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SUITS



Integrated Subject Module and facilitator's guide

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Abbreviations

Acronym	Full Title
LA	Local Authority
L	Large-sized (for cities with population over 250,000 residents in their urban centre)
S-M cities	Small and Medium sized (for cities with population ranging between 50,000 and 250,000 residents in their urban centre)
SUMP	Sustainable Urban Mobility Plan
MM	Mobility Management
CBP	Capacity Building Programme
SIA	Social Impact Assessment
CIL	Car Independent Lifestyle
DoW	Description of work

1. How to read this document

This Integrated Subject Module and facilitator's guide is comprised of the Introductory Document and the four (4) booklets of the modules.

The Introductory Document provides an insight on the process followed to develop SUITS Capacity Building Programme (CBP). It describes the initial concept, the tasks undertaken, the objectives, the structure and the added value of SUITS CBP. It also answers questions such as: How the needs of the cities were identified? What research results have been used? How were the topics selected? How the knowledge will be delivered to the staff of the LA's? What are the main elements of the CBP? etc.

Each module has been then structured in a single booklet comprising its contents, the facilitator guide, the learning material and all relevant annexes.

2. SUITS project's Context

SUITS “Supporting Urban Integrated Transport Systems: Transferable tools for authorities” project is a four-year research and innovation action, intending to increase the capacity of local authorities to develop and implement sustainable, inclusive, integrated and accessible transport strategies, policies, technologies, practices, procedures, tools, measures and intelligent transport systems that recognize the end-to-end travel experiences of all users and freight. SUITS will produce and provide to S-M cities a set of tools on planning, financing and implementing sustainable transport measures and will support the enhancement of the capacity of nine cities in seven EU countries to address efficiently the new challenges of urban mobility and to foster investments in sustainable transport. Dissemination strategy is a key component of SUITS as one of its key objectives is to ensure the uptake of project outcomes by S-M sized cities across Europe.

SUITS will take a sociotechnical approach to developing the capacity in small / medium sized local authorities (S-M LAs).

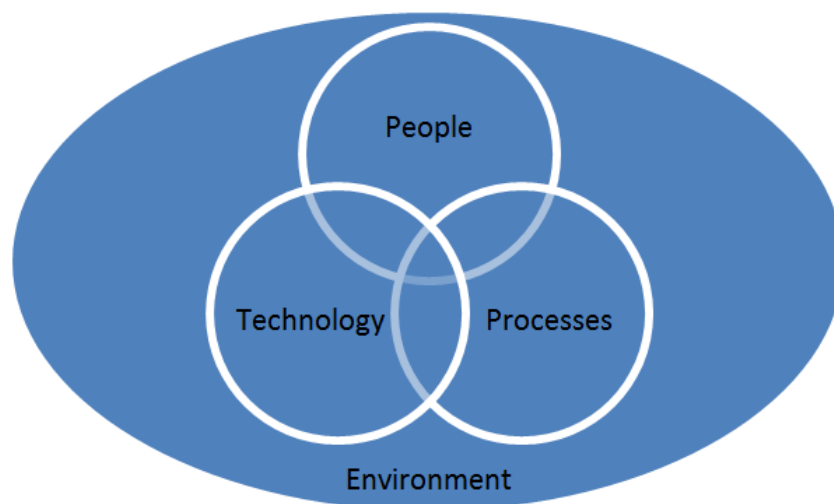


Figure 1. Socio-technical approach

The project is expected to be a valuable tool for local authorities and policy makers in making the case for socially and economically sustainable investments in transport. More specifically, SUITS will target four key areas:

- Capacity gaps in S-M local authorities' knowledge and work practices, which may have arisen due to government and economic cutbacks, re-organisation, changing technology (e.g. opendata), new business entrants, shifts in mobility, changing expectations of citizens and new directives (e.g. in terms of financing and procurement). Significantly, these gaps impact at individual, organisational and institutional levels, all of which need to be recognised in a far-reaching capacity building programme capable of making transport departments resilient and responsive to new challenges.

- The need for integrated urban mobility planning of both freight and passengers based on the capture and use of information relating to the diversity of active, private, public, shared and multimodal forms of transport, journey types and travellers/freight.
- The need to exploit future transport technologies to improve transport efficiency and enhance quality of life, such as traffic management and control systems, real time travel information and V2V and V2grid, technologies and to unlock the potential of open and real time data, joined up data to transform mobility services and integrate technology in operational procedures across the transport ecosystem. However, SUITS also recognise the need to humanise technology, to create real opportunities for citizen engagement.
- The need to maximise the effectiveness and sustainability of transport measures through transferable best practice (e.g. in terms of evaluation metrics), new funding models and create sustainable opportunities for new business entries, e.g. in areas of user focused end to end services deployment of new forms of technology, changing business models (e.g. from asset ownership to service provision).

3. Introduction to SUITS Capacity Building Programme (CBP)

3.1 Concept and process to develop SUITS CBP

It is evident that Local Authorities are facing many challenges towards developing sustainable urban planning measures and deploying innovative mobility solutions and technologies. Recently, many European cities have decided to implement projects of non-motorized transport, public transport and travel demand management, but when one comes closer to these applications, one finds many misunderstandings and contradictions with the primary concept they have chosen to promote. Despite the comprehensive EU Guidelines for developing and implementing such projects, a lot of municipalities have failed to perform an exhaustive preliminary analysis and assess the impact of their national and European policy framework as well as to develop SMART goals coupled with a long-term vision. Furthermore, substantial drawbacks occur in the implementation phase of urban mobility projects, particularly in terms of improving their conceptual planning process and establishing sustainable financing schemes. All these matters derive from the lack of the appropriate expertise in LAs' staff.

First task in the process of developing the SUITS CBP is the development of the Integrated Subject Module to set the theoretical background and content of the capacity building programme. The content of this programme relies on the following:

- (a) the specified needs in the sector of transport and mobility of the participating cities (i.e. through the evaluation of the existing situation – capacity assessment),
- (b) the results and achievements of the other WPs of SUITS and
- (c) new approaches, methodologies and tools deriving both from the combined expertise of SUITS consortium and CIVITAS network as well as from the results of related EU projects (for example sister projects).

Using the above approach, SUITS consortium ended up to 6 modules that pay special attention to the specific needs of medium and small-sized European cities.

Second task is the transformation of the theoretical concepts of the Integrated Module into a Facilitator Guide which includes the appropriate training material, i.e. classroom courses, e-learning courses and webinars, to facilitate capacity building workshops in LAs inside and outside SUITS consortium. All modules will be delivered in the form of classroom courses except for “Data collection and analysis tools for integrated measures” and “Innovative Financing, Procurement and Business models” modules for which e-learning courses and webinars will be produced¹. The facilitator’s guide will be translated to all partner languages (Italian, Spanish, Portuguese, Greek, Lithuanian, German, and Romanian) to be directly available to the SUITS cities’ representatives.

¹ The content of these two (2) modules will be also covered horizontally in all classroom courses

Third task is the assessment of the Capacity Building Programme through the implementation of a pilot programme. The aim is to investigate whether the content of the Integrated Subject Module and Facilitator's Guide is sufficiently understood and applicable to LAs' administrative and technical staff.

University of Coventry and LEVER will jointly organize and deliver up to six (6) Capacity Building Workshops that will address both technical and behavioural capacity building aspects in LAs. The workshops will be implemented in small groups consisting of change agents of the transport departments that can then transfer the knowledge to their organizations, including to (a) policy makers and Heads of Departments in LAs, (b) planners and middle level staff and (c) junior engineers and designers working in LAs). University of Coventry and LEVER also seek cooperation with the CIVITAS network and SUITS sister projects to enlarge the above-mentioned group of pilot cities. During the Pilots, participants will submit comments and recommendations which will be taken into consideration to update the material where needed. At the end of this process the Subject Module and the Facilitator's Guide will be finalized to ensure that the highest level of effectiveness of the modules is achieved by the members of the LAs. The problems, gaps and any other negative aspects will be corrected, and the final deliverable will be the SUITS Capacity Building Manual. This Manual will be the main input for WP6, which deals with the implementation of the Capacity Building Programme in full scale.

Finally, an online platform (Toolbox) will be developed to integrate the modules and training materials (taking into consideration the Pilots in all areas) with the aim to act as a knowledge repository that will assist LAs in the decision-making process. This Toolbox will be uploaded to the Open Research Data Portal and to the CIVITAS Urban Mobility Tool Inventory to be made available not only to the members of the consortium, but also to other LAs outside the project. More specifically the Toolbox will consist of the following three major parts: (1) a step by step guide for LAs assisting them in the decision-making process when developing SUMP, (2) links to resources such as databases and models that are particularly relevant to transport planning and sustainable mobility planning for LAs, and (3) relevant examples and case studies. The toolbox will be complemented with an open forum where users could comment on its material (without changing the content), providing feedback that would bring it up to date. The toolbox's database would also allow the inclusion of future case studies uploaded by LAs.

In order to motivate LAs to engage themselves with the SUITS Capacity Building Toolbox, an "open digital badge system" (see chapter 7) would be developed and matched with a corresponding "level of capacity" system. LAs will gradually be awarded with several badges according to the capacity building courses they complete within the tool's environment. The badges will act as a motive for LAs to demonstrate their commitment to sustainable transport principles and will certify their expertise on the field along with enabling them to appear as more favourable candidates for urban transport investments.

3.2 Objectives of CBP

The main objective of SUITS CBP is to improve the conceptual planning process of the urban mobility projects in S-M LAs. It aims to assist decision makers and planners in cities to overcome the obstacles in designing and implementing successful measures packages within SUMP development in their cities and thus, increase the adoption rates of SUMP activities both in SUITS cities and at European level.

Specifically, the Capacity Building Programme and toolbox aims to:

- transform local authorities of S-M cities into learning organizations
- enhance planning and management capabilities of S-M Ls
- update knowledge (past Research Results, current challenges, lessons from partner cities)
- develop the necessary conditions for promoting and facilitating the exchange of methods, ideas, experiences and solutions which were proven successful for LAs' SUMP projects
- facilitate training (facilitator's guide and supplements in local languages)
- make transport departments resilient and responsive to new challenges and changes (workshops in cooperation with WP6)
- raise awareness of what integrated mobility planning involves, what are its different components and how they need to be addressed.

3.3 List of SUITS Cities

The following cities are represented in the SUITS project either directly the city authority as a partner in the consortium or a given partner maintains strong connections with the city and receives feedback for SUITS tasks (follower cities).

Large cities

- Coventry, UK
- Stuttgart, Germany
- Rome, Italy
- Turin, Italy
- Valencia, Spain

Small Medium cities

- Dachau, Germany
- Kalamaria, Greece
- Alba Iulia, Romania
- Palanga, Lithuania

3.4 Added value of SUITS CBP

At first, a thorough desk-top research was carried out on the available online training materials in order to avoid repetition and develop a CBP that will address the needs of cities' staff in a straightforward and easy-to-follow manner. The following sources were explored:

- ELTIS- The urban mobility observatory (www.eltis.org)
- CIVITAS projects (<http://civitas.eu/projects/research>)
- CIVITAS Learning Centre (<http://civitaslearningcenter.talentlms.com/catalog/index>)
- Mobility Academy (<https://www.mobility-academy.eu>)
- CIVITAS Urban Mobility Tool Inventory (<http://civitas.eu/tool-inventory>)
- Wuppertal institute

Almost all the available online materials are e-courses and webinars, that gives a completely different approach from SUITS classroom courses planned to be delivered within the city, so that LA's staff can participate and interact. Available training materials are mostly case-study based. The majority of them, including those of SUITS' sister projects (PROSPERITY & SUMPS-UP), aim at assisting LAs in performing all 4 stages of Sustainable Urban Mobility Plan (SUMP) activities. SUITS on the other hand, focus mostly on implementation and partially on process design.

Implementation of a SUMP (Stage 4) consists of: (a) the implementation of SUMP measures (identified in Stage 2, Step 6) and (b) the monitoring/performance/updating of the SUMP as a whole plan. So, SUITS has developed a capacity building programme to enhance LAs' capacity in performing mobility projects identified as essential by SUMPs (at Stage 2, Step 6), specifically in terms of the implementation and assessment stages of SUMP measures (Stage 4).

In the same time, SUITS supports indirectly S-M cities at 7.2 step of SUMP to identify potential innovative funding mechanisms in S-M cities and at 1.6 step to identify key actors and stakeholders. This occurs because these are important for more than one step in the SUMP development process. However, SUITS deals with them only with respect to measure deployment and implementation and not to other purposes. Moreover, SUITS is focused in S-M cities LAs. In a complementary way, sister projects are addressed to all city sizes, to higher levels of government than LAs (PROSPERITY) and to all phases of SUMP including stage 4 but dealing with it as a whole plan.

The argument is depicted in Figures 2-4.

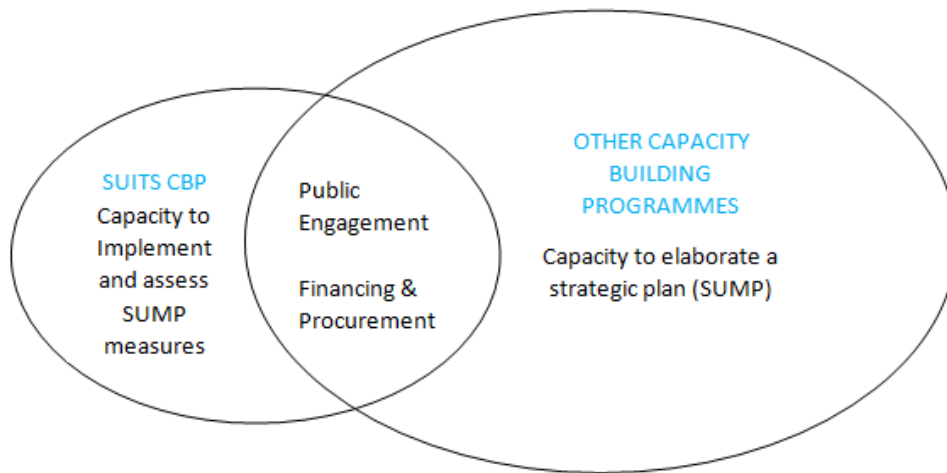


Figure 2. SUITS Capacity Building Programme vs other available Capacity Building Programmes

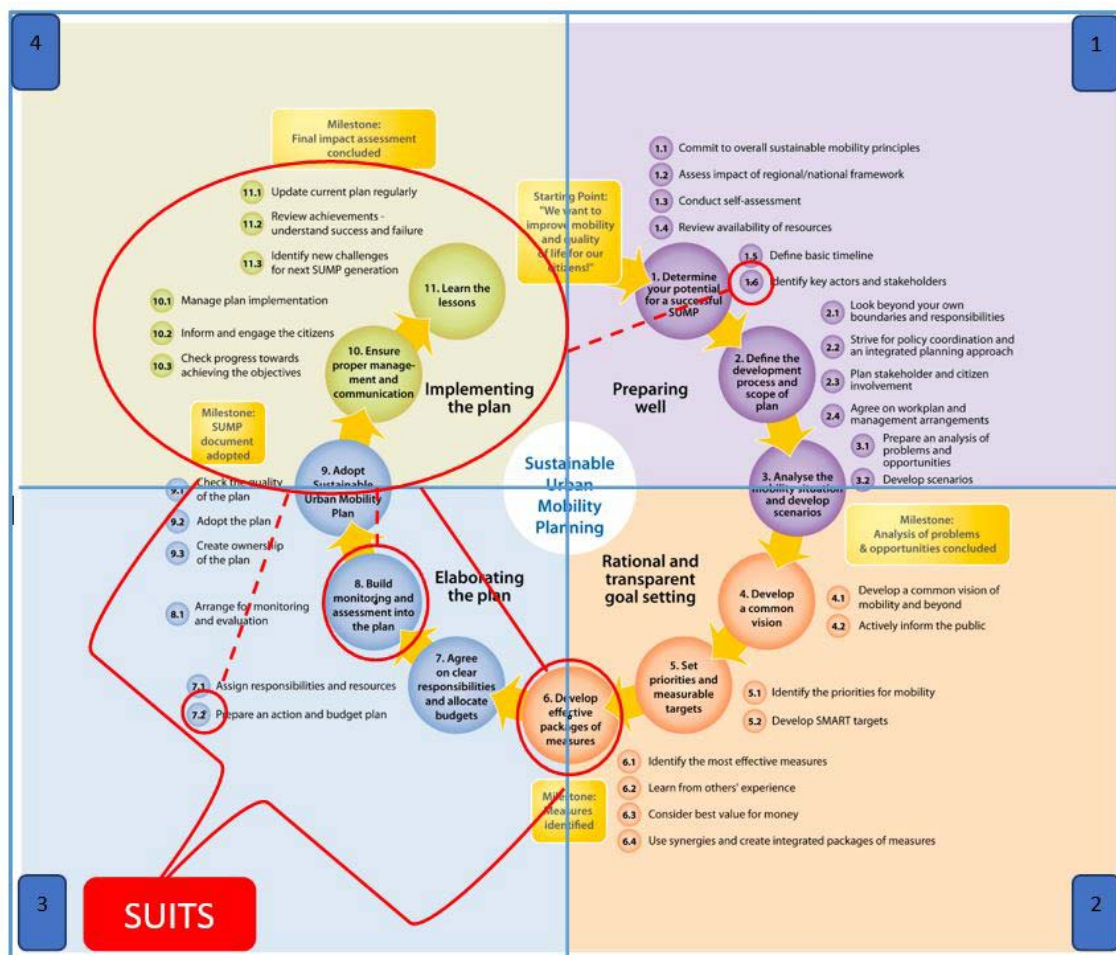


Figure 3. SUITS area of action with regard to planning cycle for a Sustainable Urban Mobility Plan (Source: ELTIS SUMP GUIDELINES)

The Capacity Building Programme's originality and features are summarized in Figure 4.

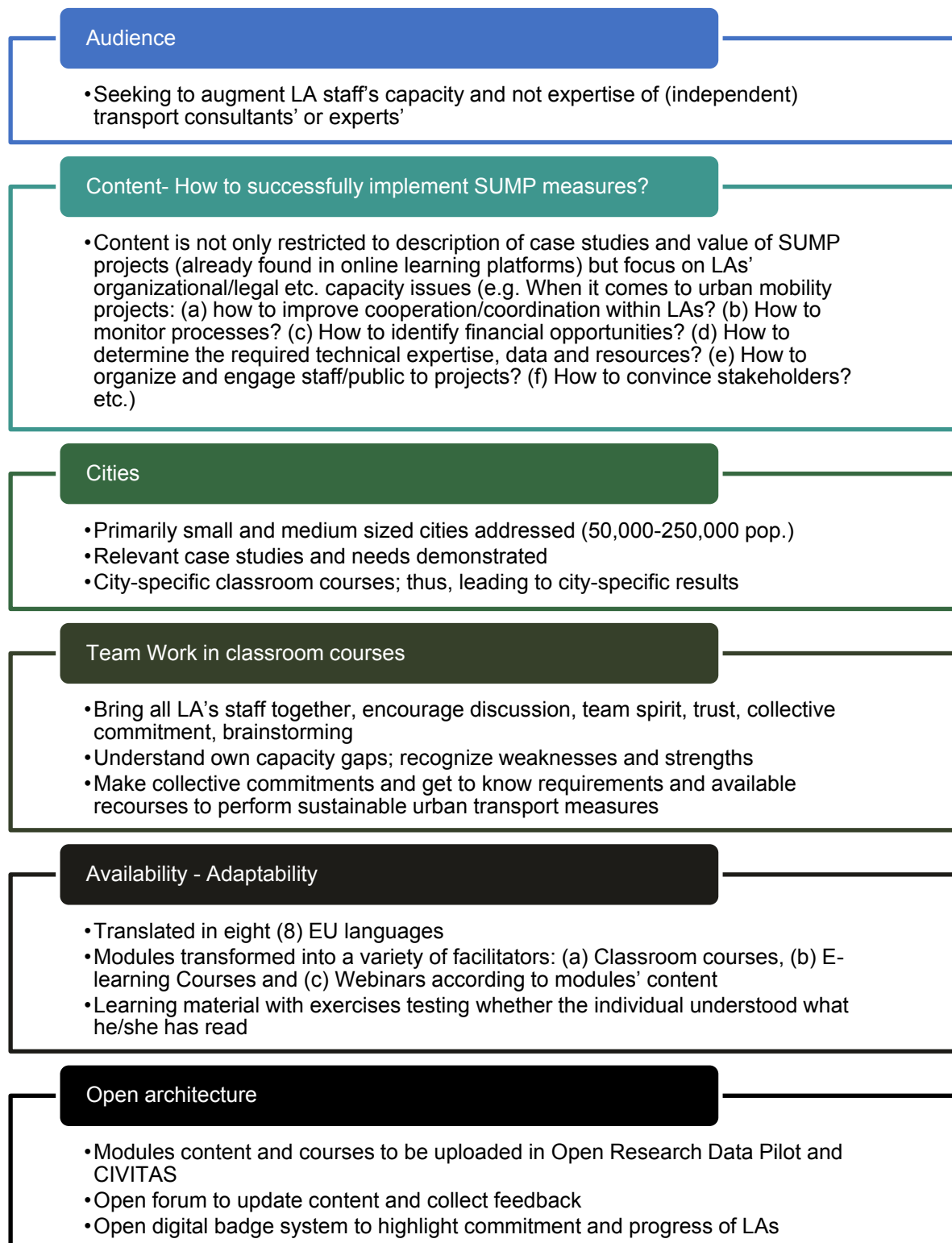


Figure 4. Key features of SUITS capacity building tools

4. Approach to SUITS capacity building programme (CBP)

4.1 Staff groups

SUITS CBP was developed to address the different needs of the following groups:

- (a) policy makers and Heads of Departments in LAs
 - ✓ need for strategic level support
 - ✓ e.g. political capacity (Value of project, convince public, added value to LA's vision) etc.
- (b) planners and middle level staff
 - ✓ need for strategic design support, as well as for guidance on operational implementation
 - ✓ e.g. organizational capacity (funding sources, process monitoring, punctuality, working team etc.)
- (c) junior engineers and designers working in LAs
 - ✓ need for technical and operational support
 - ✓ e.g. organizational capacity (technical/ data resources, guidelines/ successful case studies) etc.

