT\\_y/view](https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWkB1NYmxT_y/view).

<sup>45</sup> The work involved projecting and defining the pre- and post-campaign reach prior to implementation, conducting a pre-campaign survey of citizens and professional drivers, analysing the survey results and defining the key campaign messages, goal and types of media to be used.

<sup>46</sup> The sampling strategy aimed at gathering data from 950 cases, representing a total population of 143,481 inhabitants and enabling results to be extrapolated with a margin of error of about 5% and a 95% confidence interval. The citizen survey was conducted in 14 locations and the drivers' survey was conducted in 8 locations.

<sup>47</sup> N. Esbry, Encuesta de opinión a la población general y a conductores de ruta en las localidades de Cañuelas, Azul y Pergamino, provincia de Buenos Aires, Argentina, December 2022 [online] [https://drive.google.com/file/d/1QQu5cUIGN8gUwF1MTaUq2071h7Y-jNsM/view?usp=share\\_link](https://drive.google.com/file/d/1QQu5cUIGN8gUwF1MTaUq2071h7Y-jNsM/view?usp=share_link).

**Table 3**  
**Number of surveys in the three municipalities, by age group and gender**

Age group	Azul		Cañuelas		Pergamino		Total (n)
	Men	Women	Men	Women	Men	Women	
18–25	7%	7%	9%	8%	7%	8%	92
26–35	14%	14%	16%	16%	14%	15%	174
36–45	10%	11%	10%	10%	9%	10%	121
46–55	9%	10%	8%	8%	9%	11%	111
56 and over	9%	10%	7%	7%	8%	9%	101
<b>Total (n)</b>	<b>88</b>	<b>89</b>	<b>68</b>	<b>70</b>	<b>133</b>	<b>151</b>	<b>599</b>

**Source:** Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of project reports.

65. The results of the pre- and post-project surveys were analysed and used to inform the awareness-raising and education campaigns targeting the general public (**output 2.2**).<sup>48</sup> The surveys confirmed that the public supports more stringent speed monitoring both in the cities and on the roads surveyed, as an important measure to reduce accidents and save lives. The key findings of the surveys were shared with the municipalities and are listed in box 1.<sup>49</sup>

### Box 1 Key findings of pre- and post-project surveys

*Radar speed monitoring:* Most interviewees stated that radar speed monitoring should be increased, both in the city and on roads, and that monitoring was needed to control high-traffic roads and streets, reduce accidents and save lives. Part of the population also considered it a tool for raising money and believed that this was its main function.

*Security measures:* Almost all interviewees said that the measures suggested in the questionnaire (speed cameras with displays, posting the speed limit more frequently along the road, signs where accident rates were highest and at the entrance of urban, school, hospital and recreational zones) would reduce speed-related traffic risks.

*Information media used:* Social media networks were the most frequent response, both in cities and for drivers. In addition, television, radio (especially for drivers) and the Internet were mentioned.

*Cause of accidents:* People believe that speed and alcohol are the main causes of traffic accidents. Many consider that people are imprudent while driving (using cell phones, for example), and the drivers surveyed indicated that driving while tired is also an important cause of accidents.

**Source:** Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of project reports.

66. The project team also presented the communication plans to municipalities and ANSV and coordinated actions with them through several videoconference meetings. ANSV validated the messages and actions of the campaign, but its participation was very discreet, according to project reports. Two campaign messages were chosen: “Lowering speed limits saves lives” or “Citizens can be better drivers”.<sup>50</sup>

<sup>48</sup> AF\_Informe Semestral\_1. [https://drive.google.com/file/d/1\\_77MViYZFGTHLCKjfhF6HYfnN1IHnUP/view](https://drive.google.com/file/d/1_77MViYZFGTHLCKjfhF6HYfnN1IHnUP/view).

<sup>49</sup> The survey results also show that in general, the population agrees that fixed radar units, more speed limit signs, and placing signs to identify areas with high accident risk and the entrances to urban, school, hospital and recreational zones would help to reduce speed-related risks.

<sup>50</sup> For example, survey respondents indicated that impactful visual images (such as blood, broken glass or windshields and children) were quite effective, and that social media was the preferred means for obtaining information for the majority of those surveyed. See R. Gallego, “Proyecto velocidad argentina”, June 2022 [online] <https://docs.google.com/presentation/d/16ULw8kPFNDC9J13EBt92e3TidWGEuOQAQ/edit#slide=id.p8>.

67. The following activities were implemented in each municipality:
- (a) **Paintings on the pavement on roads with schools.** Events called “Let’s paint the future together” were organized to call attention to road safety in schools. The events were followed by presentations to the school community, documented through short videos.<sup>51</sup>
  - (b) **Demonstrations of braking distances.** Demonstrations were organized with the support of the Center for Experimentation and Road Safety MAPFRE (CESVIMAP) and the MAPFRE Foundation.<sup>52</sup> The 2-hour long demonstration activities showed the impact of speed and braking and consisted of getting people to experience driving a vehicle at different speeds (30 km/h or 40 km/h) while a life-sized dummy (pedestrian) crossed in front of the vehicle. The demo was considered useful in showing the consequences of braking in each case and the exercise clearly demonstrates that lowering speed not only minimized the negative consequences of the impact, but also improved the ability of the driver to react in time.
  - (c) **Social media communication.** The main product for the campaign was a 3-minute awareness-raising video entitled “Driving at the right speed saves lives”.<sup>53</sup> Two versions of the video were produced, with local citizens delivering similar messages.<sup>54</sup> A shorter version of the video was produced and was distributed to the press in each municipality, who disseminated the information on the municipality’s social media channels (Facebook and Instagram, as applicable). The information was also disseminated on the Twitter platform of REDUX and each municipality also posted the information and advertised the demonstrations and painting events.
68. According to the key informant interviews, the videos were supposed to be played by the municipalities and ANSV in the waiting rooms of driver’s licensing centres or even in driver training sessions. ANSV or the transit authorities could also educate drivers who had been caught speeding by inviting them to watch the video and attend a talk about speeding and its consequences, instead of giving them a fine. However, the video is currently only being used in the driver’s licensing centre in Pergamino.
69. As part of the communications strategy of the project, other materials were also produced to generate awareness through social media (including infographics and the corresponding recommended messages). Three tailor-made versions were produced of all awareness-raising materials, documents, reports and guidance, using the logos of each municipality (see figure 1). The materials were considered appropriate and adequate, using simple language and popular references (such as the size of a soccer field), and with verbs in the third person to clearly communicate the project’s message: “Let’s all reduce our speed”.

<sup>51</sup> See [online] <https://www.dropbox.com/s/p7v0q840rlji58q/Evento%20Escuela%20Ca%C3%B1uelas.mp4?dl=0>.

<sup>52</sup> According to project documents, this was managed through a collaboration agreement between Fundación MAPFRE and CESVI, an Argentinean company in charge of building and promoting the demonstration in Argentina. For more information, see AF-Informe Semestral\_3. <https://drive.google.com/file/d/1A13wU7RpsKW4fvfWHgbwLtWvHdGw-94e/view>.

<sup>53</sup> See [online] <https://www.youtube.com/watch?v=YCPDBDGVgil>.

<sup>54</sup> See [online] <https://www.dropbox.com/s/ohz4pi4jnm11dtp/Infraestructores%20Pergamino%20SUB.mp4?dl=0>.



Figure 1  
Infographics created for the project



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of project reports.

70. In all municipalities, staff from communications or press secretariats participated in the events and demos, which were advertised ahead of time in the local press (newspapers and radio).<sup>55</sup> Despite these good efforts to involve the municipal and local press, the dissemination of this information through local channels was also limited, reaching only those who were already following municipal pages and information, as mentioned by key informant interviews. According to the project report, in Pergamino and Azul, there were some posts on social media (about 10 and 12 posts, respectively), which generated about 250 likes each. The number of comments and forwards was also limited. In Pergamino, for example, there were only about 14 comments and 44 forwards. Cañuelas shows a much smaller number of posts (2) with only 30 likes.<sup>56</sup>
71. The project reports provide a more positive view, showing a slight increase in the number of followers (in green) through Twitter, Facebook, Instagram and YouTube,<sup>57</sup> as shown in table 4 below:

Table 4  
Municipalities' social media followers, before and after surveys

Social media site	Municipality					
	Azul		Cañuelas		Pergamino	
	Before	After	Before	After	Before	After
<b>Followers</b>						
TWITTER	86	86	2,100	2,204	7,400	7,462
FACEBOOK	22,000	23,000	22,000	24,000	N/A	N/A
INSTAGRAM	N/A	N/A	N/A	N/A	17,200	18,800
YOUTUBE	N/A	N/A	97	101	487	585

Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of project reports.

<sup>55</sup> Municipality of Pergamino, "Este viernes llega 'Frená para pensar'", *Pergamino al Día*, 16 November 2022 [online] <https://noticias.pergamino.gob.ar/2022/11/16/este-viernes-llega-frena-para-pensar/>.

<sup>56</sup> J. M. Ghio, *Gestión de la velocidad en América Latina: el caso de Argentina. Documento de cierre de aplicación de campaña*, 16 January 2023 [online] <https://drive.google.com/file/d/1YWurWbtHWjmCDSwok4-HuPMLp4wSmqVp/view>.

<sup>57</sup> See AF\_Informe Final\_2023 [online] [https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWkB1NymxT\\_y/view](https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWkB1NymxT_y/view).

72. Local stakeholder involvement in the activities was also limited. Citizen involvement was higher in Pergamino, where the video was produced using family members and friends of traffic accident victims and the project video was posted on Instagram and presented at an event called “Justice for Vito” – a victim of a traffic accident who had died 5 years earlier. In contrast, in Azul and Cañuelas, the involvement of the local population also seems to have been limited. According to Google Analytics data, the video pages have been visited a total of 88 times since April 2021 (see annex 5).
73. The participation of municipal governments in awareness-raising activities varied. In Cañuelas, for example, the municipality helped to coordinate the events by establishing the links between REDUX staff and schools and providing logistical support. Staff participation also varied. In certain cases, staff from the government secretariat and traffic education departments were involved. Traffic directors and traffic agents were present in other cases. In Cañuelas, the safety secretariat participated along with representatives of transport company Loma Negra, who supported the activities by providing materials and other assistance.
74. ANSV had committed in writing (in a document signed in September 2022) to provide resources such as asphalt paint for the school painting activities, a trailer to support outdoor activities on public roads, and a digital speed display sign (for the infrastructure project), among others. However, in the end, due to a budget freeze and other issues that are explained below, the Agency only validated the campaign message and format and supported the use of the ANSV website as a tool for dissemination.<sup>58</sup>

### Component 3: Speed reduction pilot projects along three sections of the road

75. This component was key for the overall project, and unfortunately it was not fully implemented. It had been planned to introduce speed management systems such as those used in other countries and cities to reduce speed-related fatalities and serious injuries on urban and rural roads. The pilot projects were defined (**output 3.1**) and work was undertaken to identify the sections of the road, assess them, design the interventions and determine the technologies to be used to control speed (radar), but work is still needed to implement the projects and road enforcement activities (**output 3.2**).
76. The work began with ANSV identifying the sections of the roads, which were national roads with a high number of fatal accidents that cut across the urban and rural areas of Azul, Cañuelas and Pergamino. REDUX consultants designed the methodology and assessed the three sections selected (each about 6 km to 9 km long). They surveyed the characteristics at each site and measured vehicle speed in April and December of 2022. They also gathered data on the number of accidents (provided by ANSV), the volume and composition of traffic (through the DNV webpage), existing speed monitoring and control activities (provided by the municipalities) and other factors.
77. Initially, ANSV was to collaborate by providing the speed measurement equipment, but this did not materialize (as explained in detail later in this report) and in the end, CESVIMAP provided Bushnell guns, although this required methodological adjustments. The respective municipalities provided the data and support for measuring speed.

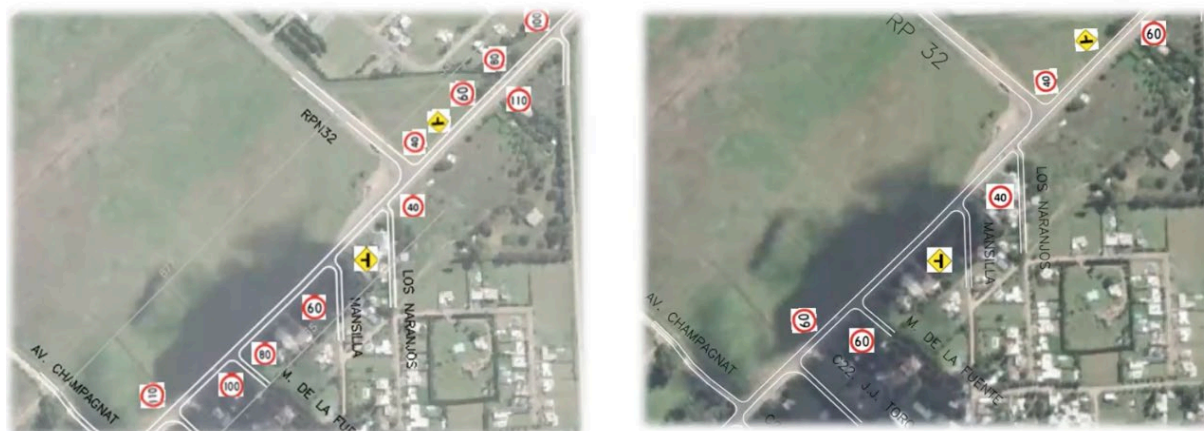
<sup>58</sup> A. Dell’olio, *Gestión de la velocidad en América Latina: el caso de Argentina. Informe de trabajo en campo para cada uno de los 3 tramos intervenidos – Azul, Cañuelas, Pergamino*, 23 October 2022.

78. The assessments pointed to several issues, such as inappropriate crossings at intersections, traffic flow conflicts between cars and buses, lack of pedestrian crossings and too many points of access to the main road. Speeding was identified as a major issue. In all cities, most drivers were driving above the speed limit. In areas where the speed limit was 60 km/h, more than 96% of the drivers were exceeding the limit.<sup>59</sup>
79. Based on these assessments, recommendations were made for low-cost, high-impact infrastructure projects and they were presented to the municipalities and ANSV.

They included:

- reviewing speed limits (Pergamino and Azul);
  - managing access, including by restricting the number of access points (Pergamino and Azul) or reviewing the signage (Cañuelas);
  - creating a hierarchy of access points: establishing priorities at intersections through demarcation, placement of stoplights and vertical signs, and adding pedestrian crossings in certain areas (Cañuelas); and
  - gating off the urban area, with a token tollbooth or fixed radar units for speed control (Pergamino and Azul).
80. Figure 2 presents an example of a proposal for reviewing the speed limits in Pergamino. As shown in the image on the left, the assessment revealed multiple and inconsistent speed limits (for example, from 40 km/h to 110 km/h in one block). The image on the right shows the proposal for reorganizing them more logically (for example, from 40 km/h to 60 km/h in the same block).

**Figure 2**  
**Proposal for speed limit review in Pergamino (national road 188)**



**Source:** Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of project reports.

81. Municipalities were supportive of the interventions, as expressed by their letters to the project. Some key informants mentioned that some of the issues addressed had already been identified (such as inconsistencies in the speed limits along certain roads) and that the proposals helped to further visualize the problems. According to the project reports and the key informant interviews,

<sup>59</sup> The study also produced some interesting observations: reducing speed from 87 km/h (for through traffic) and 20 Km/h (for traffic turning, where vehicles slow down to access or turn onto another street) considerably increased accident risk.

for example, the municipality of Pergamino had previously requested that ANSV implement upgrades on national road 188 and provincial road 32, which have heavy traffic, and it supports the speed limit reviews proposed.<sup>60</sup>

82. The key informants confirmed that the proposals were considered simple and easy to implement from the financial perspective, requiring limited resources and budgets; however, they were not as easy to implement from the jurisdictional perspective. The projects are along national roads governed by the Ministry of Transport (which ANSV is part of), but infrastructure projects along these roads are under the jurisdiction of DNV, which is part of the Ministry of Public Works. This implied political issues and difficulties for the approval of projects and funds.
83. Even though the municipalities are autonomous in terms of managing traffic and have responsibilities related to local traffic management, land use and planning, they do not have the authority to implement infrastructure projects on national roads. Despite several attempts by REDUX consultants to gather support through various means for the implementation of the infrastructure interventions, including reaching out to ANSV and DNV, the support did not materialize during the project's lifetime and work is still needed to implement these projects.<sup>61</sup>
84. According to the project reports, the delays in the implementation of infrastructure pilot projects (originally planned for the third semester) were related to previous challenges, such as delays in the provision of speed measurement equipment by ANSV, which pushed the implementation calendar forward. The reports mention that if there had been more time beyond the extension granted, they might have been completed. However, in the view of the key informants, even if an extension had been granted, the project faced many difficulties in coordinating local action, navigating various complex challenges and getting traction for the implementation of activities in the difficult Argentinean economic context, and it is unlikely that they would have been sorted out even with more time.
85. As part of this component, the project also reviewed traffic enforcement legislation (defining speed limits, speed monitoring and fines) to gather information on the responsibilities and effectiveness of each so that good controls could be implemented in the pilot projects.<sup>62</sup> This resulted in a report called "Analysing legislation and its application and proposals for improving speed management in Argentina".<sup>63</sup>
86. Enforcement activities along the selected Argentinean roads (**output 3.2**) also did not materialize. It had been planned to install radar units along these national roads, but this required approval from ANSV and DNV. Unfortunately, in December 2021, ANSV suspended its participation in the project and the speed monitoring activities until legal proceedings were settled.<sup>64</sup> This situation lasted several months, after which, according to the final project report, requests for the installation of the radar units were submitted in March 2022. The key informant interviews confirmed that some radar units were finally authorized by the Agency and are in the process of being installed.<sup>65</sup>

<sup>60</sup> P. Marchesini, *Informe de planificación de capacitaciones, acompañamiento y ejecución de proyectos piloto. Componente 3*, 2022.

