

Evaluation of Pilot Action – Background

Why evaluation?

The purpose of pilot actions is to test new approaches to solving problems of sustainable urban transport. It is also to understand how pilot projects can become full scale programmes. Each city is monitoring the implementation of the Pilot actions. From this monitoring information we are carrying out an evaluation- these are the 'lessons learnt'. Evaluation helps us understand how and why the pilots worked or did not work. A successful pilot action produces an evaluation; a successful pilot does not need positive outcomes.

A pilot action which did not achieve its objectives is a success if the evaluation helped to explain the reasons why. The evaluation identifies mistakes and where future improvements can be made before a pilot is expanded to a full scale programme.

A pilot action that is successfully in achieving its objectives is not a successful pilot action if the reasons for success are unknown – we cannot repeat the success if we do not understand why it was a success!

Evaluation is more than monitoring and measuring indicators. It includes the process of planning and implementing the pilot action.

We need to know about all the pilot actions which have been implemented, whether they went to plan, did not ever get started, or had to be changed half way through. All the pilot actions need to be evaluated. All pilot actions provide valuable 'lessons learnt', even though they are delayed, not finalised, cancelled, etc. With this in mind and a thorough evaluation all pilot actions can be successful.

Example: Why evaluation?

The following example provides an extremely short summary of an evaluation of a not-finalised pilot action to show why evaluation is useful.

A pilot project in a city aimed at coordinating freight deliveries into the city centre by helping shopkeepers cooperate in deliveries. The shopkeepers were contacted and invited to take part in the project and to coordinate their deliveries. The objective was to reduce the total number of freight deliveries. In the beginning there was a big interest among shopkeepers to take part. During the pilot the shopkeepers lost interest and the project was terminated due to lack of participants.

In the evaluation process, conversations with the shopkeepers have discovered the reasons for losing interest. Some shopkeepers don't see any problems with freight transport in the city centre or don't see the benefit of cooperation. Some do not see any incentive to cooperate. Others do not appreciate that they may have the opportunity or possibility to alter their delivery arrangements.

The evaluation discovered the reasons for the lost interest of the participants. It also identified that for future pilots and main programmes it is important to support shopkeepers' and improve their awareness about the impact of their freight deliveries. More effort and more time spent informing the shopkeepers is probably needed. Furthermore, without incentives or obvious benefits it is hard to convince shopkeepers to take part.

These lessons learnt can be used by this city and others to improve their pilot action approach in order to be more successful. Without evaluation the mistakes could be repeated and could lead to the same failures. Furthermore some cities would not even try this approach since it has been 'proven' to be a generally wrong approach.

Evaluation of Pilot Action – Background

How to evaluate?

This template provides the framework for evaluating the pilot actions. It follows the structure of the Pilot Action Planning Report (PAPR). In the evaluation the actual implementation process should be compared with the planned implementation process - as it is described in the PAPR. Deviations in the implementation from the plan and the underlying reasons should be identified and reported. A complete PAPR is a prerequisite for a successful evaluation.

The template provides guiding questions for each section of the PAPR which gives support for the evaluation. The questions should not be answered only with yes or no. It is not required to strictly follow the provided questions, but it is necessary to complete all sections in the template. All deviations, obstacles, delays, etc. and how they were treated are important to mention.

Evaluation of Pilot Action – Report template

Pilot Action definition

Purpose and scope

Was the mission of the pilot action clearly defined from the start? – YES

Mission Statement – Create safe cycling to school and back home in order to promote sustainable mobility in local community. Raise children’s awareness for sustainable transport issues.

Were the defined objectives in line with the overall mission? – YES

We defined two objectives – education and information. The objectives of the pilot action of Vilnius city is to understand how residents understand and like the clean transport, to inform and encourage residents (especially children) to use more often bicycles or public transport instead of private cars.

Have the objectives been defined as SMART (specific, measurable, appropriate, realistic and timed) objectives? – YES

All our activities during the pilot action were soft measures and intended to educational purposes, for the children to get to know the current situation, possible means to solve the problems and residents enrolment in the solution of the transport problems of their city. Surveys helped us to know the effects of our pilot action measures. These actions of the pilot action are planned to be continued – we plan to make them annual.