Each section of the classroom courses is tailored to the specific participant profile. Some indicative questions that SUITS tools answer to S-M LA's staff are the following:

- What are the benefits of the proposed mobility measures?
- Do those measures fit in my city?
- Do they contribute to the long-term evolution and vision of my city?
- How can I observe their effectiveness?
- How to convince for their usefulness?
- How to finance them?
- How may I involve local communities in decision making?
- What are the barriers and drivers of the implementation regarding capacity aspects?
- Which aspects have the greatest impact on capacity?
- How can we use the available tools to upgrade capacity in a circular/ continuous process?
- What are the best methodologies to evaluate in my city?
- Why the solution of another city does not fit in my city?
- Etc.

4.2 Needs identification in the sector of transport and mobility of small/medium cities

The aim of SUITS CBP is to address the needs of Small and Medium sized cities, i.e. cities with population ranging between 50,000 and 250,000 residents in their urban centre. As such the content of the modules focused on:

- Tools/mechanisms (ITS, surveys etc.) which are able to collect reliable data for reorganizing/modifying existing services/infrastructures rather than introducing/constructing new ones.
- Developing strategic planning expertise which will foresee future supply/demand attributes as well as economic, social etc. profile of such cities
- Creating/improving interfaces between motorized transport with pedestrian and bicycle networks.

The SUITS consortium has tried to specify the needs in the sector of transport and mobility of S-M cities through desktop research as well as in group and individual meetings, workshops and interviews with SUITS cities. The project results and deliverables that were taken under consideration when developing the Capacity Building Programme are briefly described in the next sections.

4.2.1 Evaluation Framework (D2.2) and capacity change process (WP6 findings)

The work done in T2.2 focuses on the capacity assessment of each city in order to provide “an evaluation of organizational, political, legal and societal factors, within each local authority/ institution in order to identify which the barriers and gaps are, and which enablers should be promoted and disseminated in order to overcome possible CB constraints”. The main results coming from this task of SUITS project have been combined with the contents of the modules in order to meet the capacity needs of LA’s staff. To increase the coherence with the work done in T2.2, in the following subsections the contents of the modules are connected to the aspects evaluated in the CB assessment.

WP6, instead, aims at increasing “the capacity of local authorities to provide sustainable, integrated, inclusive mobility solutions”. WP6 workshop results and best practices were taken under consideration. However, the core results will be formulated in the next months where Lever and Coventry University will jointly deliver workshops and pilot the CBP (see details in section 3.1).

The following nine (9) subsections provide feedback from both T2.2 and WP6 that need to be considered in developing the different modules, in order to cover those gaps in the operation’s environment in the capacity of the LA. Each subsection

focuses on a specific capacity building category related to the environment in which the authority exists and operates. The main recommendations are italicised.

Cooperation/Coordination

Irrespective of the scope of a mobility project, it is always important to check if there is a financial independence from the central government for its development, searching information through proper channels.

When a project is going to be implemented on specific topics, it is important to know the actors (departments, stakeholders, agencies, decision makers) that are going to be involved in the actions connected to the project in order to create proper coordination and co operation among them. At the same time, the awareness of agencies and/or stakeholders that have to authorise LA for the implementation of the project is necessary.

WP6 contribution to cooperation/coordination aspect is related to the introduction of new ways of facing different perspective, priorities and opinions on the same topic between each LA's departments. Moreover, useful ways of solving problems such as good staff relations within the LA's departments will be suggested and provided. To summarise, *the different modules should inform the reader, also through examples and success stories, on how different stakeholders and actors can successfully interact to implement the project.*

Process

On a general viewpoint, it is necessary to assess if budget drivers and proper budgeting of the projects are known and available. Moreover, it is fundamental to monitor the time plan of the project thanks to the correct identification of its activities and corresponding milestones. A key point is the *awareness of factors that could put the project at risk and that have to be identified* in the beginning in order to avoid problems in the following steps.

In each specific project planned in the city, the monitoring of the process development is a key issue. It is, in fact, necessary to identify the level of the implementation of the project with the use of appropriate indicators.

The work done in WP6 should be considered in order to capitalize on the lessons learnt from previous attempts or initiatives of urban mobility projects and to ameliorate the process of plan development.

Technical/Data resources

The technical issues are very important while implementing projects, and are particularly critical for small and medium cities which are the focus of SUITS since these latter have less technically skilled staff. All the resources necessary to allow their implementation have to be checked properly as they could include needs for staff, communication, technological and other resources. This investigation has to be done as soon as possible to avoid gaps in the project roles assignments.

Each specific project concerns different topics and, thus, different kinds of data are needed. Data is frequently a key element to develop and to implement mobility projects. It is important to know, since the beginning, the technical requests and the tools that are going to be used to analyse data for the goals of the project (for licences, software...) and match them with the available resources for LA. *Modules might pay close attention to document cases where the effectiveness in exploiting available technical resources was maximised, i.e. significant impacts were achieved with a relatively low use of resources, rather than simply focusing on outlying success stories where specific conditions made available a technical infrastructure that was much larger than what is typically encountered in small and medium cities.*

Staff

The LA is expected to be able to know the available resources in its structure. Moreover, it is fundamental that the LA has the capacity to operate an efficient human resources allocation for planning and implementing the process, irrespective of the objective and the topic of the project itself.

In more detail, it is important to know who is going to be assigned to work on a project. More specifically, since different topics are going to be treated, it is necessary that people are properly assigned to each of them according to their expertise. So, a proper allocation of human resources is required for the project in order to know if they are already available in the structure. Otherwise, it is necessary to assess which are the cases when outsourcing is needed.

The contribution of WP6 is determinant on the staff perspective. In fact, the work done in this WP aims at helping the assessment of the correspondence between the leadership's requests (tasks needs, capacity...) and the team's ability to handle such requests. At the same time, it will help in producing useful suggestions on how to measure of the efficiency in work distribution. Moreover, WP6 is going to pursue actively the promotion of team's cohesion and sense of belonging at department level. *Staff aspects are therefore to be covered in the different modules consistently making reference to WP6 findings, considering the above described aspects.*

Working environment

A further challenging issue that is explored in WP6 is the assessment of the working environment and the amelioration of its level. The first step stands in the definition of methodologies allowing the assessment of strengths and weaknesses of staff. Moreover, the staff members' feelings have to be investigated, mainly concerning their satisfaction on the impact of their opinions while working. At the same time, it is important to know how to maintain the stability and the engagement of project team in all the tasks carried out. All these actions have to be undertaken bearing in mind that temporary staff have to be inserted in a continuous learning environment. These aspects might admittedly be relevant only to some of the envisaged modules, which nevertheless should *give recommendations on how to positively involve the staff and enlist their cooperation for the project's success.*

Political

LAs operate within a political framework, this aspect must be considered too. It is, therefore, important to explain in the various modules the role and value of the project within the overall political agenda. Such context is needed to really assess the project, and when collecting information, it should be considered that it will most probably be missed if one relies solely on technical reports and other project-related documentation. *A broader research might be needed in developing the module, especially for political sensitive projects to fully understand apparently suboptimal or even irrational choices, for example monitoring the media coverage of the project directly by asking people.*

Beyond this, the project has to be inserted and correlated in a proper way to national, regional and local plans and policies. This is because the project needs to be pertinent to the real needs and priorities of the area it is going to affect. The political framework is also important, since it is related to the search for national financial resources that can be employed for the project implementation.

Societal

On the societal point of view, it is always important to maintain an active contact with the public and the citizens to keep them updated with the initiatives LA is promoting and conducting to ameliorate their city. With this aim, it is necessary to use all means available regarding LA promotion and those tools that could be used to promote public awareness, participation and acceptance. Due to the wide diffusion of social media, this is a mean that needs to be exploited with this aim, thus it is important to know how to promote urban mobility project on social media. *Examples on how to foster the social dimension of the project will be provided in the different modules.* Additionally, we will include information on how to move societal engagement from informative to participatory and the engagement of vulnerable /hard to reach groups.

Legal

While implementing a project on a specific topic, it is important to check and to find if legal difficulties could arise in the project implementation. It is an important task that has to be done before the implementation of the project to avoid time consuming procedures that could affect and delay the project development. While SUITS cannot provide a detailed analysis on a country by country basis of the legal framework that can arise in any specific project, *when developing SUITS modules researchers are advised to check in broader terms if the topic that they are covering might be affected by different legal frameworks.* The extent to which such check needs to be performed cannot be anticipated here, since it is highly depending on the context. Existing legislation might have little influence on topics such as “Car independent lifestyles”, while the same cannot be said for others such as “Innovative financing and procurement” or “Safety and security”.

Financial resources

The mobilisation of the financial resources necessary to start the actions included in the implementation of a mobility plan is a key issue in a SUMP development. LAs need to be aware of all the potentially available financial sources that could be exploited, both those coming from national and from international sources. Moreover, both private and public financial opportunities have to be taken into account. *SUITS aims at increasing the capacity to finance and implement sustainable transport measures* and SUMPs that could support mobility transformation in the cities. A specific part of the work done during the project is devoted to the implementation of know-how that could be transferred to LAs in order to increase the investment efficiency of public and private money and optimise opportunities to access national and international development funds.

4.2.2 Contextualisation of Project cities (D2.1)

In order to assist cities in the implementation of their mobility plans, it is essential to analyse which factors influence the capacity of the cities to plan and develop mobility measures. In the frame of WP2, various studies were carried out together with the cities involved in the project. As mentioned in paragraph 4.2.1 the first step was D2.1 "Contextualisation of Project cities" where the evaluation framework was set up, and the capacity assessment was performed. The outcome of the assessment was then employed to describe challenges that usually appear during the planning and implementation of mobility measures. Those challenges were identified in the deliverable using different qualitative analysis methods.

During a workshop, the measures that each city is encouraged to implement as part of the project were highlighted. Each mobility measure was associated with different challenges depending on the nature of the measure and the scale of the city. To address those challenges, an impact assessment framework was proposed and applied through close collaboration with city partners and local agents. The result of the process was the set of specific targets for each city's challenge and measures. This analysis has been employed as input for the CBP, with regard to its content, structure and training format (classroom courses and webinars/e-learning courses).

The following **Table 1** summarises the results shown in D2.1, where challenges, that cities need to face, have been prioritized and linked with relative indicators.

No	Challenges	Importance rating ²	Number of voting ³	Link with indicators (D2.2 - Evaluation Framework)
1	Identification and utilization of synergy effects	Later added, not part of the rating		
2	Understanding political interests and affecting political decisions	7,1	4	Decision makers (O2); Implementation rate (O6); Political commitment (P1); Coordinated institutional agendas (P2); Coordination/cooperation between sectors (P3); Continuity (P4); Public/social participation (S2)
3	Sustainability Thinking	7	4	Risk awareness (O11); Team's skills (O24); Continuous learning (O28); Legal and regulatory framework (L1); Procurement decisions criterions (L4)
4	Effective project management and monitoring	6,6	1	Implementation rate (O6); Monitoring (O7); Punctuality (O8); Process control (O10); Risk awareness (O11); Adaptability/contingency plans (O12); Process learning (O13); Continuous learning (O28)
5	Knowledge management / knowledge transfer	6,6	2	Cooperation (O1); Interdepartmental cooperation (O5); Process learning (O13); Continues learning (O28)
6	Institutional cooperation	6,5	3	Cooperation (O1); Decision-makers (O2); Interdepartmental Cooperation (O5); Staff commitment (O17); Participatory management (O19); Early engagement (O22); Coordination/Cooperation between sectors (P3)
7	Citizen participation	6,5	14	Public awareness (S1); Public/social participation (S2); Public acceptance (S3); Media reaction (S4)

² Importance rating based on cities voting with regard to the measures cities try to implement. The challenges were evaluated for each measure on a scale of 1 to 10 (1 = low importance, 10 = high importance).

³ Number of cities voting for each challenge.

No	Challenges	Importance rating ⁴	Number of voting ⁵	Link with indicators (D2.2 - Evaluation Framework)
8	Use of innovative technologies and data collection methods	6,2	6	Use of new technologies (O15.4); Data availability (O16.1); Data collection (O16.2); Data analysis (O16.3); Data sharing (O16.4); Support tools/techniques/personnel (O25)
9	Application of research knowledge and adaption of Good Practice examples	6,2	2	Implementation rate (O06); Process learning (O13); Technological resources (O15.3); Use of new technologies (O15.4); Team's skills (O24); Continuous learning (O28); Procurement decisions criterions (L4)
10	Estimating the feasibility and acceptance of measures	6,2	5	Implementation rate (O6); Public/social participation (S2); Public acceptance (S3)
11	Interaction and cooperation with business partners	6	8	Decision makers (O2); Organizational autonomy (O3); Data collection (O16.2); Data sharing (O16.4); Staff commitment (O17); Realistic goals and priorities (O18); Participatory management (O19); Early engagement (O22); Coordinated institutional agendas (P2); Continuity (P4); Understanding of applied legal framework (L3)
12	Systematic staff deployment and – development	6	0	Process learning (O13); Staff commitment (O17); Team trust in processes/tools (O21); Early engagement (O22); Team's skills (O24); Regular assessment/self-assessment (O26); Staff's needs (O27); Continuous learning (O28)

⁴ Importance rating based on cities voting with regard to the measures cities try to implement. The challenges were evaluated for each measure on a scale of 1 to 10 (1 = low importance, 10 = high importance).

⁵ Number of cities voting for each challenge.

No	Challenges	Importance rating ⁶	Number of voting ⁷	Link with indicators (D2.2 - Evaluation Framework)
13	Understanding legal and regulatory framework	5,5	1	Legal (from L1-L4)
14	Understanding and applying innovative financing methods	5,1	5	Cooperation (O1); Financial autonomy (O4); Innovative financing (O14.1-O14.6); Financing (P5)
15	Innovative procurement	4,2	4	Implementation rate (O6); Risk awareness (O11); Technological resources (O15.3); Use of new technologies (O15.4); Team's skills (O24); Continuous learning (O28); Legal and regulatory framework (L1); Procurement decisions criteria (L4)

Table 1. Prioritised challenges with regard to measures of the cities

The overall results of D2.1 described the relationship between measures, challenges, indicators and targets of each of the cities.

In general, the main objective is to reduce air pollution and improve the quality of life, especially in the city centre. Most of the cities focus on measures related to freight transport and Intelligent mobility strategy. Also highlighted the measures related to the use of more sustainable modes of transport and the increase of social awareness. This is in fact the basis for pursuing the objectives with a view to achieve sustainable mobility. Among the most met challenges are cooperation, use of new technologies and understanding political interests. Finally, cooperation between sectors, innovative financing, continuity and public acceptance are the indicators in which more improvements are needed.

Taking the identified requirements of the cities into account, the knowledge to be provided must be easily accessible and quickly graspable. Especially planners in smaller cities usually do not read extensive scientific reports with research findings. The most important source of information are Good Practice examples from other cities. The examples must be prepared in a way that they are quick and easy to grasp in essence, but detailed information can also be called up if required. The good practice examples available for example on Eltis or Civitas are only used by a few planners and, if so, for inspiration. There is a lack of important information elements which make operationalization difficult. Within the framework of SUITS, this topic will be further investigated and a kind of framework will be developed together with the

⁶ Importance rating based on cities voting with regard to the measures cities try to implement. The challenges were evaluated for each measure on a scale of 1 to 10 (1 = low importance, 10 = high importance).

⁷ Number of cities voting for each challenge.

cities, which reflects the information interest of the cities in dealing with examples of good practice. The developed challenges already contain many of these points⁸.

4.2.3 Gap analysis on data collection and analysis methodologies (D3.1)

Mobility Plans establish short, medium and long-term planning in cities, wherever possible taking into account available data for passengers and freight movements. D3.1. provided an introduction to the current strategies available and used by S-M European cities for data collection, including traditional and more technologically, automatic methods. It presented current methods and solutions that have been developed around Europe regarding data collection processes. It also identified the requirements of local authorities in relation to data collection concluding with a summary of gaps and a SWOT analysis on data collection activities.

The results of this research have been used to enhance each classroom course with details on data collection methodologies.

in addition, a webinar has been scheduled for this topic entitled Data collection and analysis tools for integrated measures, since this is a horizontal issue important for all modules.

4.2.4 Turin workshop

On December 2017, a workshop was organized in Turin with city representatives from Stuttgart, Turin, Kalamaria, Rome, Valencia, Alba Iulia and Coventry to obtain LAs' critical feedback and opinions on the content on which the SUITS Capacity Building Programme should be based. Specifically, the Workshop had two objectives:

1. To determine the exact topics that SUITS modules should deal with in order to be relevant to the needs, priorities and requirements of S-M LAs. The issues discussed were "Mobility Management"⁹, "New and emerging transport schemes", "New and emerging technologies" and "Urban Freight Transport" that are considered to be as the most diverse ones, in terms of mobility measures' types, and a more detailed selection of topics/measures was decided to be performed for developing their content.
2. To determine the key issues that modules and classroom courses should address. These issues were identified according to the main capacity gaps (e.g. cooperation, staff, process etc.) that S-M LAs are currently facing towards delivering sustainable urban measures. Therefore, modules' contents and classroom courses' processes and exercises should be developed

⁸ For detailed results, D2.1. report is available.

⁹ Mobility management was a module we considered at the time of the workshop but deleted from the CBP after the 18-month review.

accordingly in order to assist LAs' participants to recognize and address their capacity gaps.

The workshop proposed two main activities to the participants. Each was introduced with a detailed presentation to contextualise the topics and to delineate the work required.

In the first activity, participants were asked to provide ranks to some measures and topics considering the importance that each one has for the urban transport system in their city, i.e consider aspects such as the impact, the suitability, the relevance and the effectiveness that these measures would have if applied in their city.

The second activity intended to identify the capacity gaps of LAs in designing, implementing and monitoring mobility measures. The results of this work assisted us in proposing and creating the proper context and contents of the SUITS Capacity Building Programme in order to fill those gaps. The activity started with the presentation of two case studies already developed in small-medium cities: the parking system implemented in Treviso (Italy) and the car independent lifestyle scheme characterising the city of Ghent (Belgium). In both cases, the main features of the measures, the benefits for the community, the costs and the results obtained were depicted. The participants were asked to imagine they are willing to implement the two presented mobility measures in their city and to analyse with more attention some of the aspects such actions would request. In more detail, they had to discuss eight different capacities that would be requested at LA level, highlighting the gaps that would be found in their cities in those ambits. The city representatives were divided into groups based on the dimension of the cities and on their urban transport planning experience.

The results of the workshop were taken under consideration when developing the CBP (see the minutes of the workshop in Annex 1).