<sup>61</sup> ANSV, through the Ministry of Transport, expressed support for the infrastructure projects verbally on 7 July 2022, and promised to propose the measures to the National Road Directorate (DNV). A letter of support was sent to DNV on 12 September 2022.

<sup>62</sup> See AF\_Informe Semestral\_1 [online] [https://drive.google.com/file/d/1\\_77MViYZFGTHLCKjfh5F6HYfnN1IHnUP/view](https://drive.google.com/file/d/1_77MViYZFGTHLCKjfh5F6HYfnN1IHnUP/view).

<sup>63</sup> Owing to administrative issues and ECLAC contracting rules, this report was produced as a voluntary contribution by Dr. Gaby Lencina, a REDUX founding member. See <https://drive.google.com/file/d/1uTyiRc3cjo-trxWgbezZhAL0EbEH7ZUb/view>.

<sup>64</sup> AF\_Informe Final\_2023. See [https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWk1NYmxT\\_y/view](https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWk1NYmxT_y/view).

<sup>65</sup> According to the ANSV website, several radar units were approved in Azul and Cañuelas, including at km 297 and km 301.8 on RN3 in Azul and km 66.5 on RN 205 in Cañuelas, which are on the roads selected. The roads also include RN3 in Azul (between km 293 and km 307) and RN 205 in Cañuelas (between km 63 and km 68). See Argentina, "Radares fijos y móviles autorizados para operar en rutas nacionales", n/d [online] <https://www.argentina.gob.ar/seguridadvial/radares-fijos-y-moviles-autorizados-para-operar-en-rutas-nacionales>.

87. In March 2022, the conflict between the Russian Federation and Ukraine started, and the Argentinean economy was severely affected, with inflation rates reaching 94.8% (2022). In August 2022, the government imposed spending restraints to narrow the budget deficit,<sup>66</sup> and this further compromised the ability of the Agency to implement the project activities as initially agreed.
88. Capacity-building activities were planned in each municipality to provide training to municipal staff on developing a speed management plan.<sup>67</sup> The original plan was to conduct 4-hour workshops in each city to emphasize the need to address the speed problem in a comprehensive way, through a management plan that included communication and education, infrastructure and monitoring. In addition to a theoretical module, the workshops would provide a practical module, consisting of a visit to the section of the road selected for interventions in each municipality. In the final phase, a final meeting was to take place in January 2023 for municipalities to present their final project plan.<sup>68</sup>
89. However, the workshops did not materialize either. Instead, two 2-hour in-person workshops were conducted in Cañuelas and Azul in August 2022,<sup>69</sup> providing municipal officials with generic information and knowledge about speed and its effect on the severity of injuries from traffic accidents. At the end of the session, REDUX staff explained the measures proposed on the selected roads. However, these efforts do not seem to have resulted in a push for the implementation of the projects.

#### Component 4: Fleet management

90. A pilot project had also been planned to improve the capacity of ANSV to manage road safety for its own fleet by defining pilot projects (**output 4.1**) and implementing fleet management initiatives in at least three Argentinean companies (**output 4.2**). According to the project reports,<sup>70</sup> the activities planned included data analysis, driver education and capacity-building to improve fleet safety indicators. The project was based on establishing a baseline and monitoring driver behaviour safety indicators to then evaluate the effects after the introduction of the measures proposed.<sup>71</sup>
91. ANSV participated in defining the pilot project's objectives and indicators (**output 4.1**) and in making a plan with fleet management recommendations for its approximately 300 vehicles. The ANSV fleet was analysed, looking at infractions and using data from Urbetrack, and recommendations were made to improve road safety as follows:

<sup>66</sup> J. Do Rosario and M. Heath, "Argentina's Massa orders immediate spending limits in first step", *Reuters*, 4 August 2022 [online] <https://www.reuters.com/markets/rates-bonds/argentinas-massa-orders-immediate-halt-to-transfers-spending-document-2022-08-04/>.

<sup>67</sup> According to project reports, the following had been planned: an in-person training session (four hours) in August 2022, and a 1-hour follow up virtual meeting on the second Monday of each month; the preparation of plans for a local speed management project; and the presentation of the plan. The date on which teams from each municipality would present their respective plans was 23 January 2023. See A. Dell'olio, *Gestión de la velocidad en América Latina: el caso de Argentina. Informe de trabajo en campo para cada uno de los 3 tramos intervenidos – Azul, Cañuelas, Pergamino*, 23 October 2022.

<sup>68</sup> P. Marchesini, *Informe de planificación de capacitaciones, acompañamiento y ejecución de proyectos piloto. Componente 3*, 2022.

<sup>69</sup> Pergamino issued formal notice that it was not interested in follow-up activities and withdrew from the process in writing in October 2022.

<sup>70</sup> P. Bisiau, *Informe sobre las propuestas de mejora para la gestión de la flota de vehículos de la ANSV*, 30 November 2022 [online] <https://drive.google.com/file/d/1uDXFpPuDf1eZYdsRyfuVVGxonJHD7fR6/view>.

<sup>71</sup> An initial project report established the following sequence of activities: (i) obtaining the commitment of the company and analysing the situation of the fleet, pool of drivers, mobility data and driver behaviour and speed; (ii) proposals for improvement; (iii) driver awareness training; and (iv) introducing improvements and evaluating results. See AF\_Semestral 1, at [https://drive.google.com/file/d/1\\_77MViYZFGTHLCKjfh5F6HYfnN1IHnUP/view](https://drive.google.com/file/d/1_77MViYZFGTHLCKjfh5F6HYfnN1IHnUP/view).

- establish a dedicated road safety programme for the fleet, with dedicated staff and a road safety committee;
  - invest in technology to gather data and monitor indicators;
  - set up training for professional drivers; and
  - analyse the data for each professional driver and disseminate it so that he/she can evaluate his/her performance.
92. However, as explained earlier, there were issues (such as the suspension of speed monitoring, the related legal proceedings and government spending constraints) that prevented the Agency from implementing the recommendations and the pilot project.
93. As such, only some of the ANSV fleet management recommendations made earlier were implemented, related to the capacity-building activities with fleet company Loma Negra. **Output 4.2** was therefore partially implemented, since the remaining recommendations were not implemented by ANSV, and the projects on fleet management originally planned were not implemented in at least three Argentinean companies.
94. Loma Negra was closely connected to the project because its headquarters are located in Cañuelas and it participated in the outreach activities in that municipality. The company had been working to improve its road safety indicators since 2018 and had already implemented many of the recommendations mentioned earlier, with a dedicated focus, road safety staff and investments in technology.<sup>72</sup> The company was interested in gaining a more in-depth understanding of its drivers' behaviour and testing the extent of adherence to the company's policies and as such, a series of activities was conducted with the company, which participated actively in three working sessions.
95. The project team and Loma Negra collaboratively defined the content, format and type of workshop participant. The team also analysed the company data collected through its digital monitoring platform and conducted four data analysis sessions with the drivers from Loma Negra and its three subcontractors<sup>73</sup> to gather additional information directly from them on the issues faced. According to key informant interviews, the workshops were designed on the basis of consultations with drivers and the company, which identified issues related to penalties and sanctions imposed by the company for a variety of situations related to road safety (such as speeding and driving while tired or under the influence of alcohol and drugs).
96. Three 2-hour online awareness-raising workshops on safe driving were then conducted on Zoom for 50 people (all male), between September and December 2022. The focus was on awareness and personal reflections on sharing the road; the links between speed and driving; the psychological effects of the association between speed and driving and how to change them; and alcohol and tiredness as risk factors while driving.
97. According to the key informant interviews, the added value of the workshops was their emphasis on social responsibility and the presentations on calling for accountability from participants as

<sup>72</sup> Loma Negra had already introduced GPS fleet monitoring several years earlier throughout Argentina for its own drivers and drivers from its subcontractor companies. Their GPS platform measures speed in real time (with just three seconds of lag), as well as excessive speeding or braking, increased acceleration, management of acceleration and speed reduction over speed bumps. They also have a system of positive incentives and awards for drivers who achieve the highest scores in complying with traffic regulations and company guidelines, which is also monitorable by the drivers themselves, through cell phone applications. Since this system was introduced, the number of road deaths and related incidents has fallen.

<sup>73</sup> The subcontractors are Lomax Group (which works in the Buenos Aires Metropolitan region each day), Grupo Olavarria, Expreso San José and the Sian Group.

drivers of large and thus more dangerous vehicles who spend most of their time driving, showing them the consequences and risks of speeding, especially when tired or under the influence of alcohol or drugs.

### Component 5: Final workshop

98. The project logic model does not have an expected outcome statement for this component. The final workshop for the project output (**output 5.1**) was organized and the results were presented at the concluding meeting in May 2023. The municipalities of Pergamino and Cañuelas sent representatives (from the Government Secretariat and the Office of the Secretary of Public Participation). No representatives from the municipality of Azul were present. A representative of Loma Negra was present. The results and main lessons of the project were presented to these stakeholders. The video of the closing meeting is also available on YouTube.

### *Has the project made any difference in the behaviour, attitude, skills or performance of the beneficiaries?*

**Finding 5:** Most beneficiaries were satisfied with the conferences and workshops. The project reached a limited number of individuals through the outreach activities and these experiences changed the perception of participants.

99. Based on the registration data and excluding double counting related to individuals that participated in multiple conference sessions, it is estimated that the conference sessions (**component 1**) reached a total of about 444 individuals (see table 2). All session participants responded to an opinion survey (see table 1). Response rates were low (about 11%) for all sessions (including the opening session and the thematic conferences), and the surveys cannot therefore be considered to represent the views of all participants on the quality of the events. However, they provide an indication that those respondents were satisfied with the events, considered them well-organized and of an appropriate length, and felt the information they offered was useful for their organization. Most open comments related to the need for the sessions to allocate more time for questions and discussions. Only a few of the key informants could provide an unbiased view on the conferences, but there was general agreement on the good quality and usefulness of the sessions and the publication *Buenas prácticas para el control y la reducción de la velocidad en América Latina* (Good practices for controlling and reducing speed in Latin America).
100. Regarding the beneficiaries of the outreach activities (**component 2**), according to the project reports, the painting information sessions were attended by students in Cañuelas (one sixth grade class), Azul (300 students) and Pergamino (280 students), as well as school staff and local artists. According to key informants, the information sessions were well received in the communities and schools in which they took place and reached not only the teachers and students but also parents, neighbours and, indirectly, the wider community. The key informants also considered that the braking demonstrations were a powerful and useful experience and had a large impact on participants, both drivers and observers. This included community members watching the braking demonstrations in Pergamino (30 people approximately), Cañuelas (25 people) and Azul (20 people).<sup>74</sup> According to project reports and key informant interviews, the municipal representatives who were involved in the awareness-raising activities generally evaluated them as positive and believed they provided a picture of speed management in each locality. The key

<sup>74</sup> According to project reports. A. Dell'olio, *Gestión de la velocidad en América Latina: el caso de Argentina. Informe de trabajo en campo para cada uno de los 3 tramos intervenidos – Azul, Cañuelas, Pergamino*, 23 October 2022.

informant interviews revealed some examples of these experiences changing the perception of participants, in particular municipal staff, who did not believe speed was an issue in their communities prior to the demonstration activities.

101. Beneficiaries of **component 3** included municipal staff directly involved in the capacity-building activities. According to key informant interviews and project reports,<sup>75</sup> the municipalities found it difficult to release their personnel from day-to-day duties to participate in the capacity-building activities, and as such, there was limited participation in the workshops. However, participants considered the workshops satisfactory, according to project reports. Out of the total 43 participants (24 in Cañuelas and 19 in Azul), about 72% or 31 people completed the surveys (including 21 people in Cañuelas and 10 people in Azul) and indicated that the workshops contributed to an enhanced understanding of the presentation themes. In Cañuelas, the workshops were attended primarily by traffic officers and municipal or security guards. In Azul, attendees included senior officials such as both the Secretary and Director of Government and the Deputy Secretary of Citizen Oversight.
102. Regarding the capacity-building activities for Loma Negra drivers and health, safety and logistics managers (**component 4**), 50 people from 12 different transportation companies participated. Post-workshop surveys results show that about 37 people (74% of the participants) considered the workshops very useful or useful.<sup>76</sup> According to the key informant interviews, the workshop experience (and related assessment activities) encouraged drivers to discuss their concerns and is likely to have raised their awareness and improved behaviour. The experience also led to a shift in the Loma Negra management approach, moving away from sanctioning driver misbehaviour and non-compliance and towards social responsibility, education and rewarding them for good behaviour and sharing information about their performance with them. These changes have brought more positive results for the company, according to interviews.

**Finding 6:** *The expected results and expected outcomes are slightly different and the logic model of the project did not clearly and consistently articulate a results chain where the completion of outputs clearly pointed to contributions to the outcomes.*

103. The project contained different statements for the terms “expected results” and “expected outcomes”. While the terms are typically used interchangeably in evaluation terminology, the two statements are slightly different in the project documents, which makes it challenging to monitor results and report on progress. Moreover, the project did not have a theory of change which clearly articulated how the activities and outputs would lead to the expected outcomes.
104. It is possible to infer such a theory based on one of the project reports, which describes that “the project seeks to improve the existing technical capacity in Argentina to contribute to policies and strategies for the improvement of existing and developing speed management systems, which influences both deaths and injuries on urban and intercity roads and highways.”<sup>77</sup> The same report provides more information about the way in which capacity is to be built by explaining that “the project aims to contribute to the strengthening of ANSV as the highest governing body responsible

<sup>75</sup> Paula Bisiau. Informe Capacitaciones a conductores y técnicos de clotas PB. Pp. 35. <https://drive.google.com/file/d/1ZNla8WicigG2ABxcbcOr9WsPisfuYRAa/view>.

<sup>76</sup> P. Bisiau, *Componente 4: Capacitaciones a conductores y técnicos de flotas*, n/d [online] <https://drive.google.com/file/d/1ZNla8WicigG2ABxcbcOr9WsPisfuYRAa/view>.

<sup>77</sup> AF\_Informe Semestral\_2.pdf. See [online] <https://drive.google.com/file/d/1LZqw71Xer-L0NIwchkZoaiEl8uUxXtth/view>.



for road safety in Argentina, by implementing successful, comprehensive actions for speed reduction, which serve as a model for other Latin American countries, changing citizen perceptions about speed limit reductions to achieve safer urban and rural roads”.<sup>78</sup>

105. Additional insights into how the main objectives were to be met can be found in these project reports, which present the project as ambitious, involving the following tasks:

- (a) strengthening ANSV, through [providing advice] to the agency team in terms of project management, good practices, training and others;
- (b) incorporating multisectoral actions as a way to achieve greater impact on accidents, requiring experts in different disciplines: regulations, road infrastructure, monitoring and others;
- (c) documenting project strengths and weaknesses, interacting with more countries, and incorporating regional road safety organizations to enable replication to other Latin American countries;
- (d) changing citizens’ perception of speed and its effects, incorporating scientific evidence and disseminating good practices, and looking for arguments to inform decision-makers and the general population;
- (e) [fostering] public-private collaboration [to] fulfil the mandate of the Decade of action for road safety focused on the Safe System, or Vision 0;
- (f) [fostering] inter-institutional collaboration, which involves collaboration between the lead Agency at the national level, those responsible for road safety in the province and the political and technical managers of the participating municipalities.

106. However, the objectives are not clearly presented in the statements of the expected outcomes or expected results, which are presented earlier in the section entitled “Overview of the project”.

#### *To what extent did the project contribute to the expected results outlined in the project document?*

**Finding 7:** Positive contributions were made to disseminating information on innovative practices to multiple stakeholders in the road safety community and to systematizing technical information to guide the replication of best practices throughout the region. However, the expected results regarding strengthening Argentinean technical capacities were limited (**expected result 1**).

107. Information on speed management best practices and innovations was disseminated among Argentinean authorities and other national road safety stakeholders (**outcome 1**) through the completion of the planned regional conference, including the opening session, the four thematic conferences (**output 1.1**) and the best practices report (**output 2.1**).

108. Through the publication of the speed management best practices report,<sup>79</sup> technical information about cases of speed reduction and control implemented by various national and municipal governments as well as the private sector has been systematized and is now available to guide the replication of such practices in more countries in the region.

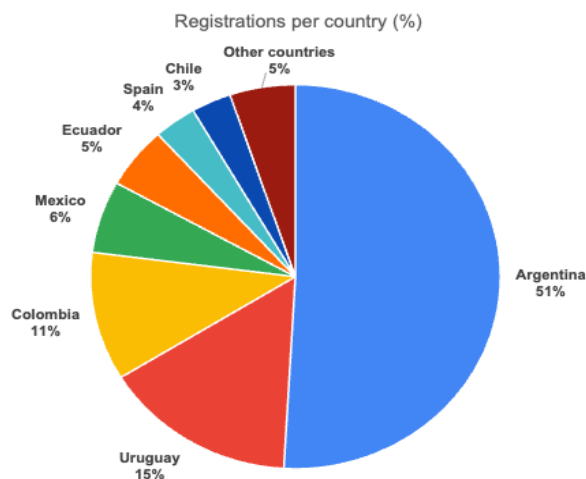
109. Through the regional conferences, the project also disseminated much information on innovative practices to multiple societal stakeholders active in road safety in Latin American and in Argentina. As shown in graph 1, about half of those registered (51%) in the regional conference were from Argentina, with the remaining registrations coming from a total of 16 countries in Latin America and

<sup>78</sup> AF\_Informe Semestral\_2.pdf. See [online] <https://drive.google.com/file/d/1LZqw71Xer-L0NIwchkZoaiE18uUxXtth/view>.