Target group

Has the correct target group for the objectives of the pilot action been identified? – YES

Main target group that we address is children and youth, because they are the future and very good group to introduce to possible changes in transport politics at the city, they will be the one to modernize sustainable transport plan.

Activities

Were the chosen activities of the pilot action suitable to reach the objectives? Did they meet the needs of the target group? – YES

As survey that we performed showed we meet the needs of the target group.

Were the activities clearly from the start defined as SMART activities? – YES

- Planning and construction of cycle parking places near schools.
- Family weekend – every second Sunday of the month from April to October 2006 there were family cycle marches organized. There were 6 different cycle paths planned inside and around Vilnius - for every march new one. There were police escort provided so everyone could feel safe and all family could travel together. Lithuanian heart association provided T-shirts for everybody participant in the marches so all the participant would be able to feel as one. Marches were advertised by means of media (radio, newspapers), internet sites.
- Contests of essays, presentations and paintings of children and youth were organized September to November 2006. Children and youth painting contest was named “Let’s live in the clean and healthy city”, contest of essay and presentation was named “The vision of Vilnius as sustainable transport capital”.

Evaluation of Pilot Action – Report template

Pilot Action Implementation

Stakeholder

Identification

Were all relevant stakeholders identified? – YES

- Different departments of Vilnius city municipality administration
- Lithuanian youth tourism centre
- Youth tourism centre “Vilniaus zygunas”
- Lithuanian Red Cross (Vilnius committee)
- Vilnius school of safe traffic
- Teleradio company “Hansa”
- Vilnius municipality enterprise “Susisiekimo paslaugos”
- Club “Ketvirtadienio nakties karstis” (“Thursday night fever”) – skaters and rollerbladers organization
- Vilnius city healthiness promoting schools
- Vilnius city healthiness promoting kindergartens

Were those stakeholders affected by the PA the same as those that were foreseen?

Did the stakeholders affect the PA as foreseen?

We expected stakeholders to express their wishes and needs on the subject, to raise ideas, ways to achieve the ideas, help in collecting and spreading the information and feedback from stakeholders. And we got it.

Consultation

What is your view of the stakeholder consultation?

- o How did the communication with the stakeholders work?

We organized meetings with stakeholders to discuss the subject. We supplied them with information and got feedback from them.

- o How did the stakeholders show commitment for PA?

Commitment of our stakeholder was serious and they fulfilled all the obligations were taken. They were very much enthusiastic and interested to do the PA and they want to continue.

- o How did the stakeholder consultation improve the PA implementation and outcome?

Stakeholders gave us their ideas and expressed their wishes from the part of our community that is directly users of our offered services. This way we got clear view of what exactly they need and we could adjust our measures.

Ask the stakeholders about their perspective of PA

- o Do you feel well informed about the PA?
- o Are you satisfied with your involvement in the PA implementation?
- o Are you satisfied with the implementation and outcome of the PA?
- o Are you interested in a continuation of cooperation with the municipality?

All the stakeholders express the wish to improve status of cycle paths in Vilnius and make one common net of the paths, connect them to common net so there will not be places

Evaluation of Pilot Action – Report template

were the path just unexpectedly ends. So they wish to participate and communicate with municipality developing project of cycle paths connection construction.

Implementation steps

Did we do what we planned to do? Have all activities been implemented as described in the PAPR?

Name	Date	Short description
Planning and construction of cycle parking places near the school Not completed	Spring – Autumn, 2007	February 2007 we will start planning process, technical project and adjustment works should be done by the May of 2007, the construction works will take place until middle of August 2007. From September 2007 we will start survey and observations; we will collect our primary data about the cycling to school.
Cycling weekends Done	April – October, 2006	VHCB organizes every second Sunday of the month cycle marches by different routes that are planned in advance. Residents and the city guests are encouraged to spend free from the work time travelling together with their families by cycles or using other no motorized transportation means.
Children and youth painting contest “Let’s live in the clean and healthy city” Done	September – November, 2006	Children and youth presented Vilnius Healthy City Bureau with their works of art named “Let’s live in the clean and healthy city” where they expressed their ideas and visions. The authors of the best works were given prizes. Final award ceremony took place on 30 th of November in Vilnius city municipality.
Essay and presentation contest “Clean and healthy transport vision” Done	September – November, 2006	The contest was presented through the national television during the morning show “Ryto garsai”, newspapers and direct advertisements and was intended to all the schoolchildren. The schoolchildren have send their essays concerning the future vision of clean and healthy transport. The essays they wrote on theme “The vision of Vilnius as sustainable transport capital”. Vilnius city schoolchildren aged from 14 to 18 had prepared the presentations with PowerPoint program where they showed their ideas and gave overview of the clean transport vision in their city. Final award ceremony took place on 30 th of November in Vilnius city municipality.