4.3 Feedback to CBP from SUITS deliverables

As well as utilizing the work performed in WP2, WP3 and WP6 for defining the needs of the cities, the development of SUITS CBP was also based on feedback from other workpackages. A short description of their influence to the development of the CBP is presented below.

Innovative and sustainable financing, procurement and business innovation (WP4 findings)

In the framework of WP4, SUITS partners identified how different transport measures are currently financed (covering capital, revenue, and maintenance funding) and procured, assimilated published data on innovative funding /financing and procurement, evaluated the applicability of such measured in relation to the requirements of transport stakeholders and ended up to a set of guidelines for small medium cities.

- Guidelines to Innovative Procurement
- Guidelines to developing bankable projects, new business models and partnerships
- Guidelines to Innovative Financing

Those guidelines will be available (towards the end of the project) to the public in all partner countries' languages (Italian, Spanish, Portuguese, Greek, Lithuanian, German, and Romanian) through SUITS website, CIVITA etc. after concluding a pilot project with a Romanian municipality to demonstrate how a small medium city can use this knowhow to improve financial sustainability and administrative capacity.

SUITS communication with Local Authorities (partner cities and external ones) revealed “sustainable financing, procurement and business innovation” to be of high importance to S-M cities and key to the success of all SUMPS projects. Thus, the issue has been treated as a horizontal one, i.e. each classroom course guides the facilitator on presenting innovative funding mechanisms/procurement processes that participating cities can use for each proposed measure.

Wishing to expand this “hot” issue more, a webinar and subsequent e-learning course is dedicated to “sustainable financing, procurement and business innovation” using input from those guidelines.

Report from baseline assessment (D7.1)

The baseline assessment estimates the capacity of Local Authorities in delivering Sustainable Urban Mobility Measures and provides a base measurement against which to compare future assessments in capacity as the project develops.

It draws on the data gathered in WP2 (Task 2.4 - Capacity Assessment) and WP6 (Task 6.2 – Identifying and Developing a Change Vision). First, a Trust survey was conducted to assist the study organisational trustworthiness (competence and goodwill) and propensity to trust. Then, based on the capacity Evaluation Framework presented in Task 2.2, the Local Agents interviewed representatives of LAs and collected relevant information. The results indicated the areas in which each LA should focus in order to improve its capacity to implement plans. Conclusions are based on both the performance and the importance that is attributed to each factor.

Social Impact Assessment Report (D7.3)

SUITS is not about the development and evaluation of transport measures per se, but about the impact that organisational and individual capability building can have on the development of sustainable transport measures, including those developed as part of SUMP. One of the project ambitions is to ensure that those local measures delivered during the project are inclusive and deliver against sustainability, quality of life and value for money metrics (DoA, p23). The relation between sustainable transportation and quality of life brings out the importance of impact assessment studies in SUITS project, as well as in all transportation projects.

In simple words, city authorities and others need to be able to measure the impact that their (proposed) measures will have on local people. The Social Impact

Assessment tool developed in SUITS provides guidelines and methods by which the social impact of transport measures may be considered. The survey developed deals with the most important factors to be included in a SIA in order to understand the level of common understanding of SIA amongst the SUITS team and other related projects on the application of SIA to sustainable transport measures. The survey was distributed to the SUITS and sister project members and distributed through social media to other interested groups.

SIA document was used to inform the development of the CBP, especially identifying and highlighting the social implications that various measures can have for the city (check chapters “value for S-M cities” in each module content) and for the public (check chapters “Identification of actors and stakeholders” in each module content).

Stakeholders’ Engagement Plan (D9.2)

The engagement with stakeholders is of primary importance for achieving the project objectives. Their involvement in developing (for example in Turin workshop) and validating / improving the CBP (through the pilot programme and other engagement activities) is key to ensuring that the CBP is immediately exploitable not only by the local authorities of the SUITS cities, but also by other S-M cities across Europe.

The stakeholder engagement plan provided useful information to feed the modules, since it provides a through mapping of the stakeholders that should be engaged in project activities, the reasons we wish to engage them, the means to do so and the key topics and issues for discussion/engagement (check chapters “Identification of actors and stakeholders” in each module content).

The most interactive engagement activities (i.e. workshops, one-to-one meetings) will primarily take place in the SUITS cities. In this respect, local engagement plans have been also prepared to adapt the general stakeholders’ engagement planning to the priorities and culture of each local authority, with the aim to achieve the highest level of participation of key stakeholders, including citizens / civil society.

5. Definition of CBP modules topics

A multicriteria analysis was conducted to determine the list of modules. This analysis considered the following:

- a. SUITS overall ambition,
- b. SUITS partners and external expert's opinion
- c. Urban transport priorities of S-M CIVITAS cities,
- d. Integration considerations between SUITS and its sister projects and
- e. Integration and enrichment of CIVITAS learning center
- f. SUITS cities capacity needs (as identified in a respective SUITS workshop).

Lever, as leader of WP5, collated all the suggestions and available information regarding the capacity building topics from SUITS' sister projects, SUITS DoW and the already available material on ELTIS. This process ended up with an initial list of 42 capacity building topics classified into 12 mobility fields (see **Error! Reference source not found.** and Table 3).

	TOPICS
1	SUMP Development and Transport Plans for small and medium sized cities
2	SUMPs on touristic cities (areas with high seasonal demand for transport)
3	Parking management
4	Street design
5	Access control zones
6	Low emission zones
7	Demand Management Strategies
8	Traffic calming measures
9	Vehicular traffic management
10	Privacy-compliant freight and passenger data gathering and management processes
11	Innovative mobility data gathering methods
12	Electric mobility and clean fuels
13	Automated Vehicles
14	Cycling
15	Walking
16	Mobility as a Service (MaaS)
17	Public transport measures and accessibility issues
18	Demand responsive transport services
19	Financing for environmentally friendly transport systems.
20	Innovative and sustainable financing
21	Innovative Procurement
22	Development of bankable projects and partnerships
23	Green public procurement

24	Integration of SUMP, SEAPs and other strategic plans of LAs
25	Intermodality issues for freight and multimodality issues for passengers
26	Cooperation opportunities and partnerships among different cities
27	Information Systems and Services
28	Mobility intelligence
29	Real time traffic management
30	ITS restriction systems
31	New business models related to transport
32	Shared mobility opportunities
33	Dockless Cycles (Uber for Bikes)
34	Design and implementation of sustainable mobility campaigns
35	Engagement of people and stakeholders
36	Crowdsourcing
37	Vulnerable users needs
38	Safety and security
39	City Logistics and Freight
40	Innovations on urban freight transport solutions (e.g. cargo bike schemes, ITS apps, robotics etc.)
41	Sustainable Urban Logistics Plans (SULPs)
42	Crowdshipping/ Collaborative logistics

Table 2. Initial list of topics

	CATEGORIES	TOPICS
1	SUMP METHODOLOGY AND IMPLEMENTATION	SUMP Development and Transport Plans for small and medium sized cities
2		SUMPs on touristic cities (areas with high seasonal demand for transport)
3		Sustainable Urban Logistics Plans (SULPs)
4		Integration of SUMP, SEAPs and other strategic plans of LAs
5	MOBILITY MANAGEMENT	Parking management
6		Street design
7		Access control zones
8		Low emission zones
9		Demand Management Strategies
10		Traffic calming measures
11		Vehicular traffic management
12		ITS restriction systems
13	DATA COLLECTION AND MANAGEMENT (OR MONITORING AND ASSESSMENT OR EVIDENCE AND ARGUMENT)	Privacy-compliant freight and passenger data gathering and management processes
14		Innovative mobility data gathering methods
15		Crowdsourcing
16	NEW AND EMERGING TECHNOLOGIES	Electric mobility and clean fuels
17		Information Systems and Services
18		Mobility intelligence
19		Automated Vehicles

20	CAR INDEPENDENT LIFESTYLES	Shared mobility opportunities
21		Dockless Cycles (Uber for Bikes)
22		Cycling
23		Walking
24		Mobility as a Service (MaaS)
25		Public transport measures and accessibility issues
26		Demand responsive transport services
27	INNOVATIVE FINANCING	Financing for environmentally friendly transport systems.
28		Innovative and sustainable financing
29		Innovative Procurement
30		Development of bankable projects and partnerships
31		Green public procurement
32	INTEGRATED PLANNING	Integration of SUMPs, SEAPs and other strategic plans of LAs
33		Intermodality issues for freight and multimodality issues for passengers
34		Cooperation opportunities and partnerships among different cities
35	INTELLIGENT TRANSPORT SYSTEMS	Information Systems and Services
36		Mobility intelligence
37		Real time traffic management
38		ITS restriction systems
39	NEW AND EMERGING TRANSPORT SCHEMES	New business models related to transport
40		Mobility as a Service (MaaS)
41		Shared mobility opportunities
42		Dockless Cycles (Uber for Bikes)
43	PUBLIC AND STAKEHOLDERS ENGAGEMENT	Design and implementation of sustainable mobility campaigns
44		Engagement of people and stakeholders
45		Crowdsourcing
46	SAFETY AND SECURITY	Vulnerable users needs
47		Safety and security
48	URBAN FREIGHT LOGISTICS	City Logistics and Freight
49		Innovations on urban freight transport solutions (e.g. cargo bike schemes, ITS apps, robotics etc.)
50		Sustainable Urban Logistics Plans (SULPs)
51		Crowdshipping/ Collaborative logistics

Table 3. Classification of initial list of topics

Then a doodle poll was launched and SUITS, PROSPERITY and SUMPS-UP partners were asked to cast their votes (up to 20 topics) in order to perform a first screening of the topics that will constitute SUITS CBP. The participants were requested to take into account that SUITS CBP (a) focuses on S-M cities and (b) preferably be topic-centered rather than SUMP-centered, i.e. centered on certain mobility topics rather than centered on SUMP methodology stages. That is the approach of sister projects, i.e. PROSPERITY and SUMPS-UP learning activities are focused on SUMP process and implementation (as a matter of fact such learning programs are already tailored to S-M cities in the case of SUMPS-UP).

The voting process did not reveal a clear trend in favor of certain topics. Overall it seemed that: (a) Urban Freight Logistics, (b) New and emerging transport schemes, (c) Innovative Financing, (d) Car independent lifestyles and (e) Data collection and management were the mobility fields that attracted much of participant's attention (see Table 4).

Ranking	TOPICS	Result
1	Innovative mobility data gathering methods	20
2	Innovations on urban freight transport solutions (e.g. cargo bike schemes, ITS apps, robotics etc.)	17
	Innovative and sustainable financing	17
3	New business models related to transport	16
4	Real time traffic management	15
	SUMP Development and Transport Plans for small and medium sized cities	15
5	Intermodality issues for freight and multimodality issues for passengers	13
6	Innovative Procurement	12
	Mobility as a Service (MaaS)	12
	Financing for environmentally friendly transport systems.	12
	Development of bankable projects and partnerships	12
	Public transport measures and accessibility issues	12
7	Safety and security	11
	Vehicular traffic management	11
8	Mobility intelligence	10
	Shared mobility opportunities	10
	Cycling	10
	SUMPs on touristic cities (areas with high seasonal demand for transport)	10
	Sustainable Urban Logistics Plans (SULPs)	10
9	City Logistics and Freight	9
	Low emission zones	9
10	Crowdsourcing	8
	Engagement of people and stakeholders	8
	Electric mobility and clean fuels	8
	Parking management	8

Table 4. Final results of doodle poll

Then, research continued reviewing past EU projects findings, CIVITAS cities priorities and investigating current needs and incapacities of S-M cities (WP2, cities' workshops) so as to come up with the final list of topics. The results of this multi-criteria analysis are shown in Table 5.

Topics under consideration	Topic Selection Criteria				Topic Score	SUITS Ambition (DOW & Proposals)	Final Topic Selection
	Partners & Experts Experience (Doodle poll)	Civitas Network Priorities (Medium & Small Cities)	Integration with sister projects (Doodle poll & communication)	Suits cities capacity needs (WP2 Outputs, Cities workshop)			
	Criteria Weights						
	3	1	2	4			
Electric mobility and clean fuels	1	1	1	1	10		*
Low emission zones	1	1	1	1	10		*
Mobility as a Service (MaaS)	1	1	1	1	10		*
Innovative mobility data gathering methods	1	0	1	1	9	*	*
Innovative Procurement	1	0	1	1	9	*	*
Parking management	1	1	0,5	1	9		*
Demand Management Strategies	1	1	0,5	1	9		*
Traffic calming measures	1	1	0,5	1	9		*
Vehicular traffic management	1	1	0,5	1	9		*
Safety and security	1	0,5	0,5	1	8,5	*	*
Engagement of people and stakeholders	1	0,5	0,5	1	8,5		*
Financing for environmentally friendly transport systems.	1	0	0,5	1	8	*	*
Innovative and sustainable financing	1	0	0,5	1	8	*	*
Development of bankable projects and partnerships	1	0	0,5	1	8	*	*
Cycling	1	1	0	1	8		*
Crowdsourcing	1	0,5	0	1	7,5	*	*
Street design	0	1	0,5	1	6		
Integration of SUMP, SEAPs and other strategic plans of LAs	1	1	1	0	6		

Topics under consideration	Topic Selection Criteria				Topic Score	SUITS Ambition (DOW & Proposals)	Final Topic Selection
	Partners & Experts Experience (Doodle poll)	Civitas Network Priorities (Medium & Small Cities)	Integration with sister projects (Doodle poll & communication)	Suits cities capacity needs (WP2 Outputs, Cities workshop)			
	Criteria Weights						
	3	1	2	4			
Privacy-compliant freight and passenger data gathering and management processes	0	0	0,5	1	5	*	*
Green public procurement	0	0	0,5	1	5	*	*
ITS restriction systems	0	1	0	1	5	*	*
Sustainable Urban Logistics Plans (SULPs)	1	1	0,5	0	5	*	*
Information Systems and Services	0	1	0	1	5		
SUMP Development and Transport Plans for small and medium sized cities	1	1	0,5	0	5		
Access control zones	0	1	0	1	5		
Walking	0	1	0	1	5		
Intermodality issues for freight and multimodality issues for passengers	1	0	1	0	5		
Cooperation opportunities and partnerships among different cities	0	0	0,5	1	5		
Shared mobility opportunities	1	1	0,5	0	5		
Vulnerable users needs	0	0,5	0	1	4,5	*	*
Innovations on urban freight transport solutions (e.g. cargo bike schemes, ITS apps, robotics etc.)	1	0,5	0,5	0	4,5	*	*
Crowdshipping/ Collaborative logistics	1	0,5	0,5	0	4,5	*	*

Topics under consideration	Topic Selection Criteria				Topic Score	SUITS Ambition (DOW & Proposals)	Final Topic Selection
	Partners & Experts Experience (Doodle poll)	Civitas Network Priorities (Medium & Small Cities)	Integration with sister projects (Doodle poll & communication)	Suits cities capacity needs (WP2 Outputs, Cities workshop)			
	Criteria Weights						
	3	1	2	4			
Real time traffic management	1	0,5	0,5	0	4,5		
Design and implementation of sustainable mobility campaigns	0	0,5	0	1	4,5		
Mobility intelligence	1	1	0	0	4	*	*
New business models related to transport	1	0	0,5	0	4		
SUMPs on touristic cities (areas with high seasonal demand for transport)	1	1	0	0	4		
Public transport measures and accessibility issues	1	1	0	0	4		
City Logistics and Freight	1	0,5	0	0	3,5	*	*
Dockless Cycles (Uber for Bikes)	0	1	0,5	0	2		
Automated Vehicles	0	1	0	0	1		
Demand responsive transport services	0	1	0	0	1		

Table 5. Results of multi-criteria analysis in defining CBP modules

The approach of topic identification is based on the priorities that SUITS cities have set. Their opinion was taken seriously under consideration during the whole process of topics selection and CBP development. Even though the cities sample is small, and this is a grounded approach, meeting the needs and expectations of SUITS cities is a core priority of this project.

This produced a list of six (6) modules that are also presented in Figure 5. Examples have been given of what might be included in each module in brackets.

- **Module 1:** "Building S-M LAs' capacity to implement emerging transport technologies" (ITS, Electric mobility, CAVs etc.)
- **Module 2:** "Building S-M LAs' capacity to introduce innovative transport schemes" (MaaS, Uber, Business Models etc.)
- **Module 3:** "Building S-M LAs' capacity to implement urban transport safety & security measures for all/vulnerable users"(passenger and freight vehicles etc.)
- **Module 4:** "Building S-M LAs' capacity to implement urban freight transport measures"(SULPs, Crowdshipping, cargo bikes etc.)
- **Module 5:** "Data collection and analysis tools for integrated measures".
- **Module 6:** "Innovative Financing, procurement and business models".



Figure 5. Capacity Building Programme Modules

At the end of this process, we have validated the final set of classroom courses, by replying to specific assessment criteria, as presenting in the following tables (Table 6, Table 7, Table 8, Table 9). The criteria aim at summarising the key points of the carried out research. Indeed, the chosen classroom courses reply to the following five (5) questions positively; a) is it in line with doodle poll results ?, b) does it reply to challenges S-M cities need to overcome (research of WP2)?, c) is there any other classroom course available with the same approach?, d) does it focus on SUMP v.2 directions?, e)do you have case studies from SUITS consortium which can support implementation aspect?

Module 1: “Building S-M LAs' capacity to implement emerging transport technologies”	
<i>Is it in line with doodle poll results¹⁰?</i>	<p>YES</p> <p>The module focus on one the highest rated topics.</p> <p>Focus on measures:</p> <ul style="list-style-type: none"> • Innovative parking systems; • Traffic control systems; • Clean fuel - electric vehicles; • Traffic lights optimization; • Traffic information systems. <p>Module not focus on one measure because it aims at supporting cities overcoming their challenges.</p>
<i>Does it reply to challenges S-M cities need to overcome (research of WP2)¹¹?</i>	<p>YES</p> <p>The content of the modules is deployed based on the challenges.</p>
<i>Is there any other classroom course available with the same approach?</i>	Not found similar course
<i>Does it focus on SUMP v.2 directions¹²?</i>	<p>YES</p> <p>(S-M cities orientation of content, emerging technologies, electro-mobility, financing implementation, ITS implementation)</p>
<i>Do you have case studies from SUITS consortium which can support implementation aspect?</i>	<p>YES</p> <ul style="list-style-type: none"> • On parking systems: Real-Time Bay Sensor System in Coventry City / Parking smart system in Kalamaria City. • On traffic control: Zone of Limited Traffic (ZTL) in Turin and in Rome. • On clean fuel: Electric buses in Turin/ electric charging bays in Coventry. • On traffic information: Systems in Rome.

Table 6. Criteria Checklist Module 1

¹¹ Check Table 1

¹² http://www.eltis.org/sites/default/files/eltis_9th_sump_cg_meeting_08_sump_guidelines.pdf

Module 2: “Building S-M LAs' capacity to introduce innovative transport schemes”	
<i>Is it in line with doodle poll results?</i>	<p>YES</p> <p>The module focus on one of the highest rated topic: MaaS</p> <p>In addition car-sharing, ride sharing, bike sharing have been added to complete the content the course since MaaS is a new concept not tested and cannot support implementation aspect. Modules aim at global approach.</p>
<i>Does it reply to challenges S-M cities need to overcome (research of WP2)?</i>	<p>YES</p> <p>(The content of the modules is deployed based on the challenges)</p> <p>Input from “Guidelines for new business models” where the business canvas for these schemes is deployed.</p>
<i>Is there any other classroom course available with the same approach?</i>	<p>Not found</p> <p>Many webinars and e-courses have found about MaaS concept but not with this global approach of all innovative schemes.</p>
<i>Does it focus on SUMP v.2 directions?</i>	<p>YES</p> <p>(S-M cities orientation of content, Shared mobility, MaaS and financing, implementation basically for shared mobility)</p>
<i>Do you have case studies from SUITS consortium which can support implementation aspect?</i>	<p>YES</p> <ul style="list-style-type: none"> • On bike sharing: Free floating bike sharing in Turin. • On Car Sharing service: System in Rome. • On ride sharing: "Share a lift to work" in Coventry.