<sup>79</sup> Available at [online] <https://alianzaredux.org/guia-buenas-practicas-2022/>.

Europe.<sup>80</sup> The registrations from Argentina were from government representatives (52%), civil society (16%) and the private sector (9%), with about 5% of the individuals registered (12 people) clearly indicating affiliation with ANSV.

**Figure 3**  
Conference registrations by country



**Source:** Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of data from the project database.

110. The number of people reached through the publication and conferences in Argentina is still too small to ensure results related to enhanced technical capacities. As validated by the key informants, even though the presentations were useful, more and more consistent interventions would have been necessary to develop the capacities of a critical mass of individuals and raise their awareness, placing speed management on the Latin American agenda, and to enhance institutional technical capacities.

111. As such, progress is still needed towards the expected result of strengthening the technical capacity in Argentina regarding international speed management best practices and innovations, considering the local, national and regional context.<sup>81</sup>

<sup>80</sup> According to the project database, the registrations were from Argentina, Brazil, Chile, Costa Rica, Colombia, the Dominican Republic, Ecuador, Spain, Guatemala, Mexico, Panama, Peru, the Plurinational State of Bolivia, Portugal, Uruguay, the United States and Germany. The participants from other countries were largely from Uruguay (15%), Colombia (11%), Mexico (6%) and Ecuador (5%).

<sup>81</sup> See the application form, 17 December 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/2020\\_proposal\\_application\\_form\\_redux-cepal\\_ammend5\\_gw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/2020_proposal_application_form_redux-cepal_ammend5_gw.pdf).

**Finding 8:** *The project showed that outreach activities can make a difference in raising awareness among participants and that the public supports the introduction of speed reduction measures; however, work is still needed on the expected result of enhancing public awareness of speed as a major risk factor for serious injuries or deaths (expected result 2).*

112. The project aimed to “increase awareness and [undertake] educational campaigns on the benefits of managing speed”<sup>82</sup> at the three project pilot sites (**outcome 2**) and to change the citizens’ perception of speed by showing good practices and mobilizing support for the pilot projects, according to the project documents.
113. The project completed large surveys, produced videos, and disseminated information through social media and other means, which were described earlier. Working with limited resources, the project staff were able to mobilize individuals in each community and raise additional resources to successfully complete the community activities and demonstrations.
114. An important finding of the pre- and post-project surveys is that there is political support for measures introducing speed management, as emphasized in various project documents and presentations.<sup>83</sup>
115. The outreach and demonstration activities were useful in raising awareness among direct participants. They demonstrated the effects of speeding in the municipalities of Azul, Pergamino and Cañuelas and showed that the materials used were effective and that it was possible to make a difference in the views of the public through such activities.
116. Despite this good work and the appropriateness of the information disseminated, the assessment found no indications of the campaign’s impact beyond the participating individuals and communities.
117. The participation of the municipalities and ANSV was limited to a few individuals such as staff from the government secretariat, road education, traffic and security departments, along with communications and/or press secretary staff, who were helpful in promoting the activities in the local press.<sup>84</sup> In the end, ANSV did not participate in the dissemination of the campaign messages, preventing the wider dissemination of the information through its communication channels.
118. The results of the analysis of the pre- and post-project surveys also seem to corroborate this limited impact.<sup>85</sup> In comparison with the situation before the survey, the results of the post-project survey show no significant differences in the situation of the citizens and drivers surveyed.<sup>86</sup>

<sup>82</sup> See “Annex 1: Logical framework and work plan”, 30 June 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/05.\\_prodoc\\_200706\\_gtw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/05._prodoc_200706_gtw.pdf).

<sup>83</sup> Informe de Cierre Campana 31\_12\_2022\_Rosa Gallego\_Final.pdf. See [online] <https://drive.google.com/file/d/1FmrdlhbUrOiZcGybk5UtcUuQ-Nq8xebe/view>.

<sup>84</sup> Municipality of Pergamino, “Este viernes llega ‘Frená para pensar’”, *Pergamino al Día*, 16 November 2022 [online] <https://noticias.pergamino.gob.ar/2022/11/16/este-viernes-llega-frena-para-pensar/>.

<sup>85</sup> The pre-project survey, conducted in April 2022, aimed to establish a baseline against which the results of the public awareness campaign could be assessed. The post-project survey was conducted in December 2022, after the outreach campaigns had been conducted between October and November 2022. For more information, see Informe de Cierre Campana 31\_12\_2022\_Rosa Gallego\_Final.pdf, at <https://drive.google.com/file/d/1FmrdlhbUrOiZcGybk5UtcUuQ-Nq8xebe/view>.

<sup>86</sup> Note that the pre- and post-campaign surveys were not designed as longitudinal studies and did not collect data from the same subjects, before or after the intervention.

119. As such, overall, progress towards enhancing public awareness in the general population and changing citizens' perception regarding speed management has not materialized. Work is still needed to continue to disseminate the information produced, including the videos, beyond the REDUX website<sup>87</sup> and YouTube, and to ensure that the campaigns reach a wider audience.

**Finding 9:** *The project positively contributed to the development and systematization of methodologies and solutions for low-cost speed reduction infrastructure. Since the pilot projects were not implemented, the contributions made to building the technical capacity to design speed enforcement actions in Argentina were modest (expected result 3).*

120. It was expected that the project would enhance the technical capacity to design speed enforcement actions in Argentina and to select and implement speed management technologies on urban and rural roads (expected result 3).

121. As mentioned, the key outputs contributing to this expected result did not materialize. The pilot projects (output 3.1) were well designed based on evidence gathered in the field by the consultants, and the proposals were considered necessary, low-cost and easily implemented. Jurisdiction issues prevented the work from being completed to implement interventions on national roads, despite the attempts of ANSV to intervene. Similarly, the installation of radar units on the national roads was not completed, since this required ANSV and DNV approval.

122. However, the detailed solutions and the methodology used were systematized and the information is now available to guide their implementation in areas at high risk of fatal accidents on the selected roads in the three municipalities, or for further replication, should there be interest among municipalities, ANSV or DNV.

123. Contributions could have been made to building technical capacity in municipalities or ANSV, through participation in the project activities or through guidance, advice, or on-the-job training, but the participation of municipal officials varied in each municipality and was limited to providing the support needed (speed measurement work, for example). The project also did not seem to have a specific point of contact or a "champion", dedicated to preparing the pilot projects in each municipality and to ensuring that capacities were transferred.

124. The original plans to conduct municipal capacity-building activities and train municipal staff to develop comprehensive speed management plans also did not materialize, possibly due to late involvement of the municipalities and limited buy-in, although this could not be confirmed through the key informant interviews.

125. As such, according to key informant interviews, little contribution was made to the expected result of building the technical capacity to design speed enforcement actions in Argentina and to select and implement speed management technologies on urban and rural roads. More efforts are needed to ensure the guidance and materials developed are used and local speed management capacities are effectively built.

<sup>87</sup> See [online] <https://alianzaredux.org/campana-seguridad-vial/>.

**Finding 10:** *The project experience showed that it is possible to engage and work with the private sector to improve the road safety of its truck fleet, but little contribution was made to increasing ANSV capacities.*

126. The project experience with Loma Negra was successful, and important owing to the size of the company and the potential impacts it could have on road safety. The analysis of the Loma Negra fleet shows that accidents can be reduced by about 75% through fleet management.<sup>88</sup> It was also shown that it is possible to align the project's agenda with the agenda of the company and join forces to enhance fleet management. This is important to demonstrate that the private sector can be an active partner in road safety in Argentina and that multisectoral actions are possible.
127. Regarding progress towards the expected result for this component, however, limited contributions were made to “improving the capacity of ANSV to identify and select the best mechanism to improve their own fleet management, their deployment throughout the territory and drivers' behaviour”<sup>89</sup> (**expected result 4**). ANSV withdrew from the component and even though recommendations were prepared and measures proposed to enhance the road safety of the ANSV fleet, they were not implemented, preventing the achievement of objectives related to the implementation of fleet management pilot projects in Argentina (**outcome 4**). It is important to note that a few contributions were also made to building the capacities of Loma Negra drivers.<sup>90</sup>

**Finding 11:** *The expected result of engaging policymakers, road users and civil society in jointly designing and implementing speed management actions were too ambitious and did not materialize, despite efforts.*

128. The project documents refer to a planned result of “enhanced engagement between policymakers, road users and civil society in jointly designing, amending and implementing actions for speed management on urban and rural roads”<sup>91</sup> (**Expected Result 5**). The expected results were ambitious, and did not materialize in the end. Argentinean policymakers and civil society and private sector representatives participated in the regional conferences and events, but interactions among participants in online activities are difficult and it was not possible to foster collaboration, especially since the project was starting and specific road maps for such collaborations were not yet in place.
129. According to key informant interviews, it was difficult to coordinate action and get traction for the implementation of project activities. For example, there was some collaboration for the implementation of outreach activities in schools between some municipalities, the school community and local artists, but even with agreement regarding the proposals, it was difficult to finalize implementation details such as dates, locations and participants. In a few cases, such as in Cañuelas, the private sector and some individuals external to the project (for example, the Secretary for Children and Adolescents) were supportive and facilitated the successful implementation of the school activities.
130. Generally, the project does not seem to have generated buy-in from the municipalities who were not involved in the initial design and were brought in late. The three municipalities were invited to the five conference cycles that started in May 2021, but according to project reports, only

<sup>88</sup> According to the final presentations at the culminating meeting of the project.

<sup>89</sup> See the application form, 17 December 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/2020\\_proposal\\_application\\_form\\_redux-cepal\\_ammend5\\_gw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/2020_proposal_application_form_redux-cepal_ammend5_gw.pdf).

<sup>90</sup> P. Bisiau, *Componente 4: Capacitaciones a conductores y técnicos de flotas*, n/d [online] <https://drive.google.com/file/d/1ZNla8WicigG2ABxbcbOr9WspisfuYRAa/view>.

<sup>91</sup> See the application form, 17 December 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/2020\\_proposal\\_application\\_form\\_redux-cepal\\_ammend5\\_gw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/2020_proposal_application_form_redux-cepal_ammend5_gw.pdf).

Pergamino participated.<sup>92</sup> According to key informant interviews, the lack of REDUX field presence and the COVID-19 travel restrictions that prevented project consultants from visiting the municipalities until December 2021 contributed to limiting their involvement. Once travel restrictions were lifted and other impediments were resolved, the team visited the municipalities on several occasions (including to present the communication plan and coordinate awareness activities). However, in the view of the key informants, the absence of a local champion to promote the project led to difficulties in engaging municipal officials and ANSV and gathering support for the activities.

131. As such, the work progressed due to the persistence of the project team, and the engagement of government, civil society and road users in jointly designing and implementing speed management action was quite limited.

### Were there any unintended results?

**Finding 12:** *The ANSV National Road Observatory is promoting the project's multisectoral approach in the context of a recent study on urban road sections, which will support integrated planning and policymaking to improve access, mobility and road safety in Argentina.*

132. As an unintended effect, the “multisectoral approach” for which the project advocated was used by the ANSV National Road Observatory in the production of a catalogue ranking the 20 most dangerous road sections in the country. The catalogue was prepared with the idea that speeding is a complex problem and its management requires the involvement of multiple entities, and different types of action.
133. The recent ANSV National Road Observatory study entitled “*Tramos urbanos de rutas*” (urban road sections),<sup>93</sup> which was presented during the closing meeting of the project, contains an analysis from a multisectoral perspective of the multiple causes of serious traffic-related injuries and deaths, including road safety, mobility and urban territory, and resulted in the classification of 963 national roads covering 3,074.43 km into five different typologies, that reflect the variations and characteristic of the roads. A catalogue of national roads is now available, containing georeferenced information, road accident data for each section and a ranking of the 20 most dangerous sections. This information and the concept support integrated planning and policymaking to improve access, mobility and road safety.<sup>94</sup> According to the conclusions of the study, it is also “a contribution to the National Transportation Plan and a starting point to strengthen the institutional coordination mechanisms, leading to a reduction of road accidents in the country”.<sup>95</sup>
134. The study puts forward the notion of unsafe roads as a problem that involves multiple and varying causes, including the human factor, the vehicle, the road and its environment, and road safety management. According to the study, “even though roadway accidents have been traditionally seen as the sole responsibility of road users, the current view of road safety theory is that individual

<sup>92</sup> P. Marchesini, *Informe final sobre conclusiones y lecciones aprendidas*, February 2023 [online] [https://drive.google.com/drive/folders/1KRODDU\\_B99P4I2NpnuFUAeyBmvGdYjGW](https://drive.google.com/drive/folders/1KRODDU_B99P4I2NpnuFUAeyBmvGdYjGW).

<sup>93</sup> According to the study, “road sections” is defined as follows: road sections located in a mostly residential urban area, where local and through traffic converge simultaneously, affecting mobility and road safety.

<sup>94</sup> A second study is underway, to improve the criteria for surveying and modifying the road sections, based on the different typologies identified in the first study.

<sup>95</sup> Ministry of Transport, *Tramos urbanos de rutas. Análisis de la problemática territorial, de movilidad, de transporte y de seguridad vial. Metodología de identificación, tipificación, siniestralidad y caracterización. Tomo 1*, Autonomous City of Buenos Aires, 2023 [online] [https://www.argentina.gob.ar/sites/default/files/2018/12/ansv\\_estudio\\_ov\\_tramos\\_urbanos\\_de\\_rutas\\_tomo1\\_2023.pdf](https://www.argentina.gob.ar/sites/default/files/2018/12/ansv_estudio_ov_tramos_urbanos_de_rutas_tomo1_2023.pdf).

behaviour is governed not only by user knowledge and abilities, but also by the environment” and that “indirect factors such as the design and layout of the road, the type of vehicle, traffic regulations and the means to ensure user compliance significantly influence road behaviour, and possibly accidents, in various ways.”<sup>96</sup> This is an important unintended effect.

### 4.3 CROSS-CUTTING ISSUES

*Have the project managers effectively taken into consideration the contribution to the SDGs, human rights, gender issues and inclusion of disability in the design and implementation of the project and its activities?*

**Finding 13:** *The project proposal contains references to road safety-related SDGs, but it did not incorporate gender and human rights perspectives or disability inclusion in its design.*

135. The project document shows alignments between each expected result and SDG 3.6 (by 2020, halve the number of global deaths and injuries from road traffic accidents) and SDG 11.2 (by 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons).<sup>97</sup> However, no additional references to disability inclusion were found in the project design or implementation.

136. Some activities, such as conferences, publications and outreach activities, may have indirectly contributed to both SDGs, but the project did not report on this and there are no indications that it was assessed. Overall, the key activities that were intended to contribute to saving lives and avoiding injuries, such as the infrastructure projects and the fleet management pilot projects, were not implemented, and results that could have contributed to these SDGs were therefore not achieved.<sup>98</sup>

137. Regarding gender, the project was successful in achieving balanced gender representation, with equal participation by men and women both as speakers and registrants at the various conferences organized for component 1. Such a balance was not in evidence with respect to other components: only male drivers participated in the Loma Negra workshops (component 4). However, gender considerations should go beyond equal gender participation in events and activities. A gender approach includes the incorporation of the needs and priorities of women and seeking opportunities to promote women’s empowerment and ensure that women are treated as equal players during interventions.

138. The project referred to gender in a few instances. In component 4, the project report recommendations for ANSV related to the implementation of the fleet management pilot project<sup>99</sup> contains a reference to gender, when it presents the notion that “women drivers” could factor into reducing roadway violence, and it mentions an academic paper with findings on gender and driving

<sup>96</sup> Ministry of Transport, *Tramos urbanos de rutas. Análisis de la problemática territorial, de movilidad, de transporte y de seguridad vial. Metodología de identificación, tipificación, siniestralidad y caracterización. Tomo 1*, Autonomous City of Buenos Aires, 2023 [online] [https://www.argentina.gob.ar/sites/default/files/2018/12/ansv\\_estudio\\_ov\\_tramos\\_urbanos\\_de\\_rutas\\_tomo1\\_2023.pdf](https://www.argentina.gob.ar/sites/default/files/2018/12/ansv_estudio_ov_tramos_urbanos_de_rutas_tomo1_2023.pdf).

<sup>97</sup> According to the project document and the logic framework.

<sup>98</sup> According to the project document, the target for lives saved and injuries avoided by the pilot projects would have been 20% and the reduction of fatalities and injuries through the fleet management component would have been 40%.

<sup>99</sup> P. Bisiau, *Informe sobre las propuestas de mejora para la gestión de la flota de vehículos de la ANSV*, 30 November 2022 [online] <https://drive.google.com/file/d/1uDXFpPuDf1eZYdsRyfuVWGxonJHD7fR6/view>.

habits.<sup>100</sup> There was also a presentation at the regional conference highlighting the presence of female drivers and promoting equity in a male-dominated profession. According to the key informant interviews, the female instructors at the Loma Negra workshops, where the audience was predominantly male, may have fostered equality. However, this is not indicative of efforts to promote equality or empower women, as evidenced in the key informant interviews.