Describe the deviations of ‘activities’, ‘time plan’ and ‘others’ as described in the PAPR and how they have affected the outcome!

Budget

Did the budget worked as planned?

Due to political risks (elections of the municipal authorities) we got cancelled the part of budget responsible for parking places site construction. So this part of our PA is still pending and we plan to implement it only next year – 2008.

Evaluation of Pilot Action – Report template

Describe the deviations and how they have affected the outcome!

Risks

Did the foreseen risks occur? How did that affect the outcome?

Political risks

Elections to Vilnius municipal government will take place at the beginning of 2007. This fact will give some uncertainties, but this will not have major effect on the future of sustainable urban transport planning since this direction is priority direction in urban transport development in whole Europe.

Newly elected authorities had redistribution of the budget and we got cancelled the amount of money for parking site construction, so we are trying to get these finances allocated for our PA next year – 2008.

Financial risks

Financial risks may occur if there will be delayed payments for works that are already done and need to be paid for. In this case there will always be possibility to lent money from other sources. There is small but still growth of inflation so there will be always risk of differences in planned budget and growth of prices in real life.

- Described at the political risks.

Legal risks

Main legal basis in Lithuania is stable and it is getting more and more respective to European legislation.

Institutional risks

There are no institutional risks for the pilot action activities.

Technical risks

There are no technical risks for the pilot action activities.

Were there any other unforeseen risks? How were they managed and how did they affect the outcome? – NO, we got stuck with the risk that we foreseen, just results of the risk factor were more serious – we had to stop – this we were not anticipating.

Assessment & Results

Indicator selection

List the selected indicators and discuss:

- o Were the selected indicators relevant for the activities and objectives of the PA?
- o Are there any indicators which could have been more relevant?

Objective	Indicator of Progress
What do we want to achieve?	What indicators show whether we are achieving what we set out to achieve?
Objective 1 - Education	Indicator 1 – number of schoolchildren cycling to school and back home (average number per day during the school year)

Evaluation of Pilot Action – Report template

	time) 5 cyclist per day
	Indicator 2 – number of schoolchildren coming to school by parent's car (average number per day during a school year time) 57% of all schoolchildren
Objective 2 - Information	Indicator 1 – passed information (posters, flyers, publications and so on) at schools for teachers, schoolchildren, parents 2000 posters 3000 publications 5000 flyers
	Indicator 2 – passed information for residents via TV, radio and newspapers Video clip on TV – 76 times Radio interview – 7 times Articles in the newspapers – 6 times

Monitoring and evaluation

Monitoring process

Did the monitoring work as planned? Describe the deviations and how they have affected the process.

Monitoring went as planned.

Did you allocate skilled staff with sufficient time and resources to the monitoring and evaluation process? – YES

We had primary data collected with the help of our stakeholders involved in the PA, and then VHCB specialist did analysis and evaluation of the data.

Did you change the monitoring method (measurement, data source, etc.)? – NO

Conclusions and 'Lessons learnt'

Monitored results

Did the pilot action achieve its objectives? What are the reasons for the monitored results?

Objectives were education and information. So we count our participation in this feel successful.