Table 7. Criteria Checklist Module 2

Module 3: "Building S-M LAs' capacity to implement urban transport safety & security measures for all/vulnerable users"	
<i>Is it in line with doodle poll results?</i>	<p>YES</p> <p>The module focus on one of the highest rated topic: <u>Safety and security for all passenger and freight transport modes</u></p> <p>References to a) Awareness Campaigns b) Advanced Technologies for Public Transport, c) Pedestrian and Cycling Infrastructure, d) Road Safety-Speed Zones, e) Security Enforcement.</p> <p>Focus on data gathering and personal data protection policy (other WP3 outcome).</p>
<i>Does it reply to challenges S-M cities need to overcome (research of WP2)?</i>	<p>YES</p> <p>(The content of the modules is deployed based on the challenges)</p>
<i>Is there any other classroom course available with the same approach?</i>	<p>Some e-courses and webinars, but not found classroom courses with same target group as SUITS (policy makers + change agents)</p>
<i>Does it focus on SUMP v.2 directions?</i>	<p>Only with respect to S-M cities orientation.</p> <p>It has been chosen as a category of measures which contributes in more than one sustainability goals. Based on the assumption that S-M cities have limited resources measures with multiple advantages are more suitable for them.</p>
<i>Do you have case studies from SUITS consortium which can support implementation aspect?</i>	<p>YES</p> <ul style="list-style-type: none"> • Safety and security awareness campaigns in Rome under the title "Pilota per la vita". • Pedestrian and cycling infrastructures. • Road safety-speed zones strategies called "Environmental Island" in Rome. • Security enforcement measures under entitled "Community Speed Watch".

Table 8. Criteria Checklist Module 3

Module 4: “Building S-M LAs' capacity to facing challenges on the implementation of urban freight transport measures”¹³	
<i>Is it in line with doodle poll results?</i>	<i>Intermediate rate</i> Focus on work done within WP3 – Innovative freight data gathering systems – crowdsourcing and data management
<i>Does it reply to challenges S-M cities need to overcome (research of WP2)?</i>	YES (The content of the modules is deployed based on the challenges)
<i>Is there any other classroom course available with the same approach?</i>	Some e-courses and webinars, but not found classroom courses with same target group as SUITS (policy makers + change agents)
<i>Does it focus on SUMP v.2 directions?</i>	Only with respect to S-M cities orientation. (S-M cities orientation of content, Urban logistics / Sulp)
<i>Do you have case studies from SUITS consortium which can support implementation aspect?</i>	YES <ul style="list-style-type: none"> • Freight LTZ-Rome, • Novelog Project-Turin

Table 9. Criteria Checklist Module 4

¹³ It is specific to available case studies from city partners (Freight LTZ-Rome, Novelog Project-Turin) and to research made within WP3.

6. Capacity building programme elements

The first four (4) modules (1 to 4) have been formatted for classroom courses, while the last two (2) modules (5 and 6) have been structured as e-learning courses and webinars. Each module has its own particularities in terms of content and operation depending on the topic and on the formatting. For example, classroom courses have limited duration while their learning objectives are adjustable to participants. On the other hand, e-learning and webinars are less personalised but much more flexible.

This chapter provides an outline of the classroom courses and webinars / e-learning courses. Then, each of the 4 modules (i.e. those formatted for classroom courses) is presented in a separate booklet including module contents, facilitator guide, learning material and all relevant annexes.

6.1 Classroom courses

The content of the classroom courses was based on cities' needs identification (see chapter 4.2), literature review, past projects' results, transferring of knowledge from SUITS large cities to SUITS S-M cities and Lever's experience as a capacity building provider. Added value of the courses is that they provide a new concept of capacity building training in LAs: Through exercises, team work, discussion and brainstorming LAs recognize weaknesses and strengths, make collective commitments and get to know requirements and available resources to perform sustainable urban transport measures. SUITS classroom courses are made city-specific and delivered so as the whole LA's staff can participate and interact contrary to the already available e-learning and webinars that are delivered to individuals, do not contain team work, are not made city-specific and merely present learning material with exercises testing whether the individual understood what he/she has read.

The elements comprising each module booklet ("facilitator's guide") are shown in Figure 6.

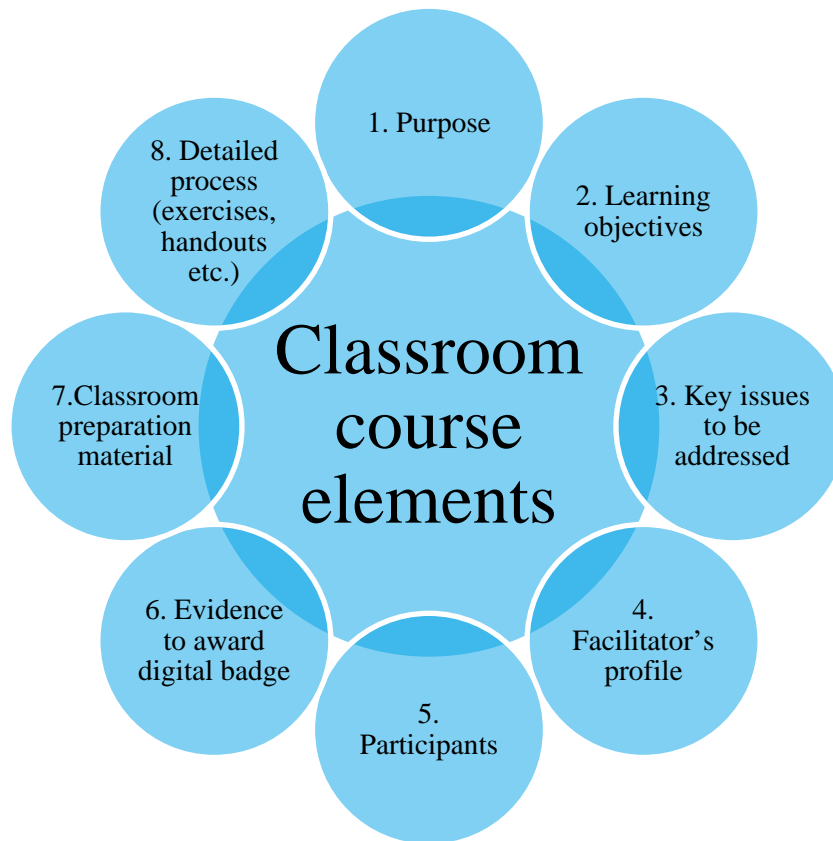


Figure 6. Basic elements provided by CBP booklet (facilitator's guide) for classroom courses modules

The content for classroom courses has been structured into chapters, covering the following issues for each topic (see Figure 7):

- Introduction to the topic. Description of the subject of the module and its learning objectives.
- Value for S-M cities. This political aspect synthesises the originality of the SUITS CBP. Its importance lays on the insight analysis of the topic and demonstrates its feasibility for S-M cities.
- Relative EU policies for this topic. This part provides necessary legal support to the LAs. The facilitator should be also aware about the national guidelines in the country where the classroom course is being held in order to communicate them to the participants.
- Suggested sustainable and innovative financing schemes and procurement procedures for the topic.
- Stakeholders and actors involved to the topic.
- Guidelines and tools regarding the following stages of a project or action:
 - ✓ Needs' assessment
 - ✓ Planning / Design approaches
 - ✓ Deployment

- ✓ Assessment of efficiency of the action
- Successful Case Studies in EU or/and worldwide for the topic. Case studies from partners' cities will be prioritised since information is potentially more integrated. Besides the description of the measures, details about implementation (estimated costs, time, financing schemes), design framework (part of SUMP or not), assessment (benefits, indicators, perception, barriers and drivers in all stages of the project etc. are available in the CBP. Case studies “feed” the chapters with real life information.
- Suggestions on how to find further information on this topic.

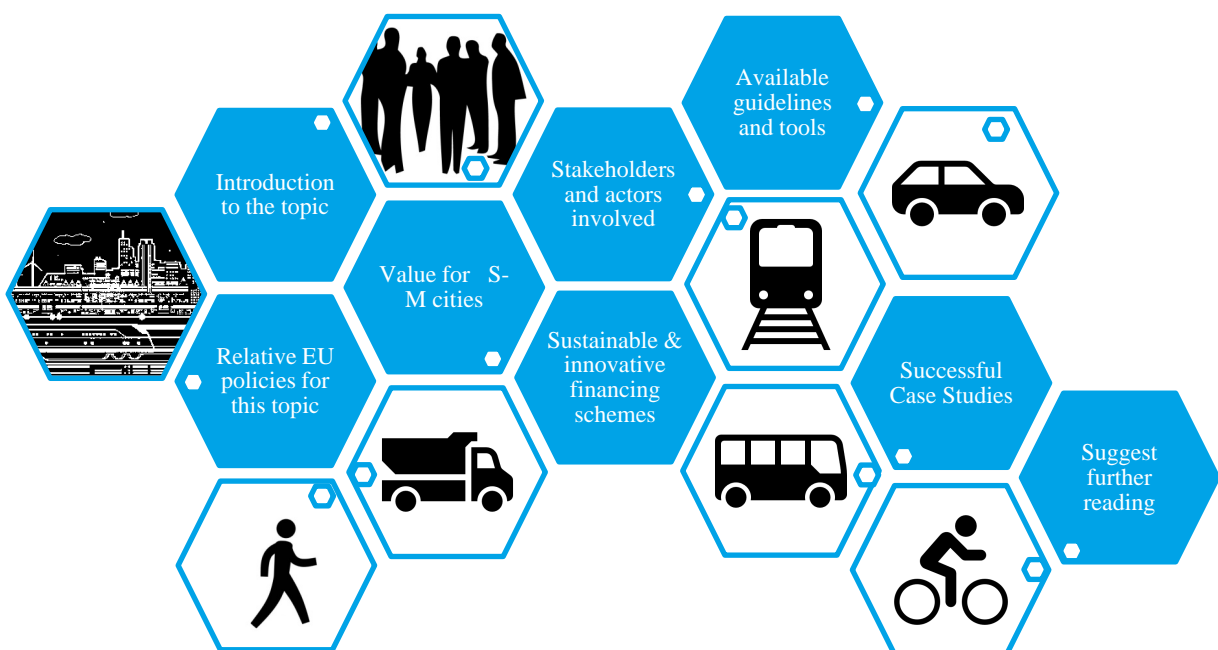


Figure 7. Module's contents

The chapters (extent, size and title) **differ slightly** among the modules depending on the priority each issue has for the module.

Each classroom course will be performed on a single day providing integrated information to the participants on how to deal with the topic (“stand alone” course). Thus, participants can choose a course based on their own needs and availability.

Module content corresponds to most of the factors summarized in D2.2, D2.1 & other SUITS deliverables as shown in **Error! Reference source not found.10** and Table 11.

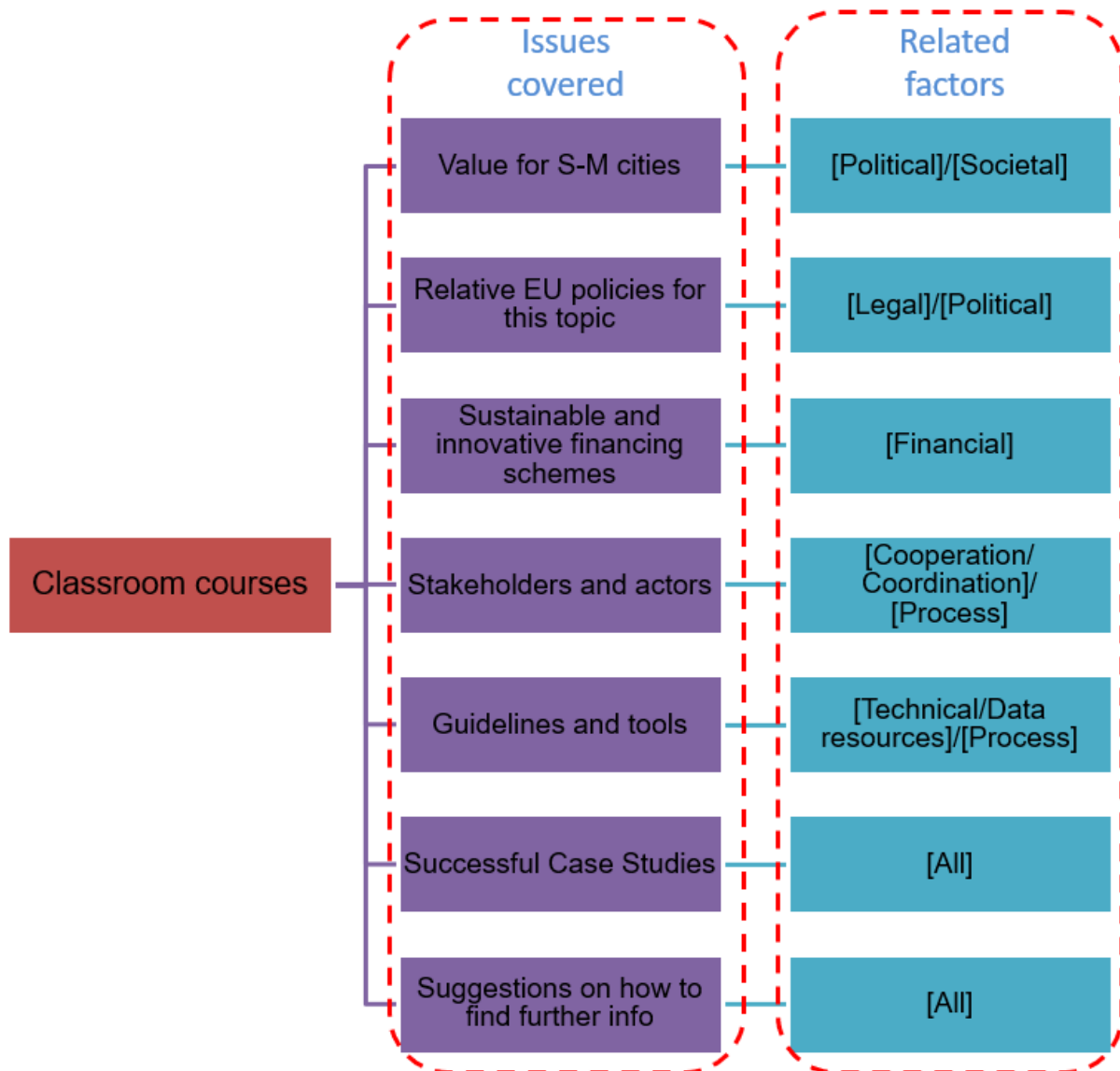


Figure 8. Matching modules content with organizational, political, legal and societal factors (D2.2)

Importance rating *	Challenges	Cross-checking with modules content and facilitator's guide elements
1	Understanding political interests and affecting political decisions	Chapter "value for the cities"
2	Sustainability Thinking	All topics serve sustainability goals and are based on sustainability thinking
3	Effective project management and monitoring	Chapter "Guidelines and tools/processes" Facilitator's profile is project manager expert to inspire participants (element Facilitator's profile)
4	Knowledge management / knowledge transfer	Participation of all lever employees, permanent and not permanent staff, policy makers. Course setup is based on interaction and expression of their point of view (element "Participants' profile" and "classroom set-up").
5	Institutional cooperation	Participation of employees from different departments is highlighted (element "participants' profile").
6	Citizen participation	Chapter "stakeholders' identification"
7	Use of innovative technologies and data collection methods	Chapter "Guidelines and tools/processes"
8	Application of research knowledge and adaption of Good Practice examples	Chapter "Successful case studies"
9	Estimating the feasibility and acceptance of measures	Chapter "Value for the cities"
10	Interaction and cooperation with business partners	Partially by chapter "Available financing methods and innovative procurement"
11	Systematic staff deployment and – development	The nature of CBP as a whole
12	Understanding legal and regulatory framework	Chapter "Value for cities"
13	Understanding and applying innovative financing methods	Chapter "Available financing methods and innovative procurement"
14	Innovative procurement	Chapter "Available financing methods and innovative procurement"
* Decreasing importance		
** Importance with regard to the cities measures		

Table 10. Prioritised challenges corresponding to modules content and facilitator's guide elements

6.1.1 Booklets executive summary

Based on the development explained in the previous paragraph, booklet of each module will be structured in the following way:

Section 1: Course overview.

This section includes:

1.1 *Purpose & objectives of the course*

The overall purpose of the course is to increase participants' understanding about the value of measures in question for their cities and to build specific skills regarding how success of the measures can be ensured by convincing stakeholders and by overcoming financial, legal, administrative and technical barriers. Specifically, the course is designed to strengthen cooperation through interactive exercises between LA's staff (from policy makers to junior engineers), to advance local priorities on SUMP measures by presenting the value of the measures, the legal aspects and the innovative financing, as well as to provide concrete practical tools and guidance to better implement these measures.

Specifically, at the end of the course, participants will:

- be aware of the most relevant to S-M cities urban transport measures
- understand the concept and methodology for developing these measures in their LA
- be able to explain the benefits of these measures in their cities
- be able to recognize the actors/stakeholders need to cooperate with from public and private sectors
- be aware of the requirements for supporting the introduction/extension of innovative solutions of these measures in their cities
- be able to identify existing and innovative financing opportunities for the implementation of these measures
- understand the relevance to local and European strategy of improving this kind of measures
- identify tools and guidelines to develop/update their expertise on the enhancement of measures in question
- be inspired by successful case studies of SUITS and other S-M cities

1.2 *Participants' profile*

The primary audience for the workshop are staff working in LAs. The intended audience includes policymakers and practitioners who do not need to become transport experts, but need practical guidance on:

- How to evaluate the social impact of these measures and therefore prioritise these measures.
- How to convince other stakeholders to cooperate with and set up commitment.

- How to overcome financial and legal barriers.

The course also includes technical staff, junior engineers and expert engaged in procurement and measures implementation monitoring in order to provide them technical assistance on this topic.

1.3 Facilitator's profile

An external project manager, expert on this field OR an in-house employee (e.g. local champion, change agent etc.) experienced on the whole process of designing and implementing local urban mobility plans.

1.4 Evidence to award digital badges

Evidence to award digital badges will be the successful participation to specific exercises indicated by the facilitator based on the facilitator's guide.

1.5 Class preparation checklist

A list with the main tasks facilitator needs to do for preparing the course, like obtain and test LCD projector and personal computer, Obtain flip charts and markers: 1 for every 4-5 participants etc.

1.6 Classroom setup

Classroom setup refers to the way of organising participants into the class (world cafe, round tables etc.). Before finalising, different setups will be checked during the pilot sessions.

Section 2: Chapters

This section consists of the chapters. For each chapter, the exact information that needs to be delivered is defined¹⁴. Then, the facilitator receives instructions on how to deliver this information step by step (training activities and duration)¹⁵. At the end, the necessary material (exercises, workbook, further learning material (slides, lists etc.) is provided. A typical outline of this section is shown in the following Table 11.

¹⁴ It corresponds to Task 5.1

¹⁵ It corresponds to Task 5.2

Chapter 1	<p><i>Introduction</i> <i>Key points of this chapter:</i> Introduction of participants, facilitators and reference to course objectives</p>
Chapter 2	<p><i>Description of measures</i> <i>Key points of this chapter:</i> Short description of the measures on which the course focus</p>
Chapter 3	<p><i>Value for S-M cities</i> <i>Key points of this chapter:</i></p> <ul style="list-style-type: none"> • Identification of possible negative reactions and benefits. The presentation of benefits in contrast with negative reactions provides arguments for policy makers and planners. • Wider positive effect (Social impact assessment of these measures/results of deliverable D7.3) • Added value by the collaboration of all involved actors (identification of involved actors for the implementation of the measures) • Added value by the fact that these measures ensure compliance with EU, national, local strategies/regulations (strategies/regulations are mentioned). Alignment to these policies could make S-M cities eligible to receive financial support from EU funds. Provide tools on how to support alignment with EU policies.
Chapter 4	<p><i>Financing sources for safety and security measures</i> <i>Key points of this chapter:</i> Current covered issues (Outcome from WP4 - Replies to city needs – Results of WP2)</p> <ul style="list-style-type: none"> • Focus on financing mechanisms more suitable to these measures. • Focus on innovative procurement more suitable to these measures. • Key points of relative guidelines for both issues
Chapter 5	<p><i>Available tools and guidelines</i> <i>Key points of this chapter:</i> (Replies to city needs – Results of WP2)</p> <ul style="list-style-type: none"> • Present available tools and guidelines for these specific kind of measures • Try tools and guidelines with the participants

Chapter 6	<p>Successful case studies or best practices of suits cities on such topics</p> <p><i>Key points of this chapter:</i></p> <p>Case studies approach is based on the following: (a) recognized whether the measure is part of SUMP or not, (b) provided the funding scheme,(c) identified the benefited social groups and (d) their benefits (expected and proved), (e) highlighted the use of outsources and (f) IT systems, (e) presented the time horizon of implementation and (g) the budget, (i) provided indicators to measure success and implementation and (j) identified the barriers and drivers correlating to capacity factors.</p>
Chapter 7	<p>Identification of actors & stakeholders of the city</p> <p><i>Key points of this chapter:</i></p> <p>(Replies to city needs – Results of WP2)</p> <ul style="list-style-type: none"> • Identify the actors and stakeholders • Identify their role on implementation
Chapter 8	<p>Process and technical aspects</p> <p><i>Key points of this chapter:</i></p> <ul style="list-style-type: none"> • Details on the required data and implementation process-stages. • Potential legal difficulties, milestones, risks, budget drivers and assessment indicators <ul style="list-style-type: none"> ○ “Guidelines for cities on how to exploit open data and develop business opportunities” (Outcome of WP3) ○ Data gathering methods (Outcome from WP3)

Table 11. Typical modules chapters

As an example of the deployment of each chapter, we show the Chapter 2 of Module 3: "Building Small-Medium size LAs' capacity to implement urban transport safety & security measures for all/vulnerable users", in the Table 12.