139. Regarding the human rights perspective, even though road safety is a basic right of the population and human rights issues are also reflected in the way traffic enforcement is performed, the assessment did not find evidence that topic was covered during implementation or training sessions or incorporated into the project design.

#### 4.4 SUSTAINABILITY

*How have the project's main results and recommendations been used or incorporated into the work and practices of beneficiary institutions after completion of the activities?*

**Finding 14:** *The project's main results, guidelines and individualized roadmaps for the implementation of its main recommendations and the replication of experiences have not been used or incorporated into the practices of beneficiary institutions.*

140. Regarding materials produced during the outreach activities and demonstration experiences, they were well documented, and individualized road maps, tailored to each municipality, were prepared for further replication. The 23-page manual prepared for Cañuelas,<sup>101</sup> for example, contains descriptions of the various campaigns, along with links to the videos, designs and posters, and infographics that could be used further. Examples of how they could be used are also included, along with contact information (for example, for CESVI, for the braking demonstrations), materials and other items that the municipality needs to replicate the experiences. As for the infrastructure pilot projects, comprehensive assessments and proposals were also well packaged and presented to the municipalities and ANSV. ANSV also received the assessment and recommendations for fleet speed management interventions and Loma Negra also received the report and the training materials used.
141. The outreach activities perhaps contributed to bringing the attention of municipal staff to the speed problem, which previously was not considered an issue, but in the absence of local champions who could push their implementation forward, it is unlikely that further action will be taken. As such, there are no indications that the municipalities will replicate the awareness and demonstration activities (or implement the pilot projects), despite having received detailed manuals prepared by REDUX, with personalized information, enabling their replication at any time.<sup>102</sup>
142. There is also no indication of specific knowledge gained and capacities built by project participants that were incorporated into the work and practices of institutions. The capacity-building activities, regional conference and best practices manual were too limited in size and scope. According to key informant interviews, the project did not develop a critical mass of individual capacities that could be used, or practices that could be incorporated into their work or institutions.

<sup>100</sup> R. N. Geldstein, P. F. Di Leo and S. Ramos Margarido, "Género, violencia y riesgo en el tránsito. La dominación masculina en los discursos de automovilistas de la ciudad de Buenos Aires", *Physis: Revista de Saúde Coletiva*, vol. 21, No. 2, 2011.

<sup>101</sup> See "Instructivo Cañuelas" [online] <https://drive.google.com/drive/u/0/folders/18soGCG3yaA600RQBMZV0oJWUt5JdBYnm>.

<sup>102</sup> See [online] <https://drive.google.com/drive/u/0/folders/18soGCG3yaA600RQBMZV0oJWUt5JdBYnm>.



143. On the positive side, Loma Negra is committed to continuing the work it began prior to this project and will likely follow up on the recommendations made regarding improvements in managing driver tiredness, communications, and positive incentives for driver compliance with company speed management policies.<sup>103</sup> The company recently acknowledged the achievements of its transportation fleet over the past five years on its LinkedIn page, and applauded the development of a statistical road management model, which enabled a 71% reduction in excessive speed indicators during the transportation of raw materials and finished products (#AplausosConstructivos).<sup>104</sup>

*What mechanisms were set up to ensure follow-up for the tools and networks created under the project?*

**Finding 15:** *While a broad approach to promoting sustainability was outlined in the project document, opportunities to demonstrate local results, showcase the initiative and encourage scaling up and replication throughout Argentina and Latin America were missed because the pilot projects were not implemented.*

144. Section 3.9 of the project document (replication and scale-up) generally described an intention to ensure the sustainability of results by replicating the pilot projects in other geographical areas of the city and country, “through the signing of a commitment between the competent national/local authorities, civil society, private companies and academia and support from the promoters of this project in the search for future funds for [their] fulfilment”. According to the project document, “the involvement of different stakeholders [...] help the arrangement to scale up and replicate the pilot projects”.<sup>105</sup>

145. There is no evidence that ANSV or the municipalities will implement the fleet or infrastructure pilot projects, let alone pursue their replication. REDUX sought support for these initiatives in writing from the municipalities and ANSV.<sup>106</sup> Pergamino and Cañuelas informed REDUX in writing of their support for the proposed interventions and of coordination between ANSV and DNV.<sup>107</sup> However, as expected, none of the municipalities committed to implementing any work related to the pilot project, owing to the jurisdictional issues. In September 2022, ANSV sent the infrastructure proposals to DNV for evaluation and, in case of approvals, for their implementation. Approvals have not yet been obtained.

146. The three municipalities were provided with the results of: (i) the citizen survey<sup>108</sup> and (ii) the speed measurements,<sup>109</sup> and Zoom meetings were organized with municipal officials to present them with the results of the speed measurement activities, the pre-campaign survey and the interventions proposed,

<sup>103</sup> P. Bisiau, *Componente 4: Capacitaciones a conductores y técnicos de flotas*, n/d [online] <https://drive.google.com/file/d/1ZNla8WicigG2ABxabcOr9WspisfuYRAa/view>.

<sup>104</sup> Loma Negra, “Los #AplausosConstructivos nos motivan y nos dicen que vamos bien. ¡Y eso siempre nos impulsa a ser mejores!”, July 2023 [online] [https://www.linkedin.com/posts/loma-negra-ciasa\\_aplausosconstructivos-casodeexito-reconocimiento-activity-7084486485076324352-5O6E?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/loma-negra-ciasa_aplausosconstructivos-casodeexito-reconocimiento-activity-7084486485076324352-5O6E?utm_source=share&utm_medium=member_desktop).

<sup>105</sup> See the application form, 17 December 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/2020\\_proposal\\_application\\_form\\_redux-cepai\\_ammend5\\_gw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/2020_proposal_application_form_redux-cepai_ammend5_gw.pdf).

<sup>106</sup> REDUX sought the support for local initiatives in writing for both the design and the implementation of all project activities at the local level (including the awareness-raising activities, assessments, speed measurement, and infrastructure projects) at the request of CEPAL. According to the project final report. See AF\_Informe Final\_2023, [https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWkB1NYmxT\\_y/view](https://drive.google.com/file/d/1IGtSMhiGAOQc04JYNO27PWkB1NYmxT_y/view).

<sup>107</sup> Support in writing was also obtained from Azul, Pergamino and ANSV (in March 2022)<sup>107</sup> to collaborate in the design of the activities and from Cañuelas and Pergamino (in Sept-October 2022) to implement the awareness-raising activities in according to project reports.

<sup>108</sup> R. Gallego Galeano, “Proyecto velocidad Argentina”, June 2022 [online] <https://docs.google.com/presentation/d/16ULw8kPFNDC9J13EBt92e3TidWGEuOAAQ/edit#slide=id.p3>.

<sup>109</sup> See [online] <https://drive.google.com/file/d/1kr0jKpEHtDR7ss0Uw6frcdHuQMUBjgUn/view> (Gravacao Azul), and Informe de Cierre Campana 31\_12\_2022\_Rosa Gallego\_Final.pdf, <https://drive.google.com/file/d/1FmrdlhbUrOiZcGybk5UtcUuQ-Nq8xebe/view>.

to gain support for their implementation.<sup>110 111</sup> REDUX also used the municipal capacity-building workshops in Azul and Cañuelas (August 2022) to push for the implementation of the infrastructure project by holding a session to discuss the steps for municipalities to prepare a speed management plan, presenting them with a detailed set of proposed actions. These would have been useful, since they included the establishment of a working group, identifying the issues and the adequacy of the speed limits in place, identifying needed interventions in the areas of infrastructure, monitoring, education and awareness, and the development of an action plan for presentation at the culminating event (planned for January 2023). Unfortunately, none of this led to further action for the implementation of any initiatives.

147. As mentioned, even though the Agency participated in consultations during the project design phase (under the previous government) and the government elected in December 2019 accepted the project model, Agency participation has been limited. In part, this may be due to the various problems it faced, which compromised its ability to implement the interventions on roads as initially agreed,<sup>112</sup> but it is more likely that the Agency's priorities—zero tolerance for driving under the influence of alcohol and promoting the use of radar on all national roads to enhance monitoring—were not aligned with those of the project, further deterring the commitment to implement the activities, according to key informant interviews.<sup>113</sup>
148. By showcasing local results through the pilot projects, the project could have effectively stimulated enthusiasm for scaling up and replicating the initiative across Argentina and Latin America. Since the pilot projects were not implemented and future implementation is not foreseen, it was not possible to demonstrate that low-cost infrastructure adjustments could be made or to further replicate the experience in other cities in Argentina and Latin America. Moreover, the project missed an opportunity to demonstrate local results in order to encourage the scaling up and replication of the initiative throughout Argentina and Latin America.<sup>114</sup> In addition to the failure to implement the fleet management pilot, there were also missed opportunities to demonstrate the importance of introducing speed management in fleets and to promote the replication of the results obtained during the pilot project in other companies.<sup>115</sup>

<sup>110</sup> P. Marchesini, *Informe de planificación de capacitaciones, acompañamiento y ejecución de proyectos piloto. Componente 3*, 2022.

<sup>111</sup> See AF\_Informe Semestral 1, at [https://drive.google.com/file/d/1\\_77MViYZFGTHLCKjthsF6HYfnN1IHnUP/view](https://drive.google.com/file/d/1_77MViYZFGTHLCKjthsF6HYfnN1IHnUP/view).

<sup>112</sup> After ANSV lifted the suspension of the speed control activities and the legal proceedings were settled, the conflict between the Russian Federation and Ukraine began (March 2022) and the Argentinean economy was severely affected, with inflation rates reaching 94.8%. In August 2022, the government curtailed spending to narrow the budget deficit.

<sup>113</sup> In May 2021, in a statement for the UNRSF Social Media Campaign in the context of the Sixth United Nations Global Road Safety Week (17–23 May 2021), ANSV stated that these were its priorities and reinforced the notion that to reduce road deaths, road safety policies were needed along with coordinated actions. The Agency wished to target and fine drivers who put their and others' lives at risk by speeding. The Agency view the project as "support for managing speeding and raising awareness of the importance of reducing speed to save lives in Argentina". See "UNRSF Project Sheet\_Español\_Mayo 2021.docx" [online] <https://drive.google.com/drive/folders/1hJcwYRXLBnIdjvR14aKDq0lpLBt9s1gq>.

<sup>114</sup> According to the project document, the results of the pilot projects would be "measured, analysed and published as part of the information to gain support from citizens and organizations to keep reducing and enforcing speed". The results would also help to identify the regulatory amendments needed for a proper speed management programme (such as amendments to road design manuals or speed regulations, adequate procedures for police enforcement and speed cameras). Moreover, there were expectations that drivers would "involve the private sector in a massive way" and that the project would "generate corporate road safety committees to share best practices and organize their collaborative work on road safety". See "Annex 1: Logical framework and work plan", 30 June 2020 [online] [https://mptf.undp.org/sites/default/files/documents/35000/05.\\_prodoc\\_200706\\_gtw.pdf](https://mptf.undp.org/sites/default/files/documents/35000/05._prodoc_200706_gtw.pdf).

<sup>115</sup> Even though this is not clearly articulated in the original results framework, the project document explains that the intention was for cargo and passenger fleets (including the ANSV fleet) to commit to reducing speed and enforcing speed limits, which could potentially achieve a 40% reduction in fatalities and injuries.

## 5. CONCLUSIONS

149. Below are the main conclusions of the assessment, linked to the findings highlighted earlier, in line with each of the assessment criteria:

### RELEVANCE

**CONCLUSION 1:** *The project proposal was designed by renowned road safety experts to tackle a relevant issue for Argentina through an ambitious integrated approach, but there is room for improvement regarding alignment with the priorities of the Argentinean government. There were limited opportunities for synergies and alignment with other ECLAC and REDUX activities.*

150. The project was designed by renowned road safety experts based in Spain, who had strong connections with the Latin American road safety community, to apply Spain's successful best practices in Argentina. Its topic was supported by previous research, which indicated there was need for interventions in speed reduction and management in Latin America and the Caribbean and in Argentina.

151. The integrated speed management approach proposed in the project called for interventions in (i) multiple sectors and a variety of activities (such as campaigns, enforcement, technology, fleet management and infrastructure); involving (ii) multiple stakeholders in society (such as national and municipal governments, private sector transport companies, and civil society victims' associations), as necessary, to tackle the problem. The key informants interviewed considered the approach ambitious but very relevant and valuable for addressing the complexities of the issue.

152. ANSV supported the approach proposed in the project but was not directly involved in the design details and did not provide input on the feasibility and timing of implementation. While the Agency's priorities (zero tolerance for alcohol while driving and radar monitoring and enforcement) related to the project's topic, they were not fully integrated into design or implementation.

153. Argentinean municipalities and local private sector and civil society representatives were not consulted, as it was expected that ANSV would lead the project, including the various organizations participating and the pilot infrastructure projects.<sup>116</sup>

154. Alignment and synergies with other ECLAC and REDUX activities were limited, since ECLAC was just starting to develop a programme of work in this thematic area and REDUX had just been established at the time. There were no synergies and only limited exchanges with ECLAC project "Strengthening road traffic enforcement in Brazil", also funded by UNRSF.

<sup>116</sup> See AF\_Informe Semestral\_2.pdf, at <https://drive.google.com/file/d/1LZqw71Xer-L0NIwchkZoaiEI8uUxXtth/view>.

## EFFECTIVENESS

**CONCLUSION 2:** *The project lacked a results framework that clearly articulated the theory of change and identified clear steps towards achievable results.*

155. Various versions of the project document were presented during the assessment, each with variations in the narrative and logic model. While the versions contained similar descriptions of activities and outputs for each component, the descriptions did not clearly show how the implementation of activities and outputs was expected to contribute to outcomes or results.
156. The project reporting was done by component, and while comprehensive and quite detailed (with detailed information and evidence through links to consultant reports, videos, minutes of meetings and other information), the reports were ineffective in managing the project for the attainment of the expected results, especially considering the complexities and the ambitious nature of the objectives. Monitoring and reporting were not consistent with a results-based management framework, by output, failing to note progress made towards the outcomes and goal.
157. The absence of proper reporting framework leads to the perception that the project involved isolated sets of components rather than coordinated inputs to achieve the final goal. It is not clear that best practices (component 1), awareness-raising activities (component 2), local infrastructure projects (component 3) and fleet management (component 4) would be implemented as steps towards the overall objective of “strengthening ANSV as the governing body responsible for road safety at the highest level of Argentina”. The project aimed to “implement...successful comprehensive actions for speed reduction, which serve as a model for other Latin American countries, changing citizens’ perception of lowering speed limits to achieve safer urban and rural roads”,<sup>117</sup> but the results of the actions, as progressive steps, were not documented. Structured reporting, based on a clear theory of change, would have enabled the logical coordination of the various actions in municipalities, for example in communication, education, infrastructure and monitoring, as required, to comprehensively address the speed problem, through sets of parallel activities ultimately aimed at the same goal.

**CONCLUSION 3:** *Many good quality outputs were successfully achieved, despite serious implementation challenges, in part due to an excellent project team, flexibility and adaptability.*

158. In addition to COVID-19 travel restrictions, presidential and municipal elections and the FIFA World Cup Qatar 2022, the project faced the suspension of ANSV activities related to speed monitoring as well as legal proceedings. The conflict between the Russian Federation and Ukraine started halfway through implementation (March 2022), with severe repercussions for the Argentinean economy and inflation rates reaching 94.8% (in 2022). In August 2022, the government curtailed government spending to narrow the budget deficit. These factors were beyond the control of the project and severely affected implementation.
159. In addition, there were internal difficulties, such as challenges in ensuring proper funding flows, coordinating action and getting the buy-in of municipalities and other stakeholders without a presence in the field. However, the ECLAC and REDUX teams worked together to find solutions and mitigate the challenges and many outputs were successfully completed by the excellent REDUX team, including its consultants and leaders.

<sup>117</sup> See AF\_Informe Semestral\_2.pdf [online] <https://drive.google.com/file/d/1LZqw71Xer-L0NlwckkZocaiEi8UxXtth/view>.

160. During COVID-19, the project adapted to the changing circumstances by replacing in-person events and meetings with online activities, which is what was possible at that time. However, these modalities provided limited opportunities for motivating local stakeholders, engaging local institutions and ensuring buy-in for the project and its activities. For example, an in-person launch through a regional conference, as originally planned, would have enabled the key partners to meet and establish relationships. Owing to the COVID-19 restrictions, a series of virtual online events was organized instead.

**CONCLUSION 4:** *Most project outputs were completed, producing important contributions. Adjustments were made to ensure the completion of the remaining key outputs. However, in the end, all outputs were not finalized as originally planned.*

161. In component 1, regional conferences, the speed management best practices report was useful for disseminating information on innovative practices for the key topics (such as speed control and surveillance technologies, speed management infrastructure, fleet management for speed reduction and speed control best practices). The conferences reached about 444 individuals (with balanced gender representation) representing multiple stakeholders involved in road safety, including national, provincial and municipal governments, civil society and the private sector. About 50% of registrants in the online events were based in Argentina. The speed management best practices report contains 16 case studies on these topics. Even though it is not possible to determine the extent to which it has been used, the publication is considered of good quality and is available on the REDUX website.