Evaluation of Pilot Action – Report template

Indicator definition

Indicator of Progress	Description (Location/ Quality, etc.)	Unit	Methods of measurement	Sources of data	Time/ frequency of measurement
Indicator 1 - number of schoolchildren cycling to school and back home	average number of schoolchildren per day during the school year time	person 5 per day (from one school)	Observation on spot	Primary data	2 times a week from September 2007 till the end of the school year
Indicator 2 - number of schoolchildren coming to school by parent's car	average number per day during a school year time	person 570(from one school)	Observation on spot	Primary data	2 times a week from September 2007 till the end of the school year
Indicator 3 - number of participants at the painting, essay and presentation contests	Absolute number of schoolchildren participated at the contests	person 718-art 79-assay	Accounting	Primary data	Once a year (November 2006)
Indicator 4 - number of people that are informed about sustainable urban transport development planning and city's efforts toward it	Absolute number of residents from the survey	person 600	Survey	Primary data	Twice during the pilot action
Indicator 5 - number of posters, flyers that were distributed around the city	Absolute number	pieces 10000	Accounting	Primary data	Every time when we order posters or flyers for the production during the pilot action time
Indicator 6 - number of lectures and debates with	Absolute number	Lecture 9	Accounting	Primary data	Every time counts when there is



Evaluation of Pilot Action – Report template

teachers and politicians related to the sustainable urban transport development issues that took place		Debates -7 Working groups – 4			related event organized
Indicator					
Indicator of Activity	Description (Location/ Quality, etc.)	Unit	Methods of measurement	Sources of data	Time/ frequency of measurement
Indicator 1	Planning of the cycle parking	places 1	Technical planning documentations	Plan	End of April 2007
Indicator 2	Construction of the cycle parking	- not done	Actual construction site	Cycle parking place	End of August 2007
Indicator 3	Painting, essay and presentation contests for schoolchildren - participants	person 797	Accounting	Primary data	Once after all participants are accounted – November 2006
Indicator 4	Cycling weekends - participants	person 239	Accounting	Primary data	Once after the accounting of all participants is done October 2006

Evaluation of Pilot Action – Report template

What external factors influenced the results besides the pilot action activities (e.g. other campaigns not linked to the PA, political changes, etc.)?

The main factor that influenced our PA outcome was political changes – elections to our city authorities, new political power was elected, all the authorities in the municipality were changed and new ideas came to live. So we got delays with the project, there were redistribution of the budget and there were no finances left for the PA part of cycle parking construction at this moment.

Improvement potentials

What could we have done better? What needs to be done to avoid the identified deviations from the plan in future pilots and full scale programmes?

- Stakeholder involvement – we had interested in the project stakeholders involved and actively participated. What it is possible to do in the future to try getting stakeholders committed to the project with financial obligations.
- Implementation of action – implementation it is good to involve the stakeholders in the process, to get communities to the implementation process so they could contribute and get to know the action to be done so they will have the idea of the process and be the important part of it.
- Budget – we had our budget all depending on municipality budget. It would be better if we could get money from private investors, through related projects and similar. This way we could be less depending on political risks.
- Risk assessment – we understood the risks and we got stuck with the political risk issues. Next time would be better to have the insurance measures to be able to avoid the circumstances related with the risks.
- Indicator selection – it is better to select indicators that are not absolute numbers, but percentage. This way it is easier to compare the data that we are getting in the continuous events.
- Monitoring and evaluation – the monitoring process is important with continuous events and we will keep our soft measures annually, so we will be monitoring them year after year to be able to see progress and results every year.

Lessons learnt

Describe the success or failure factors, barriers and problems for this pilot action!

Our failure to implement the construction of the parking site near the school was related to the budget changes related to political issues. We are not stopping our activities in this field and we put all our effort to get it done next year. In the future it would be useful to have not only risk assessment but to have plan and resources (joint projects, private investments...) to be able to use them in case baseline scenario will not work.

Discuss the transferability potentials of the pilot action! What are the recommendations we can pass on to others?

Soft measures of our PA were completed in full scale. We know they are very important to our communities and stakeholders so we will be doing them on annual basis. Education and information, especially to the children and youth are important and useful to them. After we will succeed the construction of parking site near one school next year we will evaluate the usage and we are pretty sure it will be positive influence to our cyclists. In that case we will work to get more parking sites for cycles get constructed near the schools, so our children and youth will get better circumstances for cycling to school and we will be able to educate new generation towards sustainable, healthy and safe transport.