Chapter 2: Description of Safety and Security Measures	
Content	This chapter provides a short description of certain SS measures as follows: a) Awareness Campaigns b) Advanced Technologies for Public Transport, c) Pedestrian and Cycling Infrastructure, d) Road Safety-Speed Zones, e) Security Enforcement. The description is available in Annex E.1.
Duration	40'
Instructions for Facilitator	<p>a. Facilitator to ask participants to break-down local transport services by mode (Motorised vehicle modes: Private cars, buses, trucks, Non-motorised vehicle modes: Walking, bicycles). Facilitator writes on the whiteboard these categories and numbers them.</p> <p>b. Facilitator divides participants into two groups (motorised and non-motorised vehicle modes)</p> <p>c. Facilitator asks each group to think the current safety and security problems when using such modes in their city (15 min. per group)</p> <p>d. Facilitator asks a representative from each group to announce the group results. Facilitator writes on a flipchart/whiteboard all mode categories along with the safety & security problems/weaknesses highlighted by participants. Facilitator asks all participants to verify the matrix "mode-weaknesses"</p> <p>e. Facilitator presents and describes a list of safety and security measures (e.g. services, campaigns, infrastructure, equipment) for urban transport in S-M cities. Facilitator explains the benefits that derive from the implementation of those measures. Facilitator makes reference to certain case study results. Facilitator clarifies which measures relate to what transport modes.</p> <p>h. Facilitator asks the (same) groups to match safety and security measures with transport modes weaknesses that they determined previously for their city</p> <p>i. Facilitator transfers groups' decision on the flipchart. A nX3 Matrix is drawn on the flipchart paper (i.e. n modes- weaknesses-safety-security measures to tackle weaknesses)- EXERCISE A</p>
Distributed material (handouts, exercises, learning material)	<p>EXERCISE A: Matching transport modes with their weaknesses and the suitable safety and security measure (Annex E.8)</p> <p>2. City map with mobility info (i.e. main roads, points of interest, Public Transport routes, cycle routes, pedestrian routes etc.)</p>
Slides	2,3

Table 12. Example of chapter 2 of Module 3: "Building S-M LAs' capacity to implement urban transport safety & security measures for all/vulnerable users"

6.2 Webinars and E-learning courses

The following two topics will be submitted as webinars and subsequent e-learning courses, based on original results coming from work within SUITS project (WP3 and WP4):

- A. Data collection and analysis tools for integrated measures
- B. Innovative Financing, Procurement and Business Models

The process of E-learning courses / webinars development and delivery is described below:

Responsible partners

WUPPERTAL INSTITUT (WI, Germany) is preparing the webinar & e-learning courses with input from the following SUITS partners:

- Integral Consulting (Romania) responsible for delivering “*Guidelines to Innovative Procurement*”
- EUROKLEIS (Italy) responsible for delivering “*Guidelines to developing bankable projects, new business models and partnerships*”
- Arcadis (UK) responsible for delivering “*Guidelines to Innovative Financing*”
- ITENE (Spain) and Sboing (Greece) responsible for performing “*Gap analysis on data collection and analysis methodologies, designing demo of data collection*” and constructing “*Guidelines for cities on how to exploit open data and develop business opportunities*”.

All those outputs represent a collective work of SUITS partners.

Wuppertal Institute is very experienced in preparing and delivering e-learning courses and webinars.

Technical specifications

An e-learning platform was developed based on moodle. The e-learning slides, tasks etc are prepared with MS Powerpoint. The mother-directory is the nuacampus.org. There is a dedicated SUITS-page with an own link, with the web address <http://www.nuacampus.org/elearning/mod/page/view.php?id=16>.

The webinar will be held with the gotowebinar Software, which WI has a license from. The webinars will be recorded and embedded into the e-learning-site forming a part of the e-learning course.

Relation of webinars and e-learning courses

Each webinar on a given topic will be followed by a moderated e-learning course on the same topic. An announcement of the e-learning course will be made during the webinar. The idea is to hold a webinar and then invite the participants, if they wish, to deepen the learning on this specific topic by enrolling themselves to the e-learning course.

The e-learning courses will each start one day after the webinar and stay available for a period of six (6) weeks. They will include a series of slides, tasks / exercises and various gamification elements. The participants will be able to send their questions that the moderator will answer.

Title / date of webinars

The following topics will be covered with a webinar and a subsequent e-learning course:

Webinar and e-learning No1: *SUITS Webinar on financing, procurement and business models for sustainable urban transport*

Date of implementation: webinar on June 18, 2018 and e-learning course on June 19, 2018 for a period of 6 weeks (See official announcement on Annex 2)

Announcements: SUITS website: <http://www.suits-project.eu/news/> and CIVITAS learning centre: <http://civitas.eu/learning-centre>

Webinar and e-learning No2: *Data collection and analysis tools for integrated measures*

Date of implementation: June 2019

SUITS consortium will decide whether it's meaningful to deliver more webinars by the end of the project regarding technical and behavioural capacity building aspects.

Duration

The Webinar will last approximate 1.5 hours depending on the topic and the questions raised. The e-learning course needs few hours to be completed but the participant can enter unlimited times with his/her password within a period of 6 weeks in order to complete the course.

Purpose / objectives

Small and medium sized local authorities learn the SUITS topics.

Key issues to be addressed / Learning objectives

The participants will learn about the public procurement reform in the EU, the modernisation of public services and of public procurement procedures, innovative procurement criteria for transport and mobility, innovative procedures in public procurement, and be provided examples for procurement of public transport means and procurements for public services. Furthermore, they will learn about innovative financing schemes, i.e. levies, taxes and charges, commercial and economic measures and municipality-centred measures. Finally, they will learn about business models for new and emerging transport schemes.

Facilitator's profile

The above-mentioned partners that were responsible for building up the material will act as co-organisers and moderators. External speakers may be also invited to contribute.

Participants

Widely advertised with the aim to include maximum 100 LA's staff from:

- SUITS cities
- Sister projects (SUMPS-UP, Prosperity)
- Cities from the network of POLIS, EURO CITIES AND ICLEI

Digital badges system

Our platform (www.mydigitalbadges.net) will be used for issuing digital badges to the participants. For more details on the digital badges please see chapter 7.

Sustainability

The courses and webinars will stay accessible on nuacampus.org, however without moderation.

7. Digital badges system

SBOING has developed a digital badges management platform, called **MyDigitalBadges**, that can be used by multiple organizations (local authorities, companies, institutions, etc.) to design, issue, award, display and manage their own digital badges. The platform is available from <https://mydigitalbadges.net> and it is based on Mozilla's OpenBadges (www.openbadges.org) platform.

Through **MyDigitalBadges**, a number of organizations can manage their own Users, Projects, Badges and Awards. Within an organization, a User can design or import its own Badge types/graphics, and establish and maintain one or more Projects, each awarding badges to a number of recipients for achieving specific goals and milestones. An organization is managed by a Supervisor and different organizations are isolated from each another. A system Administrator manages all users and all badge resources across the entire platform.

During the lifetime of the SUITS project, the **MyDigitalBadges** platform will host SUITS at one of its organizations, which will issue and award OpenBadges to local authorities participating in SUITS capacity building pilots/workshops as well as to local authorities that perform SUITS capacity building courses (i.e. classroom courses, E-learning and Webinars).

Any person awarded a number of OpenBadges, may store them in his/her own personal "backpack", (this is done by setting up a free account on Mozilla's backpack platform (<https://backpack.openbadges.org/>)). Furthermore, users can post and display their open badge collections on social and professional networks, personal websites, blogs, etc.

OpenBadges created through the myDigitalBadges platform are exportable and can optionally be stored in the organization's private storage space where they can be linked to and verifiable from.

After the end of SUITS project, the platform will continue monitoring and awarding local authorities that are engaged with the SUITS Capacity Building Programme and it will be also made available to all local authorities wishing to issue and award OpenBadges for their own training and other learning processes.

Check Annex 3 for the detailed user guide of MyDigitalBadges platform.

8. Annexes

Annex 1 Minutes of cities workshop in Turin

WP5 Workshop Minutes

CIVITAS SUITS, 3rd SUITS Project Meeting,

WP5 Workshop, December 15, 2017, 09:15- 11:15 am.

Participating Organisations and Persons

Organisation	NAME, First Name
LEVER	GEORGIADIS, Georgios
POLITO	PIRRA, Miriam
TUIL	SPUNDFLASCH, Sebastian
TUIL (STUTTGART REPRESENTATIVE)	DAUDE, Patrick
COVENTRY CITY COUNCIL	JABANDA, Ranbir
COVENTRY CITY COUNCIL	BUDHDEO, Sunil
COVUNI	AZHAR, Ali
TORINO	CIARLO, Elena
TORINO	ESTIVO, Giuseppe
RSM	SURACE, Marco
ITENE	HERRERO, Maria Dolores
AIM	DRAMBAREAN, Tudor
AIM	XYZ, xyz
INTECO	ROSEANU, Stefan
INTECO	CARAMAN, Dan
KALAMARIA	MARNASIDOU, Kiriaki

Abbreviations

Acronym	Full Title
LA	Local Authority
L	Large-sized (for cities with population over 250,000 residents in their urban centre)
S-M	Small and Medium sized (for cities with population ranging between 50,000 and 250,000 residents in their urban centre)
SUMP	Sustainable Urban Mobility Plan

Agenda

Time Slot	Presentation	Responsible Partner
09:15 – 09:30	Workshop Agenda and Purpose	LEVER
09:30 – 10:15	Activity 1: <ul style="list-style-type: none"> • Purpose of Activity 1 and handout contents • Presentation of mobility topics under consideration • Instruct participants to fill in handouts 	LEVER, POLITO, TUIL
10:15 – 11:15	Activity 2: <ul style="list-style-type: none"> • Purpose of Activity 2 and handout contents • Presentation of case studies • Division of participant cities into 3 groups • Assist participant groups to fill in Activity's 2 fields • Summary of groups' results 	LEVER, POLITO, TUIL

1. Background

SUITS aims to increase the capacity of S-M local authorities to develop and implement sustainable, inclusive, integrated and accessible transport strategies, policies, technologies, practices, procedures, tools, measures and intelligent transport systems that recognize the end-to-end travel experiences of all users and freight.

In this context, SUITS WP5, labelled “Development of Capacity Building Programme”, will develop a library of capacity building tools, which will enhance and extend planning and management capabilities of LAs’ policy makers and administrative and technical staff. LAs, inside and outside the consortium, will be supported to adopt these tools, in order to design and implement successful SUMP measures.

WP5 consists of four (4) Tasks:

1. *Development of an Integrated Subject Module* that will set the theoretical background and content of the capacity building programme. A multicriteria analysis was conducted in order to determine the list of modules. This analysis took account: (a) SUITS overall ambition, (b) SUITS partners and external experts’ opinion, (c) urban transport priorities of S-M CIVITAS cities, (d) integration considerations between SUITS and its sister projects and (e) SUITS cities capacity needs (as identified in a respective SUITS workshop). This analysis concluded to a list of nine (9) modules that is presented in Figure 1. The content of these modules is being developed in order to correspond to all technical capacity building requirements of S-M LAs. These capacity building requirements were determined in SUITS WP2 and refer to: (a) Organizational (Cooperation, Process, Financing, Staff capabilities etc.), (b) Political, (c) Legal and (d) Societal Capacity of LAs. As such, Figure 2a presents the basic elements of WP5 modules.



Figure 1. WP5 Capacity Building Programme Modules

2. *Facilitator's Guide*. In this Task 5.2, Task 5.1 modules (Figure 1) will be transformed into the appropriate training material, i.e. classroom courses, e-learning courses and webinars, to facilitate capacity building workshops in LAs inside and outside SUITS consortium. All modules will be delivered in the form of classroom courses except for “Data Management” and “Innovative Financing, Procurement and Business models” modules for which e-learning courses and webinars will be produced¹⁶. Figure 2b presents the basic elements of classroom courses, which will be fully developed in this Task. E-learning courses, webinars and relevant material will be produced in Task 8.1 while Task 5.2 will only provide the process that these training tools will follow.

¹⁶ The content of these two (2) modules will be also covered by the classroom courses of the seven (7) first modules

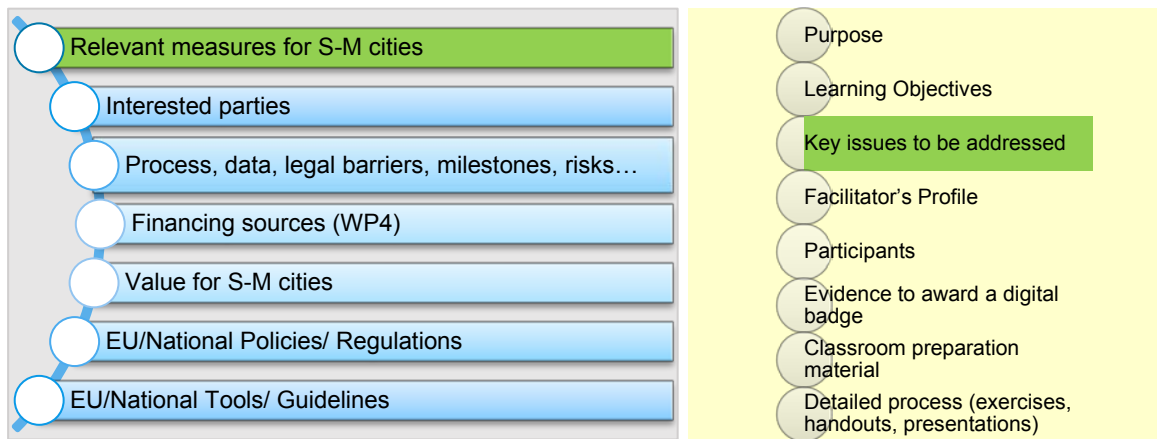


Figure 2. (a) WP5 Modules' content categories and (b) Classroom Courses' elements

3. *Pilot Capacity Building Programme.* COVUNI and LEVER will jointly organize and deliver up to six (6) Capacity Building Workshops that will address both technical (WP5) and behavioural (WP6) capacity building aspects in LAs. These pilot workshops will investigate whether WP5 & WP6 learning and training material is sufficiently understood and applicable to LAs' administrative and technical staff and modifications will be made according to the conclusions obtained.
4. *Development of the Capacity Building Toolbox:* Task 5.4 will develop an online platform (Toolbox) that will integrate the Modules developed in Task 5.1 and the training materials produced in Task 5.2 (taking into consideration the Pilots in all areas) with the aim to act as a knowledge repository that will assist LAs in the decision making process. This Toolbox will be uploaded to the Open Research Data Pilot and to the CIVITAS Urban Mobility Tool Inventory so as to be made available not only to the members of the consortium, but also to other LAs outside the project. The toolbox will be complemented with an open forum where users could comment on its material (without changing the content), providing feedback that would bring it up to date. The toolbox's database would also allow the inclusion of future case studies uploaded by LAs. In order to motivate LAs to engage themselves with the SUITS Capacity Building Toolbox, an "open digital badge system" would be developed and matched with a corresponding "level of capacity" system. LAs will gradually be awarded with a number of badges according to the capacity building courses they complete within the tool's environment.

WP5 Capacity Building Programme's originality and features are summarized in Figure 3.

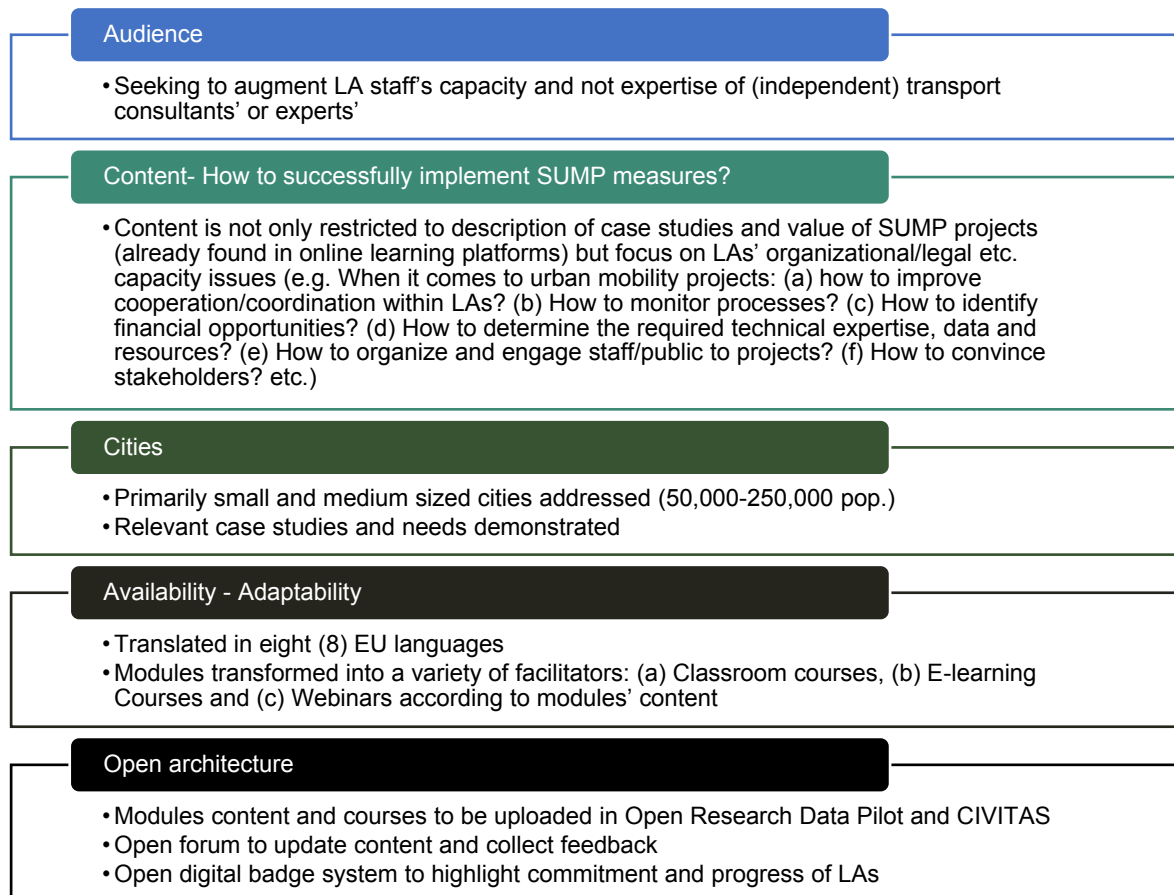


Figure 3. Key features of WP5 capacity building tools

2. Objective

WP5 workshop was carried out to obtain LAs' critical feedback and opinion on the content that SUITS Capacity Building Programme should be based on. Specifically, WP5 Workshop had two (2) objectives:

3. To determine the exact topics that WP5 modules should deal with in order to be relevant to the needs, priorities and requirements of S-M LAs (Figure 2a-green field). This was an issue for only four (4) out of the full nine (9) modules (Figure 1). These four (4) modules, i.e. "Mobility Management", "New and emerging transport schemes", "New and emerging technologies" and "Urban Freight Transport" were considered to be as the most diverse ones, in terms of mobility measures' types, and a more detailed selection of topics/measures was decided to be performed for developing their content.
4. To determine the key issues (Figure 2b- green field) that modules and classroom courses should address. These issues would be identified according to the main capacity gaps (e.g. cooperation, staff, process etc.) that S-M LAs are currently facing towards delivering sustainable urban measures. Therefore, modules' contents and classroom courses' processes and exercises should be developed accordingly in order to assist LAs' participants to recognize and address their capacity gaps.

3. Process

WP5 workshop was addressed to the representatives of SUITS partner cities in order to contribute to the development of the Capacity Building Programme. The workshop proposed two main activities to the participants, named 'Activity 1' and 'Activity 2' in the following. Each of them was firstly introduced with a detailed presentation which wanted to contextualise the topics and to delineate the work required.

In the first activity, participants were asked to provide ranks to some measures and topics. The main goal is to get some valuable help in determining the contents of four SUITS Capacity Building Programme modules: Mobility Management, New and Emerging Transport Schemes, New and Emerging Technologies and Urban Freight Transport. Such four contexts, in fact, collect a wide variety of different topics and aspects that could be treated. The idea was to get feedbacks and suggestions by people working directly in the field in SUITS cities and that will be the target of the Capacity Building Programme activities.

Workshop Facilitators presented some slides with an explanatory list of urban mobility measures and topics for the four modules, in order to clarify them and to provide useful examples (see Figure 2 for examples). The four tables of the section "Activity 1: Ranking Topics" in the Appendix shows the measures for each of the main modules. The participants were then asked to rank them considering the importance that each one has for the urban transport system in their city. A different

ranking scale was provided in each table, based on the number of topics proposed in each module. It has been clarified to the participants that when evaluating the 'importance' of the measure or the topic, they would need to consider aspects as the impact, the suitability, the relevance and the effectiveness that these measures would have if applied in their city. Therefore, it would be expected that different results would be found in the final ranking obtained for S-M and L cities.



Figure 2. Examples of slides for “Activity 1” (presentation of measures for the Mobility Management module)

The second part of the workshop, namely “Activity 2”, intended to identify the capacity gaps of LAs in designing, implementing and monitoring mobility measures. The results of this work would help in proposing and creating the proper context and contents of the SUITS Capacity Building Programme that would help in filling such gaps. The activity started with the presentation of two case studies already developed in small-medium cities (Figure 3): the parking system implemented in Treviso (Italy) and the car independent lifestyle scheme characterising the city of Ghent (Belgium). In both cases, the main features of the measures, the benefits for the community, the costs and the results obtained were depicted. The participants were asked to imagine they are willing to implement the two presented mobility measures in their city and to analyse with more attention some of the aspects such actions would request. In order to guarantee a productive and successful debate, the participants, which were the representatives of seven SUITS cities, were divided in three groups. This partition was based on the dimension of the cities and on their urban transport planning experience. Thus, the first group collected the biggest cities (Rome, Turin and Valencia), the second one gathered the medium ones (Coventry and Stuttgart), while the latter included the smallest cities (Alba Iulia and Kalamaria).

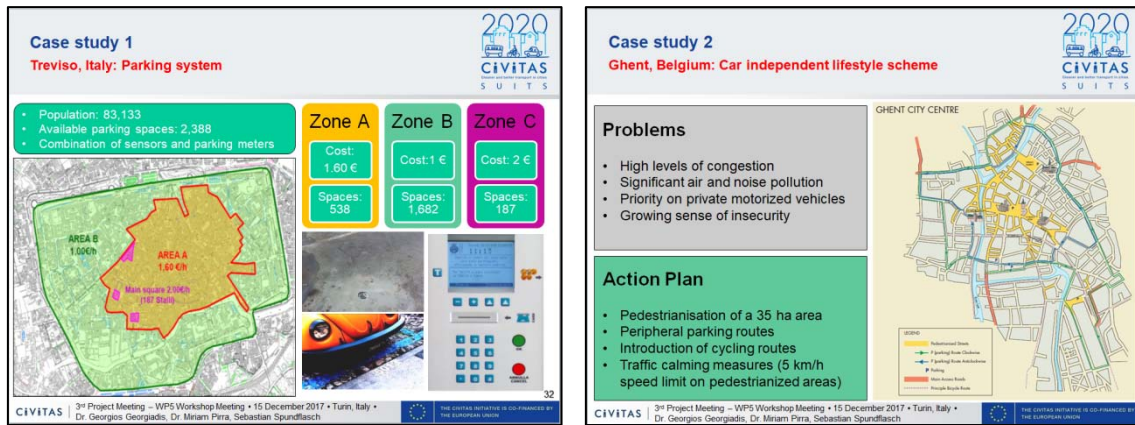


Figure 3. Case studies presented in “Activity 2”

In more detail, they had to discuss in groups about eight different capacities that would be requested at LA level, highlighting the gaps that would be found in their cities in those ambits. Firstly, the participants had to think about the cooperation/coordination level between the different actors involved in designing, implementing and monitoring the development of urban mobility measures (e.g. local stakeholders, government departments, among LA departments etc.). Then, a further issue was the ability in organising and in following all the necessary phases required by the process of mobility measure implementation, as a proper time schedule, the identification of risks and progress monitoring. The capacity gaps of LAs in identifying and utilising available financial resources for developing urban mobility measures were investigated too. Some more “technical” aspects had to be considered too, as the awareness of owning the necessary resources, expertise and data for the implementation and the development of a mobility project. Moreover, the participants had to discuss if their LAs are usually able to face the processes related to the staffing of a suitable team for the development of the measures, including a correct allocation of tasks to team members and the potential identification of outsourcing needs. A further important issue was the awareness of the cities representatives to efficiently manage the benefits of the mobility measure to their political agenda and to persuade national political departments and the local community for the value of the measure. This latter aspect included another challenging topic, as the capacity of LAs to manage the societal extensions of the developed mobility measures through a proper promotion-communication for public acceptance. The last feature the participants had to discuss covered the capacity of the LAs to identify, comprehend and anticipate potential legal aspects that could condition the development process of urban mobility measures (e.g. privacy data, authorization issues, reactions from stakeholders/citizens etc.).

4. Results

4.1 Activity 1

Table 1 presents the results of Activity 1. Scores are reported separately for each LA who participated in Workshop and for each mobility topic that was evaluated. The last two (2) columns show the average values for all LAs as well as and for L and S-M LAs. Results for two (2) out of nine (9) SUITS LAs (i.e. for Palanga and Erfurt) are missing from Table 1, since the corresponding representatives were absent from the Workshop.

All cities' average figures follow, more or less, the same trend that appears for L LAs, since L LAs' group outnumbers the S-M LAs' one. Therefore, any comparison between the average values of L and S-M LAs should be made with caution due to the fact that the S-M LAs' group includes only two (2) respondents while L LAs' group includes five (5).

Regarding Mobility Management module, the "High Occupancy Vehicle privileges" is the least favoured topic along with "Congestion pricing". "Parking Management" was evaluated with the highest score (6) from both S-M LAs along with "Measures for the improvement of vehicle flow" and "Traffic calming measures" which complete their top-3 important topics. In the contrary, L LAs give their maximum average score to "Low emission zones" (4.8) while S-M LAs average rating for the same topic is 4. The greatest differences (1.6 and 1.7) between S-M and L ratings appear for "Parking Management" and "Measures for the improvement of vehicle flow".

In the case of "New and Emerging Transport Schemes", Table 1 highlights the relatively great importance that S-M LAs attribute to carpooling and car sharing (average score of 4, with maximum score being 5) while L LAs give almost their maximum rating to bike sharing (4.6). Ride sharing was considered to be the topic with the least impact to all cities whereas Mobility as a Service (MaaS) was evaluated as a topic with moderate importance (3.7 on average).

For "New and emerging transport technologies" the greatest deviations between individual LAs' ratings were identified. This holds for topics such as "Vehicle detecting systems", "ITS at intersections" and "Pedestrian assistance systems" since, at the same time, they were rated with the maximum (10.0) and minimum scores (1.0 and 2.0) among workshop's participants. Overall, it seems that all LAs agree on the high importance of "Clean fuel vehicles" (9.0 on average). The highest score within S-M LAs group is found for "Traffic lights optimization" (9.0) while "Electrical assisted bicycles", "Dynamic routing" and "Vehicle detecting systems" also score highly among L LAs (7 to 7.6).

High deviations among ratings are also evident for "Urban Freight Transport" module. This does not allow us to identify a clear trend regarding the importance of the corresponding topics. In general terms, "Urban Consolidations Centres" are not regarded as a measure with significant impact for participating cities (2.7 on average)

while “Sustainable Urban Logistics Plans”, “Regulatory Measures” and “Cargo Bikes” are more appreciated (ratings between 3.6 and 3.9 on average).

Table 1. Activity 1 Scoreboard

Modules	Topics	Stuttgart	Turin	Kalamaria	Rome	Valencia	Palanga	Erfurt	Alba lulia	Coventry	All cities Average	L cities average	S-M cities average
		L	L	S-M	L	L	S-M	S-M	S-M	L			
Mobility Management	Measures for the improvement of vehicle flow	2	5	6	2	4			5	6	4.3	3.8	5.5
	High Occupancy Vehicles privileges	2	6	2	2	1			4	2	2.7	2.6	3
	Congestion pricing	3	5	4	4	2			3	2	3.3	3.2	3.5
	Low emission zones	4	6	4	6	6			4	2	4.6	4.8	4
	Parking management	6	1	6	5	5			6	5	4.9	4.4	6
	Traffic calming measures	6	4	5	5	3			5	4	4.6	4.4	5
New and emerging transport schemes	Car sharing/one way car sharing	5	4	5	4	3			3	4	4.0	4	4
	Car pooling	4	2	4	4	1			4	4	3.3	3	4
	Bike sharing	5	4	1	5	5			5	4	4.1	4.6	3
	Ride sharing	4	4	1	3	2			4	4	3.1	3.4	2.5
	Mobility as a Service (MaaS)	3	5	1	3	4			5	5	3.7	4	3
Emerging Tech	Autonomous vehicles	4	8	1	3	6			8	6	5.1	5.4	4.5

	Clean fuel vehicles	10	10	9	8	10		8	8	9.0	9.2	8.5
	Electrical assisted bicycles	8	7	1	6	9		8	8	6.7	7.6	4.5
	Traffic lights optimization	5	10	8	8	7		10	7	7.9	7.4	9
	Pedestrian assistance systems	8	6	1	8	2		10	7	6.0	6.2	5.5
	Parking management systems and apps	6	6	1	7	3		10	7	5.7	5.8	5.5
	Traffic information	8	8	3	8	1		9	7	6.3	6.4	6
	Vehicle detecting systems	4	10	2	8	5		9	8	6.6	7	5.5
	ITS at intersections	4	10	2	7	4		9	8	6.3	6.6	5.5
	Dynamic routing systems	5	8	2	6	8		9	8	6.6	7	5.5
Urban Freight Transport	Sustainable urban logistics plan	5	5	1	5	1		5	4	3.7	4	3
	Regulatory measures (access restrictions)	5	5	1	4	2		4	4	3.6	4	2.5
	Urban consolidation centres	2	2	1	4	4		2	4	2.7	3.2	1.5
	Dynamic routing	3	2	1	4	3		5	5	3.3	3.4	3
	Cargo bikes	4	4	1	4	5		5	4	3.9	4.2	3

4.2 Activity 2

4.2.1 Coventry and Stuttgart

Coventry and Stuttgart LAs' representatives were grouped together for Activity 2 because both of these cities were considered to share similar population figures and experience in urban transport planning.

In terms of coordination/cooperation capacity, both participants highlighted that their LAs often appear to be reluctant to embrace new and innovative urban transport concepts and cooperating with relevant experts. Communication gaps between decision-makers and transport planning department is sometimes evident in Coventry while in Stuttgart a high level steering committee, which was recently established, try to cope with enforcing change towards modern and sustainable urban planning.

Despite the fact that both LAs have established mechanisms for developing clear procedures and plans for designing/implementing urban transport measures, they often experience deviations from their original planning. This happens due to the fact that they sometimes overestimate their actual capabilities (over-ambitious planning) and because budget restrictions (on eligible spending periods) do not always coincide with the duration required for performing the corresponding transport measures.

Both participants agreed that their LAs do not face serious obstacles to securing funding for their urban transport projects. However, they pointed out that LAs often face difficulties to obtain financial resources that cover the whole life-cycle of projects (especially maintenance costs) while they also have not developed the experience required to absorb the available funding into the appropriate type of projects.

Coventry and Stuttgart representatives admitted that their LAs' staff is usually not willing to develop their technical expertise or to exchange knowledge with their counterparts. Thus, both LAs often rely on outsourcing in order to be supported in projects that require recent/innovative technical resources/expertise.

Staff contracting for short periods is a common practice for both LAs, especially when they need special expertise. However, both participants claimed that this practice is responsible for a sort of "brain-drain" in their LAs because any advanced and updated expertise is not maintained in-house after the end of contracting period. Due to this, Stuttgart's representative reported that there are efforts to maintain as much as possible any staff that after the contracting period is still considered necessary or useful to LA's activities.

Unstable political decisions and revisions of priorities' agenda (due to elections' results) as well as lobbying for social interests were considered as the major weaknesses on the political capacity of both LAs. Stuttgart's representative underlined the low effectiveness of the local awareness raising campaigns which are organized to demonstrate benefits of sustainable urban planning projects. Coventry has not developed significant efforts to pass benefits of urban transport projects in the local community.

Coventry and Stuttgart representatives were both aware that legal implications, especially when introducing new and emerging technologies in local urban transport networks, do often place a threat to the success of relevant transport projects. Therefore, both LAs follow a “living-lab” concept in their cities in order to pilot any measures and identify potential legal implications prior to the full adoption of the corresponding measures. Thus, Coventry’s representative reported that there are not serious obstacles to adapt existing legislation so as to comply with new and emerging transport technologies. However, Stuttgart still experience difficulties regarding the modification of federal legislation (if needed).

In terms of their societal capacity, both LAs do fully understand the importance of public acceptance when it comes to urban transport projects. Stuttgart’s LA often performs trials to secure that citizens and travellers will be familiar enough with any new transport services and infrastructure. Coventry’s LA indicated that there is still a low utilization of social media and related mechanisms for public and stakeholders engagement.

4.2.2 Torino, Valencia and Rome

The representatives of the three biggest cities among SUITS partners were grouped together for Activity 2, namely Valencia, Turin and Rome, since they were supposed to face similar problems and actions in urban transport planning domain.

A lack of coordination among the different departments is sometimes observed during the implementation of urban plans, probably due to the great number of actors involved and the difficulty of identifying ‘who has to do what’. At the same time, it is not always easy to be aware of the proper knowledge of the skills and the capacities of each department inside each LA, mainly originating from a general lack of communication. A further issue stands in the interaction with some groups of stakeholders, whose needs and requests are not always easy to be understood. For example, in the city of Turin, some problems arise with retailers when new traffic measures are going to be planned.

The coordination problems highlighted previously are also one of the reasons why some delays in mobility planning processes originate inside LAs. A further issue stands in the not proper understanding that could sometimes arise among the different actors involved in the process. Moreover, a missing cultural knowledge on mobility is somehow observed among those actors that are involved in the planning process.

The city representatives highlighted the need of a collaboration that would help the LAs in the financial process, in order to develop financial resources different from traditional outsourcing. Moreover, they stated their interest in the knowledge of innovative financing methods, as could be crowdsourcing or the idea of assimilating the mobility measures that could be implemented at city level to financial products.

On the technical resources available inside LA, all the representatives seemed rather aware of the capacity and the ability inside each department. On more technical issues related to data and to planning, they revealed a high interest in the request on

kind of data and practices not already available, as information on active modes and traffic flow studies.

All the cities use to rely on some external agencies for certain tasks related to mobility issue (5T in Turin, LasNaves in Valencia, RSM in Rome). However, the cities' representatives would request a 'generation change' in the staff inside the mobility departments, mainly at Italian level. In fact, it would be useful to hire some 'new talents', mainly for their fresh ideas and for their deep motivations in ameliorating the urban planning and in solving mobility problems.

Some of the issues raised by the representatives of the previous cities were found by the big cities too, like the dependence of political capacity on priorities' agenda revisions and lobbying for social interest. However, politicians seem to hold more 'power' and more influence rather than technicians at mobility level: if these capacities would be properly managed, positive effects could originate at city level. Moreover, the technical structure inside LAs is sometimes a bit too 'rigid' and clashes against the political innovative proposals.

In terms of legal issues, the cities' representatives highlighted as the introduction of new regulations could be sometimes too slow in the LAs and could influence the proper development of mobility measures. Moreover, when a change requires some modification or acceptances from higher levels, i.e. national authorities, this could affect the timing and slow down all the procedure. However, inside the LAs, once a measure or regulation is defined, it does not take too much time to be implemented and to be effective.

The importance of a good communication 'infrastructure' is fundamental to arise a good societal capacity at city level. Thus, it is useful to improve and to spread the use of social media for public and stakeholders engagement, always bearing in mind that, usually, people tend to criticize rather than to provide useful hints through such kind of means. According to the cities' representatives, it is always important to make the citizens feel 'part' of the measure, as, for example, it is happening in Rome, where the citizens are asked for suggestions in the SUMP implementation.

4.2.3 Alba Iulia and Kalamaria

Alba Iulia and Kalamaria formed the group of small to medium-sized cities in the SUITS Project. In recent years, both cities have made great efforts to implement sustainable mobility measures. While in small cities, of course, the mobility departments are smaller than in large cities and therefore have less staffing capacity, a big advantage is that in much cases decision-making processes are shorter since not so many people are involved and measures are sometimes easier to implement.

During the workshop, it became apparent that both cities are aware of the importance of involving stakeholders already in the early phases of projects. But in many cases it is not easy to convince stakeholders and get their interest in certain measures.

A further challenge is to convince decision-makers such as the mayor and the city council of the benefits of certain, particularly sustainable mobility measures. In Alba Iulia this seems to be a minor problem, as both the mayor and the citizens have a great interest in and understanding of sustainable mobility measures.

However, decisions often also depend on political interests. A measure that has been rejected at a certain point in time and under certain framework conditions can be adopted at a later date in the event of changing political interests and priorities. Political decision-making is not always transparent to mobility planners. Changes at the political level can also have a strong influence on decisions and the implementation of measures, sometimes even retrospectively.

A major challenge is also the conviction of citizens, as their acceptance is largely responsible for the success of a measure. Citizens can also exert a certain amount of pressure on political decision-making bodies. A challenge is therefore to reach groups of people who have a political voice or will be heard by politicians. This is particularly difficult when sustainable mobility measures are associated with certain loss of comfort for certain citizen groups or when it became necessary to break down unfavourable mobility behaviour patterns. A major challenge is therefore to involve citizens in the development process of measures from the outset, to gain an understanding of the reasons for measures and to create a sense of participation. However, this process is associated with a high effort, which often exceed the capacities of s-m-cities in particular. Awareness raising campaigns are also a tried and tested tool, but here the question arises of how to do this best, who am I addressing and what to communicate?

In this context, the mass media are also an important means of forming opinions, the type of reporting can make a major contribution to the success and failure of measures. Positive news from the mass media has a great influence on the acceptance of measures. But to influence or to convince the mass media is a difficult undertaking.

Problems within the development and implementation process of measures arise, among other things, as a result of delays that occur within the LA, especially if several departments are involved in planning and implementation. It is often difficult to create a common understanding of projects and project goals especially with regard to sustainability aspects. This often leads to delays in the development of measures. Further delays often occur in the procurement process.

In addition, small and medium-sized cities often lack the knowledge and expertise in certain subject areas due to the low personnel capacity. This missing expertise, as well as technical studies or economic studies, must be purchased at great expense from external consultants and does not always lead to the desired success.

Another problem often is the lack of required financial resources. Innovative financing methods are seldom used because there is often a lack of knowledge about them. Regarding the application for funding e.g. funds of the European Union, both cities are well positioned, but many other small to medium-sized cities lack the capacity in this respect.

Dachau

Dachau is a fast growing small city with 50.000 inhabitants in the area of Munich. Unfortunately, no representatives of the city of Dachau were able to participate in the workshop, but they were asked to review the results and make a contribution afterwards. Dachau is a city in which public participation has become a top priority in recent years. This is well accepted by the citizens, but the effort is high and it does not always simplify the final solution. Small-scale, multifaceted demands of citizens which are often contradictory and in contrast to the already complex undertakings. Weighing up and finding the lowest common denominator can be very strenuous in some cases. Citizens usually only look at a single measure and do not consider the overall context.

In the workshop it became clear that especially in the larger cities, within the administration, the tasks and the area of responsibility of individual departments is partly unclear. In smaller cities, on the other hand, due to the smaller size of the administrations, the tasks and responsibilities seem to be more transparent. The departments and the responsible people know each other very well. The main challenge is to get departments to participate in certain projects. Ideas and concepts must be sold by the initiator in a certain sense, compromises must be found and other departments must be encouraged to anchor the cause on their priority agenda.

The most important departments involved in the implementation of mobility measures are: urban planning, civil engineering, traffic planning, traffic engineering, public order office or environmental authority. The willingness to cooperate often also depends on the personal sensitivities of individual persons.

Judging from Dachau's experience, Stakeholders nowadays seem to be largely aware of sustainability aspects. The main challenge in working with stakeholders is to define common goals, goals with which everyone can identify and which are desirable for all parties involved. Above all, it is about finding compromises. Once these common objectives have been found and everyone has an interest in implementing the appropriate measures, collaboration and the exchange of data/information is no longer a major problem.

The knowledge gaps addressed by the other cities (innovative financing methods, data acquisition using innovative technologies, transferability of measures) also play a role in Dachau. Particularly in the case of innovative topics, there is often a lack of the capacity to build up knowledge in the required depth. A number of topics are therefore outsourced and contracts are awarded to consulting companies. Outsourcing is not wrong in itself either, but the great challenge for the authority is to convey its own ideas to the agencies and to make it clear what is really important and what the focus should be on. In practice, the mobility planner's ideas and the results of the contracted company often do not fit together.

The challenges in the field of policy seem to be very similar everywhere, regardless of whether the cities are larger or smaller. Unstable political decisions that are strongly influenced by often very short-term political interests and the lack of

eagerness to experiment with measures for which there is little experience to date, are the main barriers.

The preparation of draft resolutions for the city council is a major challenge. These should enable the city councils to obtain a holistic overview on the one hand, and be as brief as possible on the other hand. There is great potential in this respect, as the quality of the processed materials can be a decisive factor in the acceptance or rejection of proposed measures.

Unstable political decisions, which are often strongly influenced by very short-term political interests, are a similar problem to the lack of willingness to experiment with measures for which there is so far only little experience, are the biggest barriers.

5. Discussion and Outlook

Miriam *[Discussion on Activity 1 results: main findings, what are the most likely reasons to explain such scores between cities? Are there any notable difference between L and S-M ratings? Why is that?]*

Sebastian *[Discussion on Activity 2 results: main findings, which issues are (overall) the most crucial factors that affect LAs' capacity? Are there any notable differences between the three groups or between L and S-M results?]*

Georgios *[How to incorporate workshop results into SUITS Capacity Building Programme? What modifications should be made to SUITS modules' content?]*

Transport problems cannot be solved by the transport planning departments alone. Rather, cooperation with various external stakeholders and in particular other departments within the administration is important for the successful planning and intended and scheduled implementation.

The workshop provided some interesting insights into the gaps and barriers that influence the process of policy development. All cities seem to be confronted with similar challenges, and differences are particularly evident in the details.

Within the authorities a big gap seems to be the lack of communication between the departments involved in the planning and implementation of measures. Individual departments are not aware of the knowledge and skills of other departments, and regarding the tasks, associated with the planning and implementation of measures, it is often unclear in which area of responsibility they fall. This makes it difficult to develop a common understanding of the objectives and the content of the measures, especially when it comes to sustainability aspects. As a result, sometimes measures are implemented differently than originally planned and/or with a time delay.

Individual departments within the authorities sometimes seem to be rather hesitant when it comes to developing new and innovative concepts for urban transport. The reason for this is that there is often little experience, especially with innovative measures in certain fields of action, like sustainable freight transport or Mobility Management. It was mentioned that in addition there is often a lack of staff willingness to acquire expertise in new subject areas and to exchange this

knowledge between other departments and stakeholders involved in the planning process. This aspect is independent of the size of the city, rather personal characteristics of employees and the philosophy of the department play an important role. Especially in large cities, communication gaps between mobility planners, other departments within the LA, stakeholders and decision makers carry weight due to the great number of actors involved. Thus, in smaller towns and cities, assuming political will, measures can often pass through and be implemented more quickly than in larger towns and cities.

The lack of knowledge and experience can lead to over-ambitious planning. While expertise is often purchased from external consultants, especially in larger cities, smaller cities often lack the money for it. In view of the lack of experience, the larger cities in particular rely on Living Labs for piloting measures prior to the full adoption of measures.

Another point concerns cooperation with the various stakeholders. Needs and requests of Stakeholders are not always easy to be understood, and in many cases it can be hard to convince individual stakeholders of the planned undertaking.

Major challenges, but also one of the greatest levers are to be found in the field of politics. Political decisions are often not transparent. Everyone is struggling with unstable political decisions and revisions of priorities agenda and lobbying for social interests. Measures that are not in line with current policy objectives have little chance of success. However, it should be noted that political decision-makers often lack a holistic basis for decision-making, especially when it comes to innovative transport measures to which there is sometimes only little experience.

Once planned measures have been decided by policymakers, they can be implemented relatively quickly. A major obstacle arises when the implementation of measures require acceptance from higher levels. This can lead to enormous delays in the process

The problem of financing of measures is an important issue for all cities. While larger cities, especially in the case of measures that are of political interest, usually do not have such great problems to acquire financial resources for their projects, smaller cities mostly have less financial resources available. With respect to innovative financing and funding methods, there seems to be relatively little knowledge, but great interest in their application.

Another major challenge for all cities is to obtain the acceptance of citizens, especially for measures that require a change in their behaviour and habits. All cities are aware of the potential of involving citizens at an early stage in the development of measures. However, the effort is high and it must be carefully considered in which measures and to what extent this involvement takes place. Great potential is seen in the increased use of social online media, not only to actively involve citizens but also to actively inform them about the background of certain measures. Raising public awareness and “making the people feel part of the measure” is one of the biggest challenges, but there is no patent remedy for it. If one has the consent of the citizens, politics must also react.

Annex 2 Official announcement of SUITS Webinar on financing, procurement and business models for sustainable urban transport

SUITS Webinar on financing, procurement and business models for sustainable urban transport

When: June 18, 2018 2:30 PM CEST

This webinar will discuss strategies to maximise the effectiveness and sustainability of urban transport measures through new funding models and opportunities for new business models. The webinar will also focus on different options to finance and procure transport measures (covering capital, revenue, and maintenance funding).

The webinar is targeted at local authorities (mainly transport and mobility departments) and other stakeholders, whose work focusses to increase the investment efficiency of public and private funds and optimise opportunities to access regional development funds.

The Webinar will be moderated by Frederic Rudolph, project coordinator at the Wuppertal Institute.

Speakers are: Aleksei Lugovoi, Senior Transport Planner at Arcadis.

Aleksei will present existing funding mechanisms and approaches to sustainable financing used for transport and mobility projects in small and medium cities, including capital, revenue and maintenance funding, where appropriate.

Stefan Roseanu, Senior Consultant at Integral Consulting R&D

Stefan will introduce the new EU legislative framework for public procurement. He will guide local authorities how to apply schemes for innovative procurement to successfully plan and implement innovative sustainable mobility measures.

Iana Dulckaia, Researcher at Eurokleis Research, Innovation & Finance.

Iana will provide insights to modern mobility trends identifying the most successful mobility services and their business models in the sector. She will also focus on how to enhance a mobility project's attractiveness to obtain external funding.

The webinar will take place on Jun 18, 2018 2:30 PM CEST. A prior registration is essential.

If you are interested register at <https://attendee.gotowebinar.com/register/4799725986785208577>. The webinar will be complemented by an e-learning course.

Annex 3 User guide of MyDigitalBadges platform

Introduction

Within the CIVITAS/SUITS project (www.suits-project.eu), SBOING has developed a digital badges management platform, called MyDigitalBadges, which can be used by multiple organizations (local authorities, companies, institutions, etc.) to design, issue, award, display and manage their own digital badges. The platform is available at

mydigitalbadges.net

and it is based on Mozilla's OpenBadges (www.openbadges.org) platform.

Through MyDigitalBadges, a number of Organizations can manage their own Users, Projects, Badges and Awards. Within an Organization, a User can design or import their own Badge types/graphics, and establish and maintain one or more Projects, each awarding badges to a number of recipients for achieving specific goals and milestones. An Organization is managed by a Supervisor and different Organizations are isolated from each another. A system Administrator manages all users and all badge resources across the entire platform.

During the lifetime of the SUITS project, the MyDigitalBadges platform will host "SUITS" as one of its Organizations, which will issue and award OpenBadges for all of its training workshops.

After SUITS, the platform will be made available to local authorities wishing to issue and award OpenBadges for their own trainings and other learning processes.

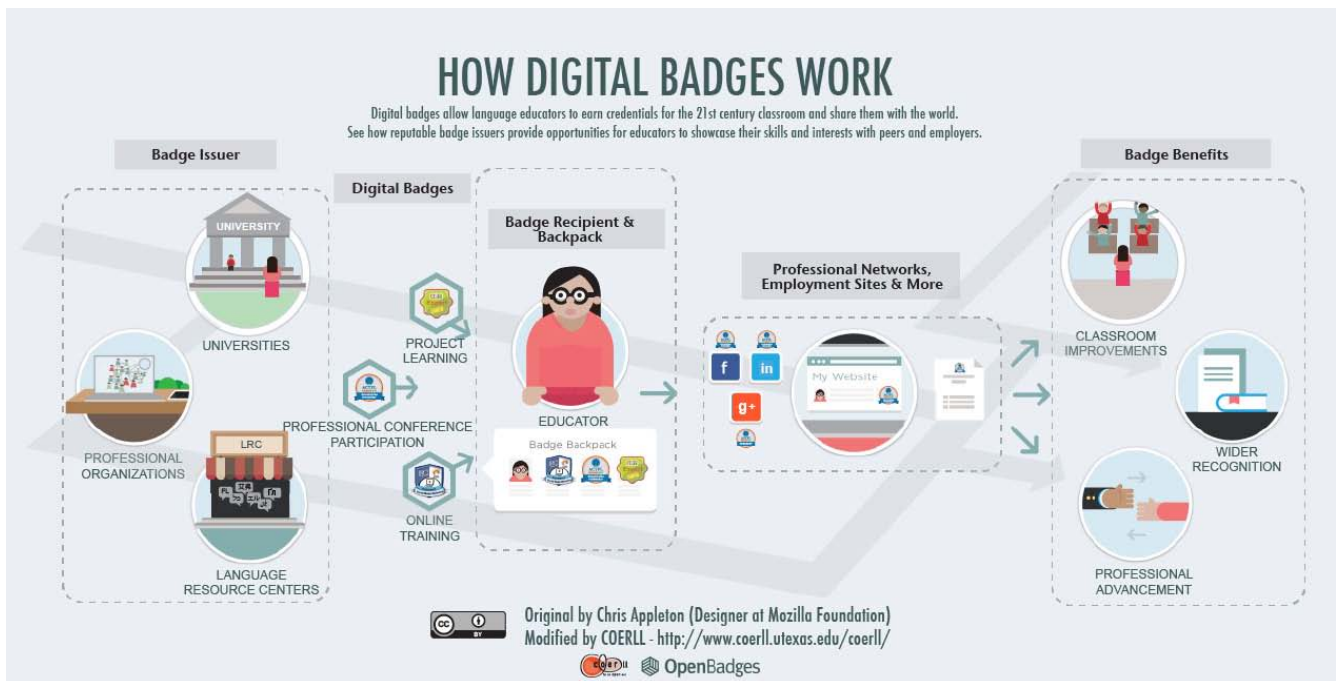
Any person awarded a number of OpenBadges, may store them in his/her own personal "backpack", (this is done by setting up a free account on Mozilla's backpack platform (<https://backpack.openbadges.org>)). Furthermore, users can post and display their open badge collections on social and professional networks, personal websites, blogs, etc.

OpenBadges created through the myDigitalBadges platform are exportable and can optionally be stored in the Organization's private storage space where they can be linked to and verifiable from.

During the lifetime of the SUITS project, the MyDigitalBadges platform will host "SUITS" as one of its Organizations, which will issue and award OpenBadges to local authorities participating in SUITS capacity building workshops as well as to local authorities that perform SUITS capacity building courses (i.e. classroom courses, E-learning and Webinars)

After the end of the SUITS project, the platform will continue monitoring and awarding local authorities that are engaged with the SUITS Capacity Building Programme and it will be also made available to all local authorities wishing to issue and award OpenBadges for their own training and other learning processes.

SBOING (www.sboing.net) is an innovative ICT SME from Thessaloniki, Greece, established in 2009 and specializing in the development of novel systems, applications and services for the Transport sector, with emphasis on state-of-the-art navigation systems. In the CIVITAS/SUITS project, SBOING, as the project's Technical Coordinator, maintains the project's Data Repository and develops innovative Tools and Methodologies based on crowdsourcing, that are expected to assist and empower local authorities towards the implementation of their SUMP.



Digital Badges

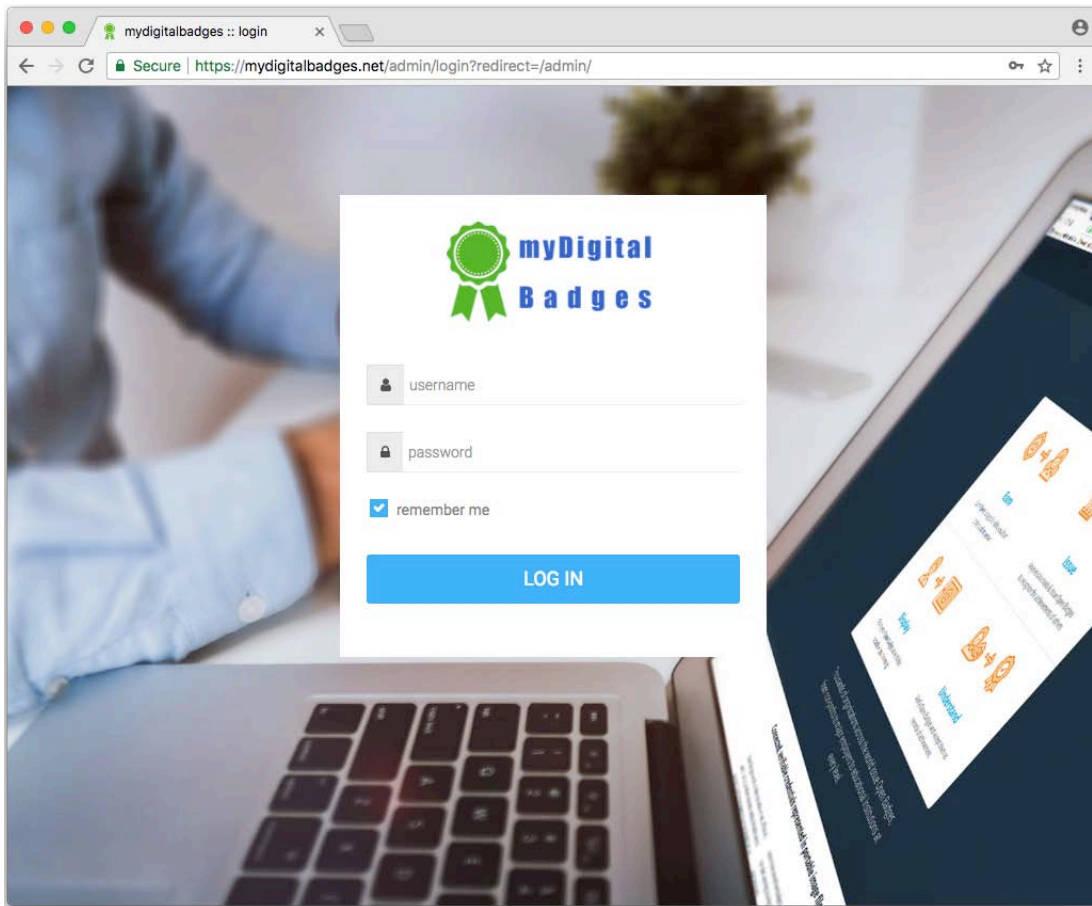
Overview of how digital badges work

Open Badges are visual tokens of achievement, affiliation, authorization, or other trust relationship sharable across the web. Open Badges represent a more detailed picture than a CV or résumé as they can be presented in ever-changing combinations, creating a constantly evolving picture of a person's lifelong learning.

Mozilla created Open Badges in 2011 committed to developing a new way to recognize learning wherever it happened – in and out of formal education and online. The Backpack lets you store the Open Badges you earn, and share them between platforms, anywhere on the web. It gives you complete control over your own achievements.

Badge issuers can certify that their badges are technically compliant with the specification and therefore, can be readily moved among Backpacks and display sites. Thousands of organizations across the world issue Open Badges, from non-profits to major employers to educational institutions at every level.

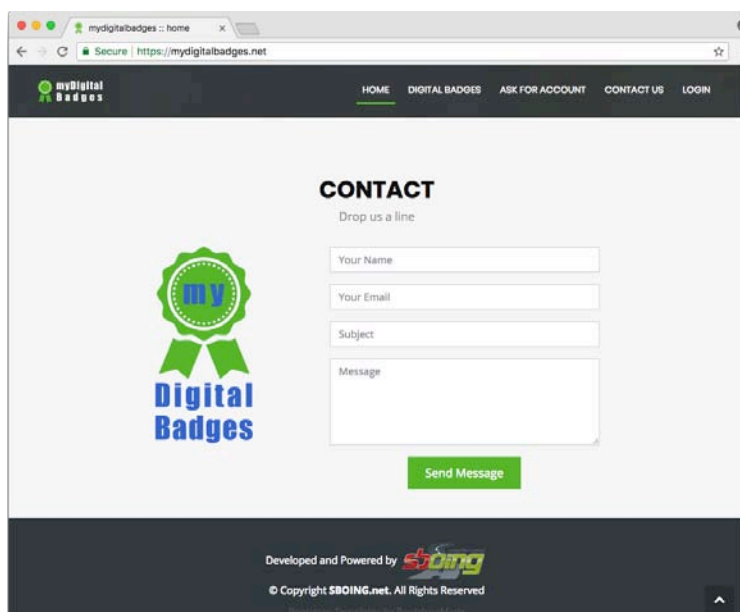
The system is based on an open standard. Anyone can Issue a badge, receive one, verify that a badge is real, or inspect the metadata and any associated evidence. A community of contributors has driven the Open Badges movement, gaining widespread interest and adoption by policy, technology, and education stakeholders.



User's Manual

User Authentication

Authorized users can access the system by visiting the mydigitalbadges.net website and clicking the Login link at the top-right corner of the screen, where they fill-in their credentials, as provided by the system administrator.



If you are an Organization, or Company, or Local Authority and want to issue, award and manage your own Digital Badges, you can ask for an account by visiting the mydigitalbadges.net website and send a message to the administrator in the Contact section.

Types of Users

There are currently two types of users, namely:

- Organization Supervisors
- Simple Users

A Simple User can create and edit Projects. In each Project they can issue Digital Badges. Then, they can award each Badge to a number of people that have earned it.

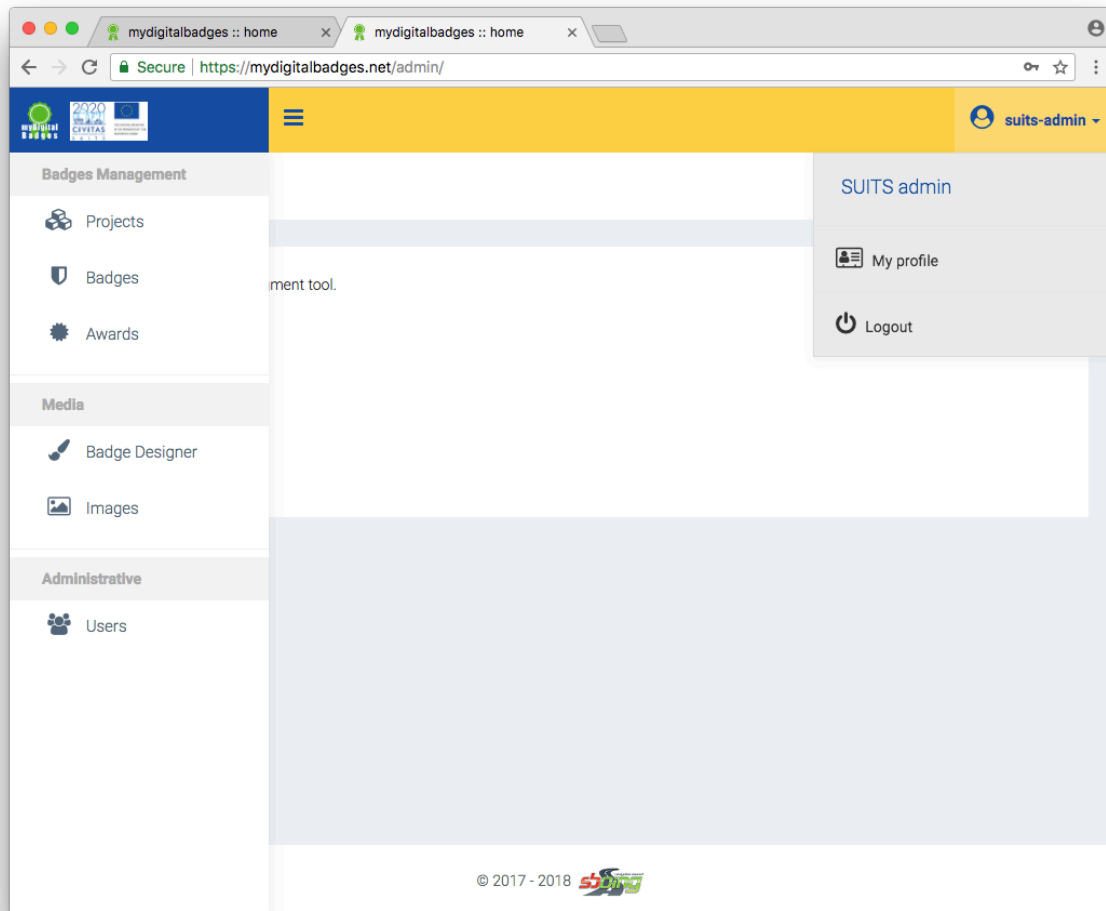
For their convenience, the platform provides an online Badge Designer tool, which can be used to setup the graphic representation of each Badge. For this purpose, an Images Management system is also provided to the users, in order to organize their graphics media.

The Organization Supervisor has access to all the above functionality, but can also add new users or manage existing users for their organization.

Main Workspace

Once logged-in, the user is presented with the main workspace of the system, as shown below:

On the left side of the screen there's the **Main Menu** of the system. In smaller screen sizes the main menu is not automatically visible, and in order to appear the user must click on the “sandwich” icon (the one with 3 parallel horizontal lines) on the top yellow bar.

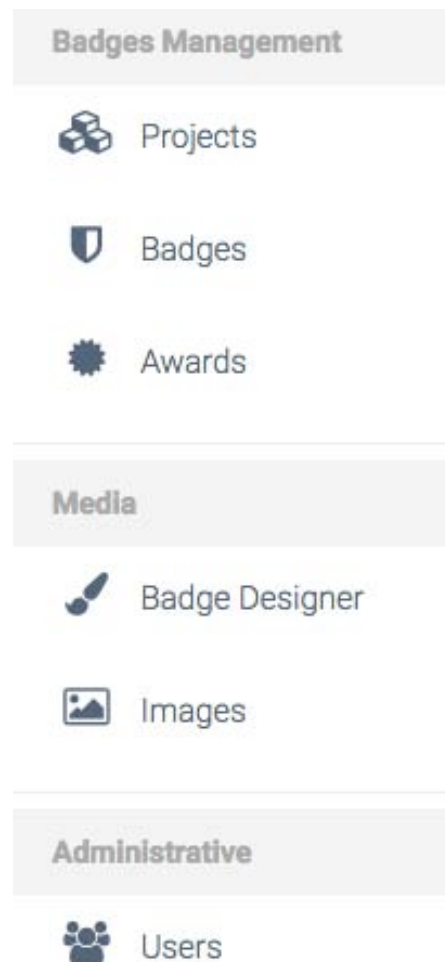


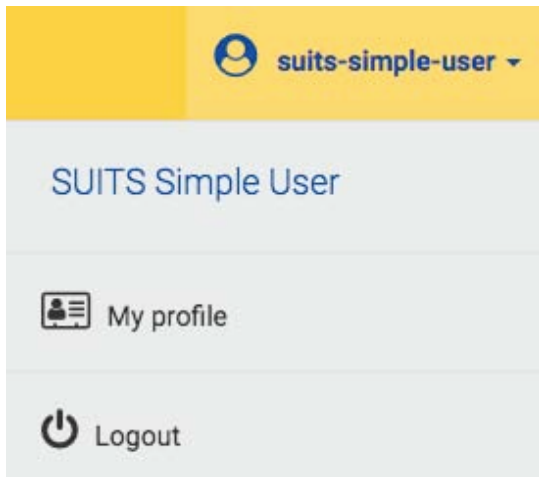
On the top-right corner the username of the connected user is shown, which when clicked reveals the **User Menu**.

Main Menu

This is the main menu of the system, as seen by an Organization Supervisor. A Simple User sees the same menu, except the *Administrative* section.

- **Projects**
Here a user can manage the Projects of their organization (view, add, edit and delete).
- **Badges**
Here a user can create new or manage existing Badges
- **Awards**
Here a user can award existing Badges to a number of people that have earned the respective qualifications.
- **Badge Designer**
This is a tool that helps users create a graphical logo for their Badges
- **Images**
This is the library of images, used for the graphical badge designer.





User Menu

From this menu the user can access and edit their profile. They can also logout from the system.

User Profile

From the User Profile page, the user can manage their personal details, such as last name, first name, and e-mail.

They can also change their password.

Projects

In this page, the user manages the projects of their organization. They can view, edit, create or delete projects.

PROJECTS MANAGEMENT Home / Projects Management

Search

Search Projects:

search multiple terms in all fields

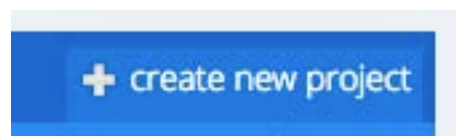
Reset Refresh

project name	description	slug	
SUITS Project	SUITS Project	suits-project	

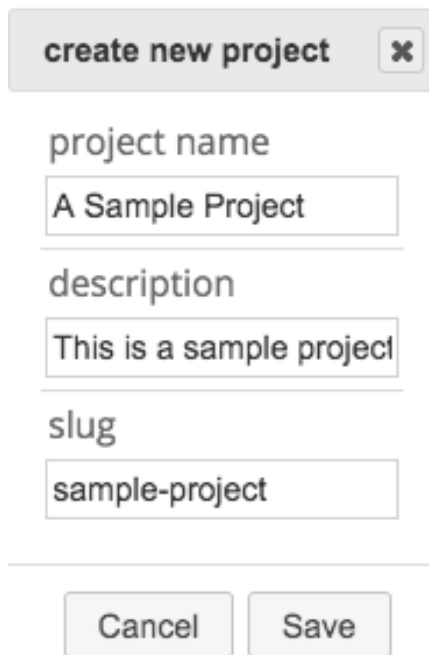
<< < 1 > >> Go to page: Row count: Showing 1-1 of 1

+ create new project

From the *Search* section the user can filter specific projects by means of keywords entered in the appropriate text-box and then clicking on the *Search* button, or by pressing *Enter* on the keyboard.



To create a new project, just click on the *create new project* option, on the top-right corner of the list of projects.



create new project

project name

description

slug

In the pop-up form that will appear, the user fills-in a *name* for the new project, a *description* of the project and a *slug*.

The *slug* is a browser-friendly (URL-friendly) name for the project, as it will be used to create a verifiable address for the digital badges that will be awarded for this project. This means that it should not contain *special* characters (such as spaces, commas, single or double quotes etc) and should be all lowercase. The dash character is acceptable and may be used instead of a space. For example, if the name of the project is “*A Sample Project*”, an appropriate slug is “*sample-project*”.

In the far right end of each project in the list, you can find two buttons, for editing or deleting projects.

Clicking on the *Trash* button you can delete an existing project. Just bear in mind that you cannot delete a project, once Badges have been awarded for it.

By clicking on the *Edit* button, you can change the details of an existing project. But be careful when changing the slug, because if Badges have already been awarded for that particular project they will need to be reissued.

Badges

This is the page where a user can manage the digital badges of their organization. It presents a list of all the existing badges.

The user can enter keywords in the search section in order to filter-out specific badges, or they can select a particular Project to view only those badges that belong to this project.

In the list of badges you can see the date and time that the badge was created, the project it belongs to, the name of the badge, the graphic *icon* of the badge and a more descriptive *title* for that badge.

At the right-top corner of the list you can find the *create new badge* button. Pressing this button you can create a new digital badge for your organization by filling-out the necessary details in the pop-up window (shown below).

Search









Search Badges:

search multiple terms in all fields

Project:

(all)

Reset Refresh

Badges							+ create new badge		
created	project	badge name	badge image	title					
15/12/2017 11:23	SUITS Project	test		The Test					
9/11/2017 13:23	SUITS Project	SUITS Tech Coord		SUITS Tech Coordinator					

The badge details are:

- **project:** select a project where the new badge will belong to
- **badge name:** a short name for the new badge
- **badge image:** select an image from the existing library of graphics
- **slug:** fill-in a URL-friendly name (all lowercase, no special characters, use a dash '-' instead of spaces)
- **title:** a more detailed description of the new badge
- **bake title:** check if you want the title of the badge to appear in the final awarded badge icon

- **title font size:** if the above *bake title* has been checked, this option defines the font size of the displayed badge title
- **title color:** if the above *bake title* has been checked, this options defines the color of the displayed badge title
- **bake name:** check if you want the full name of the awardee to appear in the final badge icon
- **name font size:** if the above *bake name* has been checked, this option defines the font size of the displayed awardee name
- **name color:** if the above *bake name* has been checked, this option defines the color of the displayed awardee name
- **bake email:** check if you want the email of the awardee to appear in the final badge icon
- **email font size:** if the above *bake name* has been checked, this option defines the font size of the displayed awardee email
- **email color:** if the above *bake name* has been checked, this option defines the color of the displayed awardee email.

create new badge ✕

project

badge name

badge image

slug

title

bake title

title font size

title color

bake name

name font size

name color

bake email

email font size

email color

When all the details are complete, press *Save* to finish the creation of the new badge. The new badge will now appear in the list.

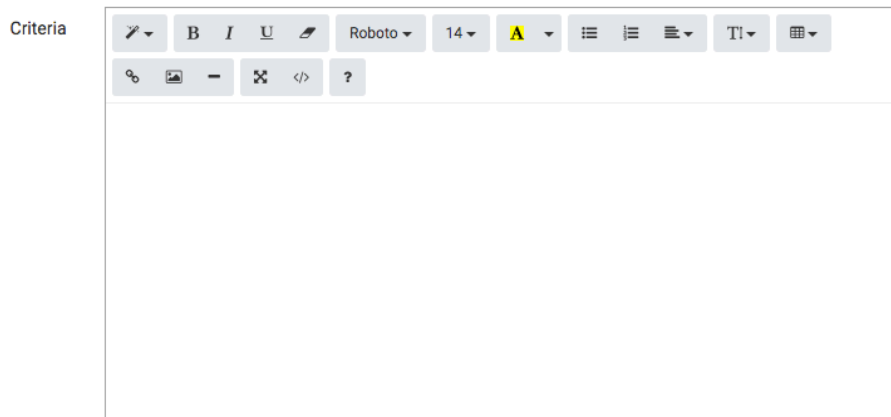
At the far right end of each line of the list you can find the two *Edit & Delete* buttons, and also a *Preview* button, which, when pressed, shows a preview of the *populated* badge icon, that is it shows how the final awarded badge will look like with the name of the badge, and the full name and email of the awarded person.

By pressing the *Edit* button you can update the details of the badge, such as names, colors and font sizes. This is useful in combination with the *Preview* button, so you can immediately see the changes you made in the final badge icon.

Accordingly, with the *Delete* button you can permanently remove a badge. Just note that you cannot delete a badge once it has been awarded to people.

On the far left end of the badge line you can press the *Open* button. This opens the *Badge* page where you can edit in a more detailed manner the attributes of the selected badge. More precisely, you should use this page to enter a detailed *Criteria* text, describing the criteria that the awardees needed to meet in order to earn this *Badge Certificate*. The *criteria* edit box, as shown below, is a mini text-editor, providing simple formatting tools, such as bold, italics, underline, font family and size selection, text color, text alignment etc.

This *criteria* text will be displayed to anyone trying to *verify* the validity of a badge certificate.



Awards

This is the page where the user can award previously created digital

BADGE AWARDS Home / Badge Awards

1 Search

Search Awards: Recipient Notified: (all)

Project: (all) Badge: (all)

2 Batch Awards

To award a badge to multiple users, prepare a CSV file with the following format:

```
Name 1;Email 1
Name 2;Email 2
--
```

or

3 Awards

created	project	badge	recipient name	recipient email					
14/11/2017 17:37	SUITS Project	SUITS Tech Coord	Fotis K. Liotopoulos	liotop@sboing.net	✓	⚙️	👁️	🔗	🗑️
13/11/2017 20:25	SUITS Project	SUITS Kalamaria 2017	Theologos Liotopoulos	thliotop@sboing.net	✓	⚙️	👁️	🔗	🗑️
13/11/2017 20:24	SUITS Project	SUITS Kalamaria 2017	Fotis K. Liotopoulos	liotop@sboing.net	✓	⚙️	👁️	🔗	🗑️
13/11/2017 20:24	SUITS Project	SUITS Kalamaria 2017	Apostolos Georgiadis	tolis@sboing.net	✓	⚙️	👁️	🔗	🗑️

Go to page: Row count: Showing 1-4 of 4

4 Send Awards to Recipients

Select the desired group of recipients (from the filters above) and then press the *Send Emails* button.

5 Export Badges for Self-Hosting

Press the export button to download the currently selected (from the filters above) awards for self-hosting. The downloaded files should be placed as-is (without modification and at the same folders) relative to your base URL: <http://dare.suits-project.eu/badges/>

badges to people who have met the necessary criteria. The page consists of five (5) main sections, as shown below:

Search: In this section the user can filter existing awards by means of keywords, or by more specific criteria such as:

Recipient Notified: filter only those awards that their users have been (or have been not) notified via email

Project: filter awards by project

Badge: filter awards by badge

Batch Awards

In this section you can award a badge to a list of people in a single operation, via a csv (comma separated vales) text file. More specifically, you can prepare a simple text file containing the person's name and email, separated by a semicolon, on per line, as in the following example:

```
Name 1;name1@example.com
Name 2;name2@example.com
...
```

Save the file with a .csv extension, an then you can either click on the *browse for a file* button, or drag 'n' drop your batch file to the greyed area. Finally press the *Upload* button. The awards will be then displayed in the main *Awards List*.

Awards List

This is the main list of the certificates that have already been awarded to people meeting the badges criteria.

Awards						+ issue new award				
created	project	badge	recipient name	recipient email						
14/11/2017 17:37	SUITS Project	SUITS Tech Coord	Fotis K. Liotopoulos	liotop@sboing.net	✓	⚙️	👁️	🔗	✍️	🗑️
13/11/2017 20:25	SUITS Project	SUITS Kalamaria 2017	Theologos Liotopoulos	thliotop@sboing.net	✓	⚙️	👁️	🔗	✍️	🗑️
13/11/2017 20:24	SUITS Project	SUITS Kalamaria 2017	Fotis K. Liotopoulos	liotop@sboing.net	✓	⚙️	👁️	🔗	✍️	🗑️
13/11/2017 20:24	SUITS Project	SUITS Kalamaria 2017	Apostolos Georgiadis	tolis@sboing.net		⚙️	👁️	🔗	✍️	🗑️

<< < 1 > >> Go to page: Row count: Showing 1-4 of 4

In this list you can see the date & time that the award was created, the project and badge that it belongs to, and the recipient's name and email, as well as whether we have sent the award to the person via email (this is the column with the envelope icon).

Further to the right, there is a number of buttons, beyond the usual *Edit & Delete* buttons. In detail:

- **award json data (gear icon):** this option displays the raw data that this award will provide to third parties
- **preview (eye icon):** this option shows the final graphic icon of the awarded badge, personalized for the specific person.
- **open award (link icon):** this button open (in a new tab) the final personalized badge for each person.

Send Awards to Recipients

This is where you can send the awarded badges to the respective people, via e-mail. By pressing the *Send Emails* button the system will send out notifications to the awardees, with instructions and a link to the awarded badge.

This operation will send emails only to persons that have not yet been notified, that is only for those rows in the awards list where the *notified* column is unchecked.

It will also send out emails only to people shown by the currently selected filters in the *Search* section.

For example, if you have filtered a specific project and a specific badge, only the awardees for that project and badge will be shown, and only these awardees will be notified (as long as they have not been notified again in the past).

If you want to resend an award notification, you should edit the appropriate row in the list and *uncheck* the *recipient was notified* check and then press the *Send Emails* button.

Export Badges for Self-Hosting (where applicable)

Normally, the awarded badges are hosted in the mydigitalbadges.net system, under its own domain. However, it is possible for an organization to opt-in for self-hosting their badges, in their own domain. This has to be arranged in prior with the system administrator of mydigitalbadges.net. In such a case, the organization needs to provide a *Base URL*, where they will self-host the awarded badges. Something like www.example.com/badges for example.

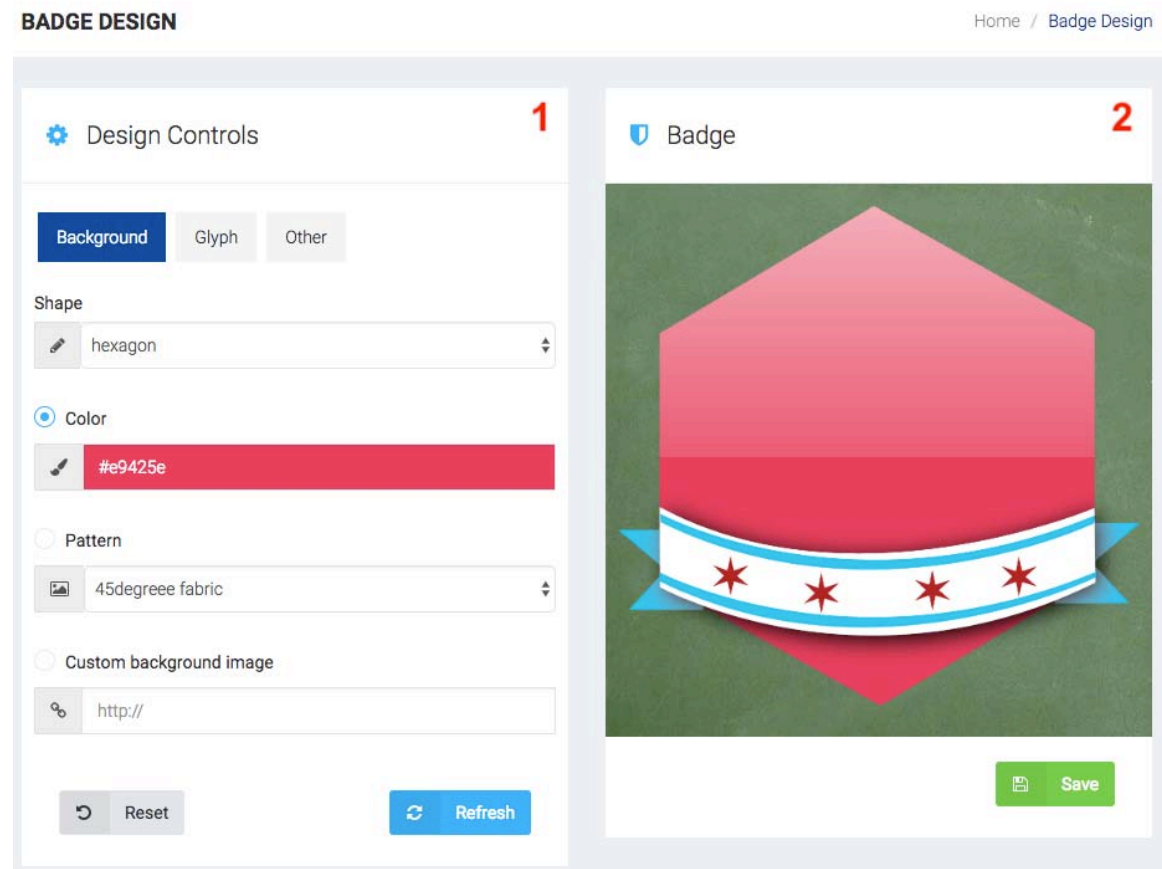
Because the awarded digital badge certificates contain the complete URL where it can be verified by third parties, when such an arrangement has been made, the generated awards will contain the organization's *Base URL*.

In this case, an IT personnel from the organization can click on the *Export Badges for Self-Hosting* button, and the platform will generate a zip file, containing all