162. The awareness-raising and demonstration activities in component 2 showed that speed is an important factor in road safety, and had positive results in terms of raising awareness or changing the perception of participants, particularly municipal staff, who had not believed that speed was an issue in their communities prior to the activities, according to key informant interviews. The activities are also likely to have raised awareness about the risks of speeding among the students who attended the information sessions in Cañuelas (one sixth grade class), Azul (300 students) and Pergamino (280 students), as well as school staff and local artists, and among community members watching the braking demonstrations in Pergamino (approximately 30 people), Cañuelas (25 people) and Azul (20 people).<sup>118</sup>

163. The videos and braking demonstrations were considered powerful tools, effective at conveying the message that reducing speed can save lives, and have raised awareness among participants. The videos have been used by at least one of the victims' associations in one of the municipalities and could potentially be used by many others.

164. The pre- and post-project surveys of 600 citizens and 350 professional drivers showed that, in all municipalities, the public supports enhanced speed control in the cities and on the roads surveyed, which could indicate political support for speed management measures.

165. In components 3 and 4, the pilot projects were defined both for municipal infrastructure (output 3.1) and ANSV fleet management (output 4.1). It is unfortunate that two of the most important outputs, including the municipal infrastructure pilots (output 3.2) and the pilot project on fleet management (output 4.2) were not implemented.

<sup>118</sup> According to project reports. A. Dell'olio, *Gestión de la velocidad en América Latina: el caso de Argentina. Informe de trabajo en campo para cada uno de los 3 tramos intervenidos – Azul, Cañuelas, Pergamino*, 23 October 2022.

166. A “Plan B” was developed for the products that were not implemented, and manuals and guidelines were produced for the infrastructure pilot projects, which were handed over to the municipalities. As for the fleet management component, the project adapted to the limitations posed by ANSV withdrawing from the component and relied on analyses previously done by Loma Negra. This, along with documentation produced through best practices case studies and data available in the Loma Negra management system, informed the capacity-building activities for Loma Negra drivers.<sup>119</sup>
167. In components 3 and 4, workshops were delivered for 43 municipal officials from Cañuelas and Azul and for 50 Loma Negra professional drivers. There are indications that in the case of the Loma Negra, the workshops contributed to an increased awareness of speed as a risk factor for both drivers and managers, and encouraged changes in safe fleet management, as explained earlier.
168. All activities, including the plans for those not implemented, such as the infrastructure pilot project plan, were well regarded by interviewees.<sup>120</sup> The workshops and conferences were considered of good quality and were positively received by the respondents to the post-project opinion surveys conducted. The key informant interviews also confirmed that REDUX directors, project consultants and conference speakers were highly qualified.

**CONCLUSION 5:** *The project showed that the public supports the introduction of speed reduction measures, and it tested outreach activities and disseminated information about innovative practices. Positive contributions were also made through the technical guidance produced for the implementation of outreach activities and speed reduction infrastructure solutions, which have been systematized and can be further implemented or replicated in Argentina.*

169. Information on innovative practices has been disseminated and positive contributions were made through the systematization of technical information and preparation of successful experiences of speed reduction and control in the region, enabling their further implementation and replication. Since systematized technical information was not yet available in the region, the project also contributed to its availability and to the dissemination of cases of speed reduction and control in the region, to encourage their further implementation and replication.
170. The project showed that outreach activities can make a difference in the views of the public, and that the public supports the introduction of speed reduction measures, based on the statistics gathered through the pre- and post-project surveys. A good number of good quality infographics, campaign materials and videos were produced and are ready for use, complete with logos and tailored to each municipality. They are considered appropriate and adequate (in the use of simple language and known references, for example) for clearly communicating the project’s message of “Let’s all reduce speed”. Some of the materials were tested in the awareness-raising campaigns, and have proven to be effective among participants in the road pavement events and the braking demonstrations, changing their views. The communications materials, such as the infographics and the videos, can also be used in drivers’ licensing centres or even in drivers’ training sessions, among others.

<sup>119</sup> See AF\_Informe Semestral\_2.pdf [online] <https://drive.google.com/file/d/1LZqw71Xer-L0NIwchkZoaiEI8uUxXtth/view>.

<sup>120</sup> Only a few of the interviewees were representatives of the municipalities, ANSV or the local communities, who could provide an unbiased opinion on the outreach activities and pilot demonstration projects.

171. The project's contributions included the development of low-cost, high-impact speed management pilot infrastructure solutions along three sections of national roads measuring between 6 km and 9 km in Azul, Cañuelas and Pergamino, where solid data showed that there is a high risk of fatal accidents. The methodology is useful and can be further replicated, and was based on the assessments and characteristics of the road, along with data gathered on the number of accidents, volume and composition of traffic. The solutions were considered simple and easily implemented from the financial perspective, and were provided to the municipalities in a systematized format to enable their implementation or further replication.

**CONCLUSION 6:** *Limited contributions were made to the expected results related to strengthening capacity in best practices and innovations, speed management technologies, enforcement actions and fleet speed management.*

172. Overall, little contribution was made to the expected results related to strengthening technical capacity in Argentina (expected results 1, 2 and 3). Regarding technical capacities in international best practices and innovations in speed management (**expected result 1**), the project reached a good number of individuals through the conferences and research paper, and some technical aspects were covered through the regional paper and the five online conference sessions about (i) speed control and surveillance technologies; (ii) speed management infrastructure; (iii) fleet management as a tool for reducing speed; and (iv) best practices in speed control in the region. However, the conferences lasted only a total of 8 hours and were spread out across numerous topics. They mobilized a good number of presenters and well-known experts who provided presentations of a high calibre. However, there is limited evidence that they were able to build technical capacities. More and more consistent interventions would have been necessary to build such technical capacities in speed management, according to the key informant interviews.

173. Small advances were made towards the expected result of enhancing public awareness of speed as a major risk factor (**expected result 2**) through the awareness-raising and demonstration activities. While they made a difference in the attitudes of participants, more and more consistent interventions are needed to broaden the reach of the project and change the perceptions of a wider number of people about speed as a major risk factor in road fatalities in Argentina. More mobilization efforts, involving the replication of the activities, would be necessary to obtain tangible results in terms of support and pushing for the implementation of projects in the target pilot areas. As mentioned, good quality communication materials are now available to communicate the key messages in simple language, using popular references, and to achieve more results.

174. Limited contributions were also made to the objective of enhancing technical capacities in speed management technologies, enforcement actions (**expected result 3**) and fleet speed management (**expected result 4**). The workshops in Cañuelas and Azul provided 43 municipal officials with general information about speed and its effect on the severity of injuries, instead of building technical capacities related to the implementation of a speed management programme.

175. Regarding building capacity through the fleet speed management programme for ANSV and the low-cost speed management infrastructure solutions in municipalities, although the programme and solutions were prepared, the involvement of municipalities and ANSV was limited.<sup>121</sup> The implementation guidelines and manuals were delivered, but the contributions to building technical capacities in the Agency and in Argentina were somewhat limited.

<sup>121</sup> ANSV participated in the initial discussions related to these activities.

176. While some municipal officials and ANSV staff participated in many other project activities, most of the work was undertaken by knowledgeable REDUX consultants hired by the project, and as such, little contribution was made to building local capacities.
177. Expected results related to engaging policymakers, civil society and road users in speed management action (**expected result 5**) were far too ambitious in the context of the project.
178. Contributions could still be made to all the expected results, since guidance and materials have been prepared, particularly for a fleet speed management programme for ANSV and low-cost infrastructure solutions for speed management in high-risk areas in municipalities.

## CROSS-CUTTING ISSUES

**CONCLUSION 7:** *The project was aligned with road safety-related SDGs but opportunities to make a meaningful contribution in the areas of gender and human rights were missed.*

179. The project document refers to SDG 3.6 and SDG 11.2, both related to road safety, but limited contributions were made to them since the pilot projects were not implemented. Road safety is a basic right of the population. In addition, gender empowerment should have been integrated in design and throughout implementation. Even though efforts were made to ensure equal participation of men and women in the conferences and promote “women drivers”, the project missed opportunities to effectively incorporate the gender dimension and human rights perspective in the activities. Efforts to highlight gender equity in professional driving, which is male-dominated, would have been beneficial to push the gender agenda forward. Similarly, the project could have helped to promote the notion of human rights in road safety and push this agenda forward as well.

## SUSTAINABILITY

**CONCLUSION 8:** *In the context of the project, sustainability was meant to be achieved by replicating the pilot projects. However, the delays in their implementation and limited prospects for replication are likely to hamper their sustainability.*

180. The project document stated an intention to ensure the sustainability of results through the replication of pilot projects in other areas of the city or country. However, the pilot projects were not implemented and the sustainability of the project, through the implementation of these activities, depends on the continued support of ANSV, DNV and the municipalities.
181. There are no indications that ANSV will follow up on the recommendations made regarding fleet speed management. There are also no indications that the infrastructure projects will be implemented in the near future or that the municipalities will replicate the outreach and demonstration activities despite having received detailed manuals prepared with personalized information.
182. The limited involvement of senior leadership at DNV and the municipalities and the various issues faced by ANSV are perceived as a lack of political support and limited institutional ownership of the project and its results, which negatively affect its sustainability. On the civil society side, Argentinean road safety and victims’ organizations are not well organized and the involvement of the other project partners, such as FICVI, did not seem to generate traction in this sector to further push for the replication of the initiatives, according to key informant interviews.



**CONCLUSION 9:** *The guidelines, individualized road maps, and training materials and methodologies developed during the project can be replicated, but their useful life is limited and they need to be used soon.*

183. It is possible to use the training materials (such as those for Loma Negra drivers), the outreach activity road maps, or even the infrastructure project methodology on urban roads under municipal jurisdiction, and as such, to replicate the activities in the three municipalities and in other municipalities and regions of Argentina as well as other countries.
184. In any case, this will require local engagement, which still needs to be developed. The project relationships with Argentinean institutions do not seem to have evolved much since the project started. It seems that the other institutions behind the original project proposal (such as OISEVI, FICVI and DGT-Spain) continue to support road safety interventions and they could draw on their network. For example, according to project reports, FICVI was expected to coordinate with victims' associations and assist with the further dissemination of information.<sup>122</sup> It may be possible for the project to draw on these institutions to further promote its materials, videos and other products and for the replication of certain activities (such as braking demonstrations and awareness-raising school painting activities).
185. Importantly, the project's strategy of preparing manuals and guidelines for the replication of its various activities is valuable. However, the enthusiasm generated, by the awareness-raising activities for example, tends to evaporate as time goes by, and in the age of technology, these documents can age quickly and become outdated.

**CONCLUSION 10:** *REDUX and ECLAC worked together in the joint implementation of the project but missed opportunities to build on each other's strengths to achieve the expected results and outcomes and promote the project's sustainability.*

186. As mentioned, REDUX was involved in a high-level workshop organized by ECLAC in 2021, but other opportunities could have been used by REDUX to leverage the partnership with ECLAC to build political support, enable sustainable interventions and create synergies with other ECLAC initiatives and regional networks. ECLAC played a supervisory role, managing the project's finances, and even though ECLAC has expertise and a member country network, they do not seem to have been used. In addition, the project's videos, infographics, communication materials, guidelines, training materials and roadmaps have not yet been disseminated on the ECLAC website.
187. ECLAC also missed opportunities to broaden its interventions and create alignment with other projects in the thematic area in the region, but also to push the project forward to successfully implement the lagging initiatives, push for results at the outcome level, and foster sustainability, with more active ongoing monitoring work and more advocacy and negotiations, using its political weight.

<sup>122</sup> See AF\_Informe Semestral\_2.pdf [online] <https://drive.google.com/file/d/1LZqw71Xer-L0NlwckkZocaiEI8uUxXtth/view>.

## 6. LESSONS LEARNED

188. The assessment identified some lessons learned through the implementation of the project:
189. ***A team of knowledgeable, experienced, and motivated staff is key for the successful implementation of project activities.*** The project relied on the involvement of highly capable and knowledgeable staff consultants —identified by the REDUX leadership— who conducted the various activities and implemented the various components. In addition to being knowledgeable, they were motivated and were able to produce technical materials of good quality.
190. ***Projects designed with local input have a lower risk of implementation bottlenecks.*** Some of the implementation bottlenecks were well known to local participants. ANSV had already had a system in place to manage its fleet since 2017<sup>123</sup> and the municipalities and ANSV were well aware of the roadway jurisdictional issues. ANSV was also aware of the possible implementation risks associated with the local context (including government changes and local politics), but opportunities to discuss them were not available. ANSV participated in consultations during the design phase but did not provide input. Also, neither the pilot projects nor the selection of roads involved DNV and the municipalities. It is possible that these issues could have been sorted out beforehand or prevented if the proposal had been discussed in detail with the municipalities, or through an in-depth analysis by ANSV staff, according to key informant interviews.
191. ***The involvement of local champions is key to achieving results.*** In a few cases, such as in Cañuelas, the project had the support of the private sector through the Loma Negra transport company, and this was key not only to facilitating the successful implementation of the actions in schools but also to collaborating with driver training implementation as part of the fleet management component. The involvement of some individuals external to the project (such as the Secretary for Children and Adolescents) was also key for the successful implementation of the actions in schools, according to key informant interviews.
192. ***A continuous field presence is important to engage and motivate local stakeholders.*** The project did not have an office or a strong presence in the field.<sup>124</sup> During the pandemic, it was difficult to establish relationships through virtual communications, and even though in the end REDUX was able to hire a team of local consultants to complete the work, they were present only infrequently and across several activities, which made it difficult to mobilize interest. Engagement with champions to push the initiatives forward was also limited. It takes time to establish trustworthy relationships, align agendas and enlighten individuals regarding project benefits.
193. ***Limited local consultation leads to supply-driven initiatives.*** The project was designed as a set of interventions and best practices that could be applied in Argentina and that as such, were demand-driven. Most activities were designed with limited input from local stakeholders. Even though the REDUX consultants were able to implement many activities, local stakeholders were not involved in the process and there were limited opportunities for including specific local demands and priorities, which ultimately prevented local buy-in.

<sup>123</sup> ANSV reports that in 2017, the Agency hired a company that provided it with an Urbetrack fleet management system.

<sup>124</sup> REDUX does not have an office in Argentina. The project director is based in Barcelona and the project manager is based in Montevideo. Some consultants were based in Argentina (Buenos Aires and Córdoba) and others were based in Singapore.

## 7. RECOMMENDATIONS

194. The recommendations of the assessment, based on consultations and analysis, are below. Since the project has now ended, the recommendations are not presented in order of priority for implementation.

### Recommendations for ECLAC

#### Area: Relevance and sustainability

*Linked to conclusions 1 and 10*

**Recommendation 1:** *Work towards demand-driven projects by engaging with local partners and ensuring they fully participate in the design and implementation of a project and its activities.*

195. In future projects, ECLAC should ensure the buy-in of local stakeholders, during the development stages of the proposal prior to project approval, even if this is not a requirement of the funding entity. This should involve consultations and meetings to enable the full participation of local stakeholders and ensure that the project addresses their priorities and is aligned with their agendas and that the risks associated with implementation are analysed beforehand by those familiar with the local context.

196. ECLAC should also discuss roles and responsibilities with local counterparts, clearly outline what can and cannot be funded through the project, and formalize partnerships and ensure they are clearly documented in project proposals. It is also recommended that, during early consultations, ECLAC and REDUX seek synergies between the project, their own activities and other activities carried out by the project partners, as this will likely foster continuous support and ownership of the project.

#### Area: Effectiveness

*Linked to conclusion 2*

**Recommendation 2:** *Ensure that all projects have a clearly articulated theory of change set out in a results framework to guide project implementation, monitoring and reporting.*

197. It is recommended that in future projects, ECLAC prepare a clear results chain during the design phase and in consultation with local partners. The results framework should show the connections between activities (outputs) and the respective results and outcomes, and fully demonstrate the project's theory of change and how it is expected to generate achievable results. The expected results should be proportional to the financial resources and time allocated for their completion.

198. ECLAC should adopt results-based management and use the results framework prepared during the proposal development stage to guide project implementation, monitoring and reporting, showing the steps to be taken and adjusting them as needed.

**Area: Cross-cutting themes****Linked to conclusion 7**

**Recommendation 3:** *Ensure that future projects take gender and human rights into consideration and clearly articulate how they are incorporated into design and implementation.*

199. It is recommended that ECLAC ensures gender and human rights are incorporated in the design and implementation of future projects. Gender considerations should go beyond ensuring equality in gender participation and involve an in-depth analysis of the project's thematic area and gender-related aspects to make a meaningful contribution to gender equality, the empowerment of women, and the promotion of the role of women and men as equals, educating participants. Similarly, human rights should be taken into consideration, with in-depth analysis of the project and the role it can play in promoting human rights and educating project participants regarding obligations to fulfil, respect, protect and promote them.

**Area: Effectiveness and sustainability****Linked to conclusions 5, 8 and 9**

**Recommendation 4:** *Continue to widely disseminate the project materials in the region to raise awareness and encourage replication.*

200. The project materials, including the conference papers, best practices report, outreach materials (such as videos and infographics), manuals, roadmaps and guidelines produced for municipalities (both for the infrastructure pilot projects and replication of the awareness-raising campaigns) are of excellent quality and could be useful for other municipalities in Argentina and for other countries and communities in Latin America. It is recommended that ECLAC disseminate these materials to its network of member countries through emails or other means of communication. It is also recommended that ECLAC work with REDUX to disseminate them through cooperating institutions (such as OISEVI, FICVI and the MAPFRE Foundation) to further encourage the replication of practices across multiple locations and countries.

201. ECLAC should also consider publishing both the materials and methodologies in order to promote the sustainability of the project and further encourage the replication of its practices. There could also be opportunities for ECLAC to publicize the results at its conferences, workshops and other events and to continue its work to push forward the 2030 Agenda and disseminate knowledge to its member countries on possible actions to achieve the related SDGs.

**Area: Effectiveness and sustainability****Linked to conclusions 4, 8 and 9**

**Recommendation 5:** *Consider strengthening the relationships with ANSV senior management to complete the project and promote its sustainability.*

202. It is recommended that ECLAC use the opportunities created by its other projects in the same thematic area, as well as other services and activities, to engage ANSV senior leadership and enhance their awareness regarding the importance of supporting and implementing the measures needed to enhance traffic enforcement in the country. As an independent United Nations entity, ECLAC is well positioned to do so, and there may be opportunities for such contacts directly through ECLAC conferences, meetings and official visits, which are likely to help push the project agenda forward or advance certain topics.

203. Similarly, it is recommended that ECLAC work with REDUX to obtain support from the REDUX networks of collaborating partners, such as OISEVI and its highest road safety authorities in 22 countries in Latin America, and seek opportunities to engage ANSV leadership for the implementation of the proposed measures.

### Recommendations for municipalities and ANSV

Area: Effectiveness

Linked to conclusion 5

**Recommendation 6:** Use the high-quality products of the project to replicate the awareness-raising activities and enhance the buy-in of the local population for speed reduction initiatives.

204. The outreach and demonstration activities were useful to show that speed is an important factor in road safety and had positive results in terms of increasing awareness and changing participants' perceptions. As such, it is recommended that ANSV and Azul, Cañuelas and Pergamino use the good quality communication materials provided as soon as possible, to communicate the key project's message that reducing speed can save lives.

205. The municipalities and ANSV should upload the communication materials (infographics, videos and others) to their websites and ensure that messages are continuously updated. They should also provide driving centres and licensing bureaus, municipal offices and other venues with copies of the videos and the infographics for displays. The materials and guidelines for replicating the road pavement paintings should also be shared with schools, community centres and victims' associations to encourage their replication. ANSV should disseminate the project materials to other municipalities and promote their use throughout the country.

206. This will likely mobilize further efforts to replicate the activities across the wider community, change the perception of a larger number of citizens and marshal support to implement more actions to reduce speed in each location.

Area: Effectiveness and sustainability

Linked to conclusions 5, 8 and 9

**Recommendation 7:** ANSV and the participating municipalities should continue to push for the implementation of the infrastructure pilot projects on the selected national roads.

207. The surveys showed that the public in all municipalities supports enhancing speed control in the cities and on the roads surveyed. Drawing on this support for speed management measures, ANSV and senior staff at the municipalities should continue to engage DNV senior leadership and seek their political support for the approval and implementation of the low-cost and high-impact speed management solutions proposed by the project on the same roads.

208. ANSV and the municipalities should also push for the complete implementation of the radar units already approved on national roads in the three municipalities.

209. In addition, the municipalities and ANSV should assess the extent to which the proposed solutions could be applicable to other roads where jurisdiction is not a problem. It is possible that the low-cost infrastructure measures (painting and placing signs) could be adapted and replicated in other high-risk areas, potentially with good results.

## 8. ANNEXES

ANNEX 1	METHODOLOGY FOR THE ASSESSMENT
ANNEX 2	EVALUATION MATRIX
ANNEX 3	KEY INFORMANTS INTEVIEW GUIDE
ANNEX 4	LIST OF KEY INFORMANTS
ANNEX 5	NUMBER OF VISITS PER PROJECT PRODUCT
ANNEX 6	TERMS OF REFERENCE FOR THE EVALUATION
ANNEX 7	PROJECT LOGIC FRAMEWORK

# ANNEX 1

## METHODOLOGY FOR THE ASSESSMENT<sup>1</sup>

The methodology to be used for this assessment is designed to meet the requirements and expectations set up by ECLAC and will allow for the identification of the results attributable to the project given the range of information and time available.

The assessment will be undertaken using qualitative methods to measure how the project is progressing and contributing to the achievement of its desired results, as outlined in the project documents. Non-statistical analysis will be used to identify results. This will involve subjective assessments based on both collected information, and the use of informed judgment and expert opinion. While this typically involves collection of qualitative and quantitative information, the focus of this assessment would be on qualitative information as the time available for data collection is quite limited.

### 1. Scope of the Analysis

The assessment will focus on the analysis of those projects activities and knowledge products completed between July 2020 and July 2023 and their contribution to the objectives of the project. The work will involve analysis, assessments and reporting on the collective contribution of these activities relevant to the project objectives, as established by the project approved documents in 2020.

The analysis and reporting will focus on answering the questions put forward in the Evaluation Matrix in the annex 1, which includes the questions established by Terms of Reference regarding relevance, effectiveness, and sustainability.

### 2. Evaluation Matrix, Issues and Questions

The Evaluation Matrix presented in the Annex 1 synthesizes the methodology showing the evaluation questions and issues to be addressed, as well as the performance indicators, the sources of information and the methods of information collected to be used. The Matrix re-organized and complemented the evaluation questions put forward in the ToRs and structured them into sets of issues against which the assessment reporting will done. Following the ToRs, this assessment will focus on three main selected criteria: relevance, effectiveness, and sustainability as well as cross-cutting issues.

The Matrix also presents a set of questions which the evaluator will use for the preparation of interviews guides. These will be tailored to the type of stakeholder interviewed or surveyed, based on specifics of their involvement with the project.

### 3. Data Collection and Analysis

The data collection strategy was designed to allow findings and conclusions to be drawn based on the triangulation of evidences collected from sources (primary and secondary), and using mix-methods. The strategy takes into consideration the specific characteristics of the project, the specific types and sequencing of activities, the type of stakeholders and institutions involved in the project. The strategy aims at enabling

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<sup>1</sup> This annex was extracted from the Inception Report for the Assessment dated June 16, 2023. For more information, including the Interview guides and survey questionnaires used to collect the data, refer to the Full Inception Report.

analysis of all of these aspects in an effective and efficient manner as well as the triangulation and validation of information among project beneficiaries and participants and the assessment of the collective contributions of all activities towards the project objectives.

### Stakeholder Analysis

To ensure that this assessment benefits from a variety of perspectives and opinions (of government institutions, training participants, beneficiaries and civil society groups), the evaluator undertook a Stakeholder Analysis during this inception phase and prepared a list of main stakeholders involved in the assessment by their category and the role in the programme.

For the purposes of data collection, the key project partners and collaborating stakeholders could be organized into the following categories, in line with the project components:

- (a) **Project Partners:** including ECLAC and the Redux Council representatives (e.g. Project Director and Project Manager) who are responsible for the proposal development and the overall project implementation, monitoring and reporting;
- (b) **Consultants:** involved in the implementation of the project activities, including
  - *Component 1:* Conference on Speed management projects and best practices<sup>2</sup>
  - *Component 2:* Awareness and Educational Campaign on the Benefits of Speed Management
  - *Component 3:* Pilot projects on Speed Reduction in 3 routes
  - *Component 4:* Fleet Management Pilot Projects
- (c) **Representatives of government agencies, municipalities and collaborating institutions:**
  - *Component 1:* DGT (Spain), the Interamerican Observatory of Road Safety (*Observatorio Iberoamericano de Seguridad Vial - OISEVI*); PAHO<sup>3</sup> for the identification of best practices for the conference and best practices report;
  - *Component 2 & 3:* National Agency of Road Safety (ANSV – *Agencia Nacional de Seguridad Vial*), Mapfre Foundation; the Federation of the Associations against Road Violence – FICVI (*Federación de Asociaciones contra la Violencia Vial*); Representatives of the Municipalities of Azul, Pergamino and Cañuelas; and,
  - *Component 4:* Loma Negra Transport Operator.
- (d) **Beneficiaries:**
  - *Component 1:* about 400 participants of the on-line events related to the Conference on Speed management projects and best practices.<sup>4</sup>
  - *Component 2 & 3:* government/municipal staff trained<sup>5</sup> as well as the general public, schools, drivers and institutions targeted for the awareness and educational campaign on the Benefits of Speed Management; and, for the implementation of pilot projects;
  - *Component 4:* about 50 Loma Negra professional drivers who participated in the training sessions.

### 3.1 Gender and Human Rights-responsive methods

Gender-responsive methods that facilitate participation and inclusion will be used to ensure data collection and analysis related to project results associated with women, vulnerable population and people with disabilities. This includes enabling their active participation in data collection and interpretation. Regarding data collection, we will attempt to build the final list of KIs taking into consideration the need to include

<sup>2</sup> Noting that in some cases, the Redux Project Director and Project Manager also played a role in the direct implementation of certain components (e.g. Rosa Gallego – Components 1 & 2 and Anna Ferrer - Subcomponent 1.1).

<sup>3</sup> According to project document, these institutions were to play a role in this component, however this is yet to be confirmed.

<sup>4</sup> According to project report. The final numbers are yet to be validated. Lists of participants exist for 5 different on-line events which took place over 4 months, between May and August 2021.

<sup>5</sup> Training activities for municipal officials is yet to be confirmed. The desk review has not yet identified if data exists on other beneficiaries of component 2 & 3 (e.g names of those participating in the public education campaign).



women, vulnerable population and people with disabilities in the interviews, along with representatives of organisations providing support to them, as available.<sup>6</sup>

Data analysis will also include human rights and gender equality perspective as much as possible through the use of gender and human rights “lenses”. These will include: analysis of baselines established at the project design and/or disaggregated data collected by the project; comparing qualitative data obtained during the interviews and consultations with existing information on the situation related to human rights and gender equality in the project area of intervention (i.e. government reports and statistics on traffic accidents); identifying themes and responses which are common and different between groups of stakeholders; comparing data obtained from different sources (triangulation).

### 3.2 Data collection tools

The data collection tools will consist of primary and secondary sources and mix-methods: document review, google analytics and key informant interviews (KIs). An on-line survey to gather data on the participants of the project conferences and training sessions is not recommended, since these are well documented through detailed reports by prepared by the project consultants, post-event surveys and in some cases, recordings of the events. It is expected that these and the KIs will generate enough data to answer these assessment questions.

#### Document review and initial consultations

In the inception stage, existing documentation, including programmes and project documents, collected evidence, project meetings minutes, progress reports, and studies produced by the project were analysed. If necessary, consultations with Project Managers and ECLAC staff will further be conducted on-line, to obtain additional details on all of the activities and identify key stakeholders for Key Informant Interviews prior to initiating subsequent phases of the data collection. The process of identifying and reviewing the project documentation will continue throughout this assessment, with the review of additional documents as provided by the project stakeholders, beneficiaries and managers. Among the document to be reviewed are the post-conferences and post-training surveys set up by the project to gather feedback from people participating in these. It is expected that these will be useful to provide an overview of the quality of the training provided and its value for the participants.

#### Google Analytics data

The assessment will attempt to gather google analytics data on the various project products which currently exist on line in the Redux Council websites, in the YouTube platform<sup>7</sup>, Twitter and social media websites, by requesting the Redux Council (as the site owner) to provide this information. This includes the Speed Management Best practices report published in the website<sup>8</sup> as well as on the videos of the 4 conferences with recordings published in the Youtube platform and the main video produced for the awareness campaign entitled “Driving at the right speed saves lives”.<sup>9</sup> If possible, data will also be obtained from the Redux Council Twitter page.<sup>10</sup> While these will not be able to provide detailed information about the use of the

<sup>6</sup> The Assessment will follow the *UNEG Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator*.

<sup>7</sup> Youtube account holders can obtain basic YouTube marketing analytics on their dashboard and can see more in-depth analytics in their menu.

<sup>8</sup> <https://consejoredux.org/guia-buenas-practicas-2022/>.

<sup>9</sup> <https://www.facebook.com/justiciaxvitootero/>.

<sup>10</sup> <https://twitter.com/ConsejoRedux>.

documents and information disseminated through these means, the number of downloads could provide some insights about the extent of dissemination that took place.

### *Key Informant Interviews (KII)*

The assessment will collect primary data to ensure both sufficient coverage and insight into the performance and functioning of the Project.

Key Informant interviews (KIIs) will be the primary source of data gathered and should provide a good basis to complement and validate the qualitative information gathered through the desk review and google analytics. They will provide in-depth information, which will allow analysis related to project's relevance, effectiveness, sustainability and cross-cutting.

Considering that the project components are specific and contained clearly delineated sets of activities, participants and beneficiaries, it is proposed to collect information related the different components through KIIs, with targeted questions to be posed to different stakeholders, depending on their profile and the role they played in each project component and the overall project. KIIs is also recommended as a preferred means of data collection to gather qualitative insights on how the project benefited those people who participated in the conferences and in the training sessions for Loma Negra drivers. As such, a few beneficiaries were included as key informants (KIs) to enable the gathering of qualitative information.

The three sets of questionnaires are envisioned (see annex 2), targeting the 4 sets of categories of stakeholders identified above in the section Stakeholder Analysis:

- *Questionnaire 1*: geared to gathering data on the overall project implementation and results from project partners and consultants from ECLAC and Redux Council (including Consultants);
- *Questionnaire 2*: targeting government agencies, collaborating partners and municipal government representatives; and,
- *Questionnaire 3*: targeting beneficiaries.

The individual questions were designed and tailored to the different stakeholders, and following the evaluation criteria and key evaluation questions. (See questionnaires in the annex). The KIIs will be conducted on-line (through Teams or Zoom platforms).

### *Sampling strategy*

Non-statistical sampling will be used. While typically, the key informants to be interviewed is selected by the Evaluator from a list of potential key informants, the stakeholder mapping exercise conducted for this Assessment revealed that there is only a small number of key informants participating in the project and the Assessment should include all key informants suggested.

The Consultant proposed an expansion of such list for consultations with ECLAC and REDUX Council Partners to include additional names and a total of about potential 20 key informants (see annex 3). The list is yet to be validated by the project partners. If necessary, the Consultant will work to complete the list through the snow-ball method of referrals during the interview process, starting with the initial list of key informants provided by the project partners, complemented with additional names provided.

It is expected that this group of key informants will represent all types of project activities, as well as relevant direct and indirect beneficiary groups. The list so far includes an equitable participation of men and women.

Specifically, regarding the identification of beneficiaries, an effort was made to identify potential KIs, representing the various project components and conference/training events.

It is anticipated that about 15-20 on-line interviews will be undertaken.

#### **4. Data Analysis**

A mixture of analytical processes will be used in this evaluation. Following completion of the main data collection phase, the following steps will be undertaken:

- The primary data collected and relevant information from secondary data will be analysed to reach a set of findings for each evaluation criteria defined.
- The evaluator will proceed with the cross-examination of these findings to ensure consistency in the quality of these findings across all key informants. Special attention will be given to assessing how/ whether the promotion of gender equity and human rights equality underpinned interventions of the project.
- After this detailed analysis of individual data and findings, key strategic issues will be identified, and discussed with the project team to validate initial findings, determine potential areas in which the analysis needed to be strengthened or highlight the need additional consultations/documents, and ensured that clarifications are provided.
- The data will then be consolidated into a set of findings responding to the questions from the evaluation matrix and around the evaluation criteria to allow judgments leading to the main conclusions, recommendations and the identification of lessons learned with project implementation.
- Following the delivery of the draft report, the ERC will provide comments. Based on feedback provided after the submission of the draft report, the Evaluator will review and submit the final evaluation report.

#### **5. Challenges and Limitations**

A key challenge for this evaluation relates to Component 3 - pilot projects in municipalities. While the planned phases have been completed by Redux, the measures of improvements suggested have not yet been implemented (and the objective was not achieved). The level of involvement of municipalities in the design process is yet to be determined. So, the assessments will only cover extent of progress made towards designing speed enforcement actions (and not implementing them); and, will only be able to identify "potential" for replication of these projects.

The evaluation will also likely face challenges in attributing results related to the activities of the Component 2 - increased awareness and benefits of speed in the municipalities. Preliminary analysis of project baseline data (pre and post awareness survey) does not indicate changes in awareness before and after the implementation of the awareness activities and collecting data on changes in perception will not be possible since it involves the identification of the target group prior to the implementation of the activities and measuring their perception change after the campaign. Data on users/beneficiaries (e.g. those targeted in the campaign, including general public, schools and drivers) is unlikely to be available, let alone data on their perception changes.

Even though data on post-conferences and post-training surveys exist, it is unlikely that they will generate enough information about the use of the information and knowledge gained in practical applications. The identification of a few KIs to represent the beneficiaries of the training and the conference participants is likely to enable the gathering of qualitative information and examples of possible changes in the perceptions of the beneficiaries and/or practical application in their day-to-day work.

The KIs are a key line of evidence for this Assessment. The list of potential KIs will be prepared by the ECLAC and REDUX Council and as such it could be perceived as a bias source of data. This will be mitigated during the interviews, through probing as well as cross-checking and triangulating the views and data collected across key informants and document reviews.

Regarding other limitations, the use of technology and on-line meetings often limit rich interactions and free discussion between the Evaluator and the key informants. To offset this, the Evaluator will attempt to engage in free conversations and assuring confidentiality of information shared with the key informants. Also, the Evaluator will attempt to create an environment to facilitate the normal flow of information, and while using the evaluation questionnaires, will present the questions in a sequence of regular conversation to facilitate the engagement of the key informants.

# ANNEX 2

## EVALUATION MATRIX

Issues/questions	Sub-questions	Performance indicators / variables to consider	Potential sources of data collection/triangulation
<b>RELEVANCE</b>			
1.How in line were the activities and outputs delivered with the priorities of the targeted country?	<p>(a) To what extent were the planned project activities and outputs aligned with the priorities of the local stakeholders?</p> <p>(b) How aligned was the project with ECLAC's activities and programme of work?</p> <p>(c) Were there any complementarities and synergies with other work being developed by ECLAC and/or REDUX Council in the country?</p>	<ul style="list-style-type: none"> <li>Evidence of consistency between the project areas of intervention/objectives and the project activities/outputs;</li> <li>Views and opinions of ECLAC, REDUX Council staff participating in the project activities;</li> <li>Evidence of participation/feedback of national government/stakeholders during the project inception phase;</li> </ul>	<ul style="list-style-type: none"> <li>Project Reports/ Document reviews</li> <li>KII with ECLAC &amp; Redux partners &amp; consultants</li> </ul>
<b>EFFECTIVENESS</b>			
2.Has the project made any difference in the behavior/attitude/ skills/performance of the beneficiaries?	<p>(a) How satisfied were the project's main beneficiaries with the conferences, services and training they received?</p> <p>(b) What are the key results identified by the beneficiaries?</p> <p>(c) What was the reach and impact of project awareness activities (infographics, tweets, YouTube videos)?</p> <p>(d) What are the major strengths of the project implementation?</p> <p>(e) What are the key weaknesses of the project implementation?</p>	<ul style="list-style-type: none"> <li>Perception of participants on the quality and/or benefit of documents, studies, guidance and/or training delivered by the project;</li> <li>Level of satisfaction of stakeholders with project services, training and results;</li> <li>Evidence of behavioral changes related to speed management and/or use of documents, studies, protocols, and/or training delivered by the project;</li> <li>Perceptions of key stakeholders, beneficiaries and key informants on programme strengths and weaknesses;</li> </ul>	<ul style="list-style-type: none"> <li>Conferences/training exit satisfaction surveys</li> <li>Google Analytics information on downloads and views of documents &amp; videos</li> <li>Project Reports/ Document reviews</li> <li>KIIs with participants of the project training sessions and conferences;</li> <li>KII with representatives of government agencies, municipalities and collaborating partners</li> <li>KII with ECLAC &amp; Redux partners &amp; consultants</li> </ul>
3.To what extent did the project contribute towards the expected	(a) To what extent did the completion of the project outputs contribute to the achievements of the expected results?	<ul style="list-style-type: none"> <li>Stakeholders' views and opinions on project activities and their contribution to speed reduction and changing perceptions;</li> </ul>	<ul style="list-style-type: none"> <li>Project Reports/ Document reviews</li> </ul>

Issues/questions	Sub-questions	Performance indicators / variables to consider	Potential sources of data collection/triangulation
results outlined in the Prodoc?	<p>(b) To what extent have the project activities contributed to:</p> <ul style="list-style-type: none"> <li>➤ strengthen Argentinean technical capacities in international best practices and innovations in speed management (Expected Result 1);</li> <li>➤ increased awareness about the speed as risk factor in road fatalities and serious injuries (Expected Result 2);</li> <li>➤ enhanced Argentinean technical capacities to design speed enforcement actions, select and implementing speed management technologies (Expected Result 3);</li> <li>➤ Improved capacity of Argentinean Road Safety Agency (ANSV) to identify and select best mechanism for improvements in their own fleet management, their deployment along the territory and the improvement of its drivers' behavior (Expected Result 4);</li> <li>➤ enhanced engagement between policymakers, road users and civil society in jointly designing, amending and implementing actions for speed management in urban and rural roads? (Expected Result 5);</li> </ul> <p>(c) Were there any unintended results?</p>	<ul style="list-style-type: none"> <li>• Stakeholders' views and opinions on the project contributions towards strengthening Argentinian technical capacities;</li> <li>• Government statistics and/or country documents and indicators (Plans, Action Plans, Regulations, Policies, Government) showing trends in speed reductions, and/or reduction in road traffic deaths and injuries in the target municipalities;</li> <li>• Level of satisfaction of stakeholders with the activities undertaken as contributors to results;</li> </ul>	<ul style="list-style-type: none"> <li>• Google Analytics information on downloads and views of documents &amp; videos</li> <li>• KIs with participants of the project training sessions and conferences;</li> <li>• KI with representatives of government agencies, municipalities and collaborating partners</li> <li>• KI with ECLAC &amp; Redux partners &amp; consultants</li> </ul>
<b>SUSTAINABILITY</b>		•	•
4.How have the project's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities?	<p>(a) Have the pilot projects implemented by the project been replicated, disseminated or integrated into local practices and systems enabling sustainability over time?</p> <p>(b) What are the lessons or key recommendations for the future projects?</p>	<ul style="list-style-type: none"> <li>• Evidence of replication or adaptation of pilot projects and/or fleet management approaches as a result of the project;</li> <li>• Programme stakeholders/institutions are actively using the documents/ training/ guidance documents produced/knowledge gained through the project in various aspects of their work;</li> <li>• Views and opinions of key stakeholders on lessons, project experiences, management approaches, and other processes which could be useful in other projects/regions/countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Reports/ Document reviews</li> <li>• Google Analytics information on downloads and views of documents &amp; videos</li> <li>• KIs with participants of the project training sessions and conferences;</li> <li>• KI with representatives of government agencies, municipalities and collaborative partners</li> <li>• KI with ECLAC &amp; Redux partners &amp; consultants</li> </ul>

Issues/questions	Sub-questions	Performance indicators / variables to consider	Potential sources of data collection/triangulation
5. What mechanisms were set up to ensure the follow-up of tools and networks created under the project?	<p>(a) To what extent the mechanisms created by the Project (tools, networks, etc) will continue to be used and benefit the work and practices of beneficiary institutions after the project ends?</p> <p>(b) What factors are in place to facilitate their continuing use and benefits?</p>	<ul style="list-style-type: none"> <li>Evidence of continuing stronger collaboration and/or networking among policy makers, road users and civil society as a result of the project;</li> <li>Views/perception of key informants of the sustainability of the mechanisms and/or benefits created by the project;</li> </ul>	<ul style="list-style-type: none"> <li>Project Reports/ Document reviews</li> <li>KIIs with participants of the project training sessions and conferences;</li> <li>KII with representatives of government agencies, municipalities and collaborating partners</li> <li>KII with ECLAC &amp; Redux partners &amp; consultants</li> </ul>
<b>• CROSS-CUTTING ISSUES</b>			
6. Have the project managers effectively taken into consideration contribution to SDGs, human rights, gender issues and disability inclusion in the design and implementation of the project and its activities?	<p>(a) Have the project managers/consultants effectively considered human rights and gender issues in the design and implementation of the project and its activities? <sup>[1]</sup><sub>[5EP]</sub></p> <p>(b) Has the project contributed to the achievement of the Sustainable Development Goals (SDGs)? How?</p> <p>(c) To what extent has the implementation of the project and its activities contributed to tangible results associated with human rights, gender, disability inclusion?</p>	<ul style="list-style-type: none"> <li>Perceptions of key stakeholders that gender, human rights, disability inclusion were considered in project interventions;</li> <li>Views and opinions from staff participating in the project on contributions to SDGs;</li> <li>Government statistics and/or country documents and indicators (Plans, Action Plans, Regulations, Policies, Government) showing trends related to SDGs, in particular reduction in road traffic deaths and injuries in the project municipalities.</li> <li>Views and opinions from staff participating in the project on contributions to human rights, gender, disability inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Project Reports/ Document reviews</li> <li>KIIs with participants of the project training sessions and conferences;</li> <li>KII with representatives of government agencies, municipalities and collaborating partners</li> <li>KII with ECLAC &amp; Redux partners &amp; consultants</li> </ul>

# ANNEX 3

## KEY INFORMANTS INTERVIEW GUIDE

### 1. Purpose of the Interview Guide

The purpose of the Interview Guide is to support the Evaluator in planning and executing key informant interviews by bringing together all necessary information for the interviews.

### 2. Purpose of Interviews

The purpose of key informant interviews is to provide information on the key aspects of the Project: relevance, effectiveness, sustainability and cross-cutting issues. Even though documentary evidence will be collected of the projects' objectives/goals, the resources used in the delivery of the project and the kinds of results achieved, such evidence often needs to be clarified and contextualized. The issue of why and how one thing or another was done is frequently not well documented and those involved in the project will likely be the only sources of that information. Finally, interview data are required to address a large percentage of the evaluation questions included in the Evaluation Matrix. The perceptions of the various stakeholders are key indicators of the project' process and results.

### 3. Interviewee Categories

Different categories of Key Informants have been identified in line with the initial project concept (see subsection Key Informant Interviews in section 4.3.2) for the conduct of interviews:

#### KI1

- project partners and consultants from ECLAC and Redux Council (including Consultants);

#### KI2

- government agencies, collaborating partners and municipal government representatives involved in the project activities; and,

#### KI3

- beneficiaries, including those who participated in the project conferences, government staff and Loma Negra professional drivers trained by the project.

### 4. Interview Questionnaires

Three types of questionnaires will be used, with similar questions adapted for each specific group of key informants. These questionnaires contain sets of questions from which the Consultant will draw during the interview process. The goal is to have an "interview" which flows like a natural conversation, in which the Consultant will engage the interviewee and explore his/her thoughts as ideas are brought forward. As such, the Consultant will attempt to cover all of the questions but will not necessarily follow the sequencing of the questions as set in the questionnaires. For example, in some instances an interviewee may wish, at the start of the interview, to provide an overview of their operations or request some information about the evaluation. The Consultant will keep a written record of the interviews.



## 5. The Interview Process – Preparation

The following are the steps to be followed for the interviews:

- (a) *Identification of the interviewees.* The contact lists to be finalized by ECLAC Teams and consultations with Project Partners will be used to identify the key potential interviewees, in light of their level of participation in the project activities.
- (b) *Send a notification letter to potential interviewees:* project partners and consultants identified in the sample frame will be invited to participate in an interview through an e-mail from the ECLAC PPEU Evaluation Team. It is important to note that participation is voluntary and that the relationship between a potential interviewee and the project partners will not be adversely affected if an interviewee declines to participate for whatever reason. ECLAC will prepare a Notification Letter introducing the evaluation and the independent consultant for distribution to the Interviewees. The Consultant will send the notification letter to the potential interviewees asking for their collaboration with the process. The letter should indicate the approximate duration of the interview. Depending on the complexity it might range from 45 minutes to 1 hour maximum.
- (c) *Set up appointments:* the Consultant will schedule skype interviews directly via e-mail after ECLAC's note is sent by the PPEU Evaluation Team.
- (d) *Distribution of the Interview Questionnaire:* The Consultant may send the key informants a copy of the interview questionnaire in advance of the interview, if he/she desires to see it.

## 6. Privacy

The protection of the privacy of interviewees and their information is a critical concern of ECLAC and the independent Consultant. It will be assured in two ways:

- The Notification Letter will be used to inform Key Informants of the protection of their privacy; and,
- The Consultant will protect the confidentiality of each interviewee and ensure that individual comments are not traceable to a particular source in reports or documents made available to anyone besides the Consultant.

## 7. Interview Languages

Each interviewee will have a choice of his or her language preference for the interview (Spanish and English) however, the questionnaires will only be available in English.

## 8. Execution of the Interviews

The following are the steps to be followed for the interviews:

### *Pre-Testing of the Interview Questionnaire*

The first interviews will serve as a pre-test for the questionnaires. However, as the interviews are conducted and potential problems with questionnaires are identified, the Evaluator will undertake necessary adjustments.

### *Recording of the Interview*

The Evaluator may record the interview for her own use and will not share the records with anyone. Permission of key informants to have the interview recorded will be obtained by the Evaluator before the start of each interview. The recorded interviews must not contain the full name or other specific information to make the person's identity known. Interviews are recorded as the primary mechanism to ensure results accuracy.

## INTERVIEW GUIDES

### Questionnaire 1

#### K11 Officials and Consultants from REDUX Council and ECLAC involved in project design and implementation

##### Introduction

What organization are you affiliated with?

What is/was your role within the Project Speed Management in Latin America: the case of Argentina?

Have you been involved in the design of the Project?

##### Project design & relevance

1. What were the specific needs (e.g. capacities needed) of your organization, and/or Argentina at the time of project design?
2. Do you believe the Project design responded to these needs and priorities? How? Please provide examples.
3. Were there any complementarities, integration and synergies with other work being developed by your organization and/or the government of Argentina at the time?

##### Effectiveness

4. What were the key results of each component? Please provide examples.
  - *Component 1*: Conference on Speed management projects and best practices
  - *Component 2*: Awareness and Educational Campaign on the Benefits of Speed Management
  - *Component 3*: Pilot projects on Speed Reduction in 3 routes
  - *Component 4*: Fleet Management Pilot Projects
5. What were the key contributions towards each project expected result? Please provide examples.
  - *Expected result 1*: strengthened Argentinean technical capacities in international best practices and innovations in speed management;
  - *Expected result 2*: increased awareness about the speed as risk factor in road fatalities and serious injuries;
  - *Expected result 3*: strengthened Argentinean technical capacities in designing speed enforcement actions, in selecting and implementing speed management technologies;
  - *Expected result 4*: improved capacity of Argentinean Road Safety Agency (ANSV) to identify and select best mechanism for improvements in their own fleet management, their deployment along the territory and the improvement of its drivers' behaviour;
  - *Expected result 5*: enhanced engagement between policymakers, road users and civil society in jointly designing, amending and implementing actions for speed management in urban and rural roads.
6. Were there any unintended results? Please comment on each component and provide examples.
7. To what extent and how did the project activities contribute towards project objectives?
  - improved Argentinian technical capacity to develop policies and strategies in speed management systems?
  - changed the user perception about the benefits of speed reduction for safer roads (urban and rural)?
  - reduction of fatalities and seriously injured people due to speed after the introduction of speed management programs?
8. Has the project made any difference in the behavior/attitude/skills/performance of the beneficiaries? Please comment on:
  - Satisfaction of beneficiaries with conferences, services and training;
  - Key results as identified by beneficiaries;
  - Impact of project awareness activities

9. Are there statistics and/or other data to confirm these?

#### *Gender & Cross cutting themes*

10. Have these results impact men and women in your community differently? How?
11. Have these results impact the most vulnerable, including people with disabilities differently? How?
12. Have there been other impacts related to poverty reduction, increased well-being environmental quality, safer cities, others?

#### *Sustainability of results*

13. Have the pilot projects/awareness activities of the project been replicated, disseminated or integrated into local practices and systems enabling sustainability over time? Do they have potential for replication?
14. What factors are in place to facilitate their continuing use and benefits?
15. To what extent the mechanisms created by the Project (tools, networks, etc) will continue to be used and benefit the work and practices of beneficiary institutions after the project ends? How will this be assured?

#### *Lessons Learned*

16. Are there areas where improvements are needed? What did not work well?
17. What are the strengths of the project? What worked really well?
18. What are your recommendations for the future projects/activities?

### **Questionnaire 2**

#### *K12 Government agencies, collaborating partners and municipal government representatives who were involved and/or participated directly in the project*

#### *Introduction*

What organization are you affiliated with?

What is/was your role within the Project Speed Management in Latin America: the case of Argentina? Please indicate which activities you are familiarized with:

- Component 1*: Conference on Speed management projects and best practices
- Component 2*: Awareness and Educational Campaign on the Benefits of Speed Management
- Component 3*: Pilot projects on Speed Reduction in 3 routes
- Component 4*: Fleet Management Pilot Projects
- Final project meeting

Have you been involved in the design of the Project?

- Yes, ask Project design questions;
- No, skip Project design questions & proceed to Effectiveness questions

#### *Project design*

1. What were the specific needs (e.g. capacities needed) of your organization, and/or Argentina at the time of project design?
2. Do you believe the Project design responded to these needs and priorities? How? Please provide examples.
3. Were there any complementarities, integration and synergies with other work being developed by your organization and/or the government of Argentina at the time?

**Effectiveness/Project results**

4. What were the results achieved by the project? Please refer to training, awareness activities, pilot projects (specific to components you are familiarized)?
5. Were there any unintended results? Please explain.
6. To what extent and how did the project activities contribute towards project results? (*ask questions about all expected results even if KI only noted participation in one of the components in introduction questions*):
  - strengthened speed management technical capacities re: international best practices/innovations;
  - increased awareness on speed as risk factor in road fatalities and serious injuries
  - strengthened technical capacities in designing speed enforcement actions, in selecting and (potentially) implementing speed management technologies;
  - improved capacity of the ANSV to identify/select best mechanism to improve own fleet management, deployment in the territory and improvement of ANSV's drivers' behavior;
  - more/better engagement between policymakers, road users and civil society and/or joint design and implementation of actions for speed management;
7. To what extent and how did the project activities contribute towards project objectives?
  - improved Argentinian technical capacity to develop policies and strategies in speed management systems?
  - changed the user perception about the benefits of speed reduction for safer roads (urban and rural)?
  - reduction of fatalities and seriously injured people due to speed after the introduction of speed management programs?
8. Are there statistics and/or other data to confirm these?
9. How satisfied was your institution with the services and training they received?

**Gender & Cross cutting themes**

10. Has the project considered human rights, disability inclusion and gender issues in the design and implementation of the project and its activities? How?
11. Have participants of project activities been treated as equals? Have the rights of minorities been safeguarded and promoted?
12. Has the training taken human rights and gender issues into consideration? How?
13. What were the obstacles to women's participation in the training activities?
14. What issues still need to be addressed to ensure equitable gender participation in the training?

**Sustainability of results**

15. How have the project's main documents, guidance and training been used?
16. Have the capacities created been incorporated in the work and practices of your institution?
17. Has the project changed behavior/attitude/skills related to speed management?
18. Will these results continue after the project ends? How will this be assured?

**Lessons Learned**

19. What are your recommendations for the future activities?

### Questionnaire 3

#### KI3 Participants (beneficiaries) of Conferences and Training sessions organized by the project.

##### Introduction

What organization are you affiliated with?

Why were you selected for training and/or conference participation?

What were your duties within your organization at the time of the training/conference participation?

##### Project results

1. What were the results achieved by the project training, equipment and services?
2. To what extent did the conferences and/or training provided to you contribute towards *(Please rate these in a 1-5 scale where (1) refers to little or no contribution; and 5 refers to significant contribution)*
  - Increased your knowledge about speed management (international) best practices and/or innovations;
  - Increased your awareness of speed management as main risk factor in road fatalities and serious injuries;
  - Your decisions to adopt speed monitoring and/or willingness to monitor your own speed;
  - Strengthening your capacity to develop speed management policies and strategies;
  - Improved speed monitoring capabilities of your organization;
  - Increased collaboration across institutions (government, policy makers, civil society) to jointly design and implement speed management activities;
  - Improved technical capacities to develop policies and strategies in speed management;
  - Changed your perception and your level of support to speed management actions;
  - The introduction of speed management programs;
  - To reductions in speed-related fatalities and serious injuries.

Please provide examples.

3. Are you aware of statistics and/or other data to confirm these?
4. Have these results impact men and women in your community differently? How?
5. Have these results impact the most vulnerable, including people with disabilities differently? How?
6. Were there any unintended results? Please explain.
7. How satisfied were you the conferences and/or training received?
8. Are there areas where improvements are needed? What did not work well?
9. What are the strengths of the conference and training provided by the project? What worked really well?

##### Cross-cutting issues (gender, human rights and disability inclusion)

10. Have the training/conferences taken human rights, disability inclusion and gender issues into consideration? How?
11. Have training participants been treated as equals? Have the rights of minorities been safeguarded and promoted?
12. What were the obstacles to women's participation in the training or conference activities?
13. What issues still need to be addressed to ensure equitable gender participation in the training/conferences?

# ANNEX 4

## LIST OF KEY INFORMANTS

Ref #	Name	Male/female	Institution/position		Category
1	Miryam Saade Hazin	F	Economic Affairs Officer, ECLAC Infrastructure Services Unit	Chile	Lead institution
2	Anna Ferrer	F	Director, the Redux Council	Spain	Lead institution
3	Rosa Gallego	F	Project Manager, the Redux Council	Uruguay	Lead institution
4	Paula Marchesini	F	Project Consultant, Municipal Infrastructure Component	Argentina	Lead institution
5	Pablo Rojas	M	National Director, Road Observatory of the National Road Safety Agency	Argentina	Government Agency beneficiary
6	Paulo Ortiz	M	Corporate Leader of Road Safety, Loma Negra S.A.	Argentina	Private Sector beneficiary
7	Gabriel Perez	M	Program Management Officer, ECLAC	Chile	Lead institution
8	Paula Bisiau	F	Project Consultant, Fleet Management component		Lead institution
9	Alvaro Gomez	M	OISEVI Technical Secretary (Director of the DGT Road Safety Observatory)	Spain	Collaborative Partner
10	Jeanne Picard	F	FICVI Iberoamerican Association of Victims against Road Violence ( <i>Federación de Asociaciones contra la Violencia Vial</i> )	Spain	Collaborative Partner
11	Valeria Ríos	F	Government Secretary Municipality of Cañuelas	Argentina	Government Agency beneficiary
12	Bernarda Abalo	F	Municipality of Pergamino	Argentina	Government Agency beneficiary
13	Hector Blasi	M	Association of families of victims of traffic accidents ( <i>Asociación de familiares de víctimas de delito y tránsito</i> )	Argentina	Beneficiary-Awareness activities
14	Jesus Chaicoj Pirir	M	Chief, National Observatory of Road Safety	Guatemala	Beneficiary-Conference participant
15	Matias Ghio	M	Redux Council/Project Consultant, Public Awareness component	Argentina	Lead institution

# ANNEX 5

## NUMBER OF VISITS PER PROJECT PRODUCT<sup>11</sup>

Project event/product posted on the website	# of visits (since April 2021)
<b>Opening Session</b>	<b>394</b>
YouTube	203
REDUX website	191
<b>Thematic conference 1</b>	<b>252</b>
YouTube	100
REDUX website	152
<b>Thematic conference 2</b>	<b>125</b>
YouTube	48
REDUX website	77
<b>Thematic conference 3</b>	<b>125</b>
YouTube	78
REDUX website	47
<b>Thematic conference 4</b>	<b>199</b>
YouTube	131
REDUX website	68
<b>Subtotal Conferences</b>	<b>1 095</b>
<b>Best practices report</b>	<b>365</b>
<b>Awareness video</b>	<b>88</b>
Azul	29
Cañuelas	16
Pergamino	43
<b>Municipal Workshop Speed Management</b>	<b>32</b>
<b>Loma Negra Workshop Safe Driving</b>	<b>20</b>

<sup>11</sup> Data from Google Analytics provided by the Project staff at the request of the Evaluator.

# ANNEX 6

## TERMS OF REFERENCE FOR THE EVALUATION

### TERMS OF REFERENCE

#### Assessment of the UNRSTF Project SPEED MANAGEMENT PROJECT IN LATIN AMERICA: THE CASE OF ARGENTINA

### I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

### II. Objective and scope of the Assessment

2. This is the end of project assessment of the project Speed Management project in Latin America: the case of Argentina. This assessment represents a small-scale evaluation (or an "assessment") which will be carried out using a data collection methodology, based on a document review, and a limited number of long-distance interviews with main actors. Evaluation criteria have been selected below in line of the size and scope of the project and timeline of the evaluation.

3. The objective of this assessment is to review the relevance, effectiveness, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.

5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

### III. Background

#### *The project*

6. The project under evaluation was funded by the United Nations Road Safety Trust Fund (UNRSTF). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC).

7. The duration of this project was three years, having started activities on July 2020 to July 2023.



8. The project's objective is "to reduce the fatalities and seriously injured people due to speed in urban and rural roads in Argentina through the introduction of speed managements programs".

9. The expected outcomes were defined as follows:

- (a) Speed management best practices and innovations were disseminated among Argentinian authorities and other national road safety's stakeholders;
- (b) Increase awareness and educational campaign on the benefits of managing speed;
- (c) Implementation of Pilot projects on roads in several local areas of Argentina;
- (d) Implementation of Pilot projects on fleet management in Argentina.

10. To achieve the expected outcomes above, the following outputs were originally planned

- Output 1.1: Webinars on Speed management projects and best practices
- Output 1.2: Speed Management Best practices report with LAC case studies
- Output 2.1: Survey
- Output 2.2: Awareness campaign
- Output 3.1: Definition of Pilot projects on the roads:
- Output 3.2: Implementation of Projects on the Argentinean routes
- Output 4.1: Pilot projects defined (agreement on the routes to be enforced, the activities and participants)
- Output 4.2: Projects on fleet management in at least 3 Argentinian companies
- Output 5.1: Final workshop for main findings of the project

11. The budget provided by UNRSF for the project totalled US\$300,000.

12. The stakeholders were the REDUX Council (an NGO), the victims associations FICVI, (Federación de Asociaciones contra la Violencia Vial), the Mapfre Foundation, the Argentinian Road Safety Lead Agency, and private companies with fleets to be involved in speed management.

#### IV. Guiding Principles

13. While limited in scope, the assessment will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG)<sup>12</sup>.

14. It is expected that ECLAC's guiding principles to the evaluation process are applied<sup>13</sup>. In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights<sup>14</sup>. This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

<sup>12</sup> Norms and Standards for Evaluation, UNEG, June 2016. <http://www.unevaluation.org/document/detail/1914>. UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.

<sup>13</sup> See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

<sup>14</sup> For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014). <http://www.unevaluation.org/document/detail/1616> and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018) <http://www.unevaluation.org/document/detail/2133>.

15. The evaluation will also examine the extent to which gender concerns were incorporated into the project –whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women’s empowerment.

16. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles<sup>15</sup>.

17. The evaluation will also include an assessment of the project’s contribution to the achievement of the Sustainable Development Goals (SDGs).

18. Evaluators are also expected to respect UNEG’s ethical principles as per its “Ethical Guidelines for Evaluation”<sup>16</sup>:

- Integrity
- Accountability
- Respect
- Beneficence

## V. Scope of the assessment

19. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions.

20. In summary, the elements to be covered in the assessment include:

- Actual progress made towards project objectives.
- The extent to which the project has contributed to outcomes whether intended or unintended.
- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc.) contained in the project document.
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.
- Relevance of the project’s activities and outputs towards the needs of Member States.

## VI. Methodology

21. The assessment will use the following data collection methods to assess the impact of the work of the project:

- (a) **Desk review and secondary data collection analysis:** of the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.
- (b) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.

<sup>15</sup> Human rights and gender perspective.

<sup>16</sup> UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.

22. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the *inception report*.

## VII. Evaluation Issues/Questions

23. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around three main selected criteria: relevance, effectiveness, and sustainability. Within each of these criteria, a set of *evaluation questions* will be applied to guide the analysis<sup>17</sup>. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.

24. The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

### **Relevance:**

- (a) How in line were the activities and outputs delivered with the priorities of the targeted country?

### **Effectiveness**

- (a) How satisfied are the project’s main beneficiaries with the services they received? What are the results identified by the beneficiaries?
- (b) Has the project made any difference in the behavior/attitude/skills/ performance of the beneficiaries?

### **Sustainability**

- (a) How have the project’s main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project’s activities?
- (b) What mechanisms were set up to ensure the follow-up of tools and networks created under the project?

### **Cross-cutting issues**

- (a) Have the project managers effectively taken into consideration contribution to SDGs, human rights, gender issues and disability inclusion in the design and implementation of the project and its activities?

## VIII. Deliverables

25. The assessment will include the following outputs:

- (a) **Work Plan and Inception Report – in English.** No later than 2 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the interviews should also be included in this first report.

<sup>17</sup> The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

- (b) Draft final evaluation Report – in English.** No later than 8 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar projects.
- (c) Final Evaluation Report – in English.** No later than 10 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

## IX. Payment schedule and conditions

26. The duration of the consultancy will be initially for 10 weeks during the months of April--June 2023. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the International Trade and Integration Division of ECLAC.

27. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:

- (a)** 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
- (b)** 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
- (c)** 40% of the total value of the contract will be paid against the satisfactory delivery of the final evaluation report which should be delivered as per the above deadlines.

28. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

## X. Profile of the Evaluator

29. The evaluator will have the following characteristics:

### *Education*

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

### *Experience*

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to infrastructure, road safety and/or related areas is highly desirable.
- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

### Language Requirements

- Proficiency in English and Spanish is required.

## XI. Roles and responsibilities in the evaluation process

### 30. Commissioner of the evaluation

➔ (ECLAC Executive Secretary and PPOD Director)

- Mandates the evaluation
- Provides the funds to undertake the evaluation
- Safeguards the independence of the evaluation process

### 31. Task manager

➔ (PPEU Evaluation Team)

- Drafts evaluation TORs
- Recruits the evaluator/evaluation team
- Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team
- Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions
- Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings
- Supports the evaluator/evaluation team in the data collection process
- Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation
- Manages the editing, dissemination and communication of the evaluation report
- Implements the evaluation follow-up process

### 32. Evaluator/Evaluation team

➔ (External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report
- Conducts the data collection process, including the design of the semi-structured interviews
- Carries out the data analysis
- Drafts the evaluation report and undertakes revisions

### 33. Evaluation Reference Group (ERG)

➔ (Composed of representatives of each of the implementing partners)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
- Reviews draft evaluation report for robustness of evidence and factual accuracy

## XII. Other Issues

34. Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

35. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

### **XIII. Assessment use and dissemination**

36. This assessment seeks to identify best practices and lessons learned in the implementation of projects. An Action Plan will be developed to implement recommendations when appropriate in future projects. The evaluation report will also be circulated through ECLAC's internet and intranet webpages (and other knowledge management tools), so as to constitute a learning tool in the organization.

# ANNEX 7

## PROJECT LOGIC FRAMEWORK<sup>18</sup>

<b>PROJECT OBJECTIVE: Reducing fatalities and seriously injured people due to speed in urban and rural roads in Argentina through the introduction of speed management programs.</b>			
<b>Expected outcome 1</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Data Sources</b>
Speed management best practices and innovations were disseminated among Argentinian authorities and other national road safety's stakeholders	Indicator 1: National authorities and stakeholders participate in the regional online conference implemented Baseline: None Target: at least 4 countries and 10 cities presenting their cases	Report of the online Conference and acknowledge letter regarding Report on Best Practices	
	Indicator 2: Report on best practices on Speed Management with LAC region examples are consider useful for national authorities and stakeholders Baseline: None Target: At least three authorities at national or local level recognizes the useful of the report for its activity		
<b>Output 1.1.: Webinars on Speed management projects and best practices completed</b>			
Project activities			
1.1.1 Call for papers on speed management projects implemented and for participants of the Conference			
1.1.2 Bibliographic review of speed management manuals and case studies in order to detect international best practices, including UN instruments and normatives.			
1.1.3 Evaluation of papers received			
1.1.4 Promotion of Conference			
1.1.5 Webinars Conferences			
<b>Output 1.2: Speed Management Best practices report with LAC case studies</b>	Report finished Baseline: 60% Target: 90%	Report	
Project activities:			
1.2.1 Analysis of speed management manuals suggestions and case studies identified in bibliographic review			
1.2.2 Publishing and dissemination of LAC Case studies identified by the project and international best practices			
<b>Expected outcome 2</b>			
Increase awareness and educational campaign on the benefits of managing speed	Indicator 2.1: Change of perception of the citizens regarding speeding Baseline: - Target: At least the 50% of the beneficiaries and stakeholders declare that their awareness was increased after the activity	The data will be obtained in a survey done before and after the campaign	
<b>Output 2.1 Definition and implementation of Survey</b>	Survey completed with report	Report of the survey	

<sup>18</sup> Adapted by the Evaluator, based on a complete Logic Model available in the Prodoc.

**PROJECT OBJECTIVE: Reducing fatalities and seriously injured people due to speed in urban and rural roads in Argentina through the introduction of speed management programs.**

Project activities:

- 2.1.1 Define scope of the survey
- 2.1.2 Implement the survey in a selected cities and stakeholders
- 2.1.3 Analyse results, detect main findings and lesson learned

Output 2.2 Awareness Campaign	Campaign finished	Campaign report
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Project activities:

- 2.2.1 Define the main message, people objective, and type of media
- 2.2.2 Design of the campaign
- 2.2.3 Develop the campaign

Expected outcome 3

Implementation of Pilot projects on roads in several local areas of Argentina	Indicator 3.1: Pilot projects defined Baseline: NONE Target: Agreement on pilot projects in each road with participants engaged Indicator 3.2: Pilot projects implemented Baseline: NONE Target: Implementation completed	Survey
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Output 3.1 Definition of Pilot projects on the roads: activities and participants	Number of pilots detected Base line: 3	Survey
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Project activities:

- 3.1.1 Preliminar definition and national consultations hiring
- 3.1.2 Definition on road sectors to work in the three pilots
- 3.1.3 Road evaluation to define infrastructure activities (road markings and traffic calming), and road enforcement activities
- 3.1.4 Agreement Signature with all participants

Output 3.2 Implementation of Projects on the Argentinean routes	Projects implemented	Evaluation report
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Project activities:

- 3.2.1 Implementation of infrastructure activities and speed enforcement
- 3.2.2 Launch of the pilot project with stakeholders and media
- 3.2.3 ECLAC supervision of the project s

Expected outcome 4

Implementation of Pilot projects on fleet management in Argentina	Indicator 4.1: Companies involved in the pilot project Baseline: NONE Target: 3 Agreement	Letters with the commitments
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Output 4.1 Definition of pilot projects on the routes	Indicator 4.1: Companies involved in the pilot project Baseline: NONE Target: 3 Agreement	Letters with the commitments
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Project activities:

- 4.1.1 Preliminar definition and national consultant hiring
- 4.1.2 Definition on 3 pilot routes to be included and enforced
- 4.1.3 Definition of the type of enforcement and target for each enterprise involved.



**PROJECT OBJECTIVE: Reducing fatalities and seriously injured people due to speed in urban and rural roads in Argentina through the introduction of speed management programs.**

Output 4.2 Implementation of projects on fleet management	Projects implemented	Evaluation report
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Project activities:

4.2.1 Speed enforcement coordination meeting (synergies with Brazil UNRSTF project)

4.2.2 Launch of the pilot project with stakeholders and media

4.2.3 ECLAC Supervision of the project

Expected outcome 5		
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Percentage of participants that consider good or very useful the project recommendations  
Base line 75%

Survey at the end of Conference

Output 5.1 Final workshop for main findings of the project	Percentage of participants that consider good or very useful the project recommendations Base line 75%	Survey at the end of Conference
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Project activities:

5.1.1 Internal evaluation of the results, best practices and lesson for other cities

5.1.2 Workshop with stakeholders to present the results, main finding and lesson learned for other cities

5.1.3 ECLAC supervision and collaboration activities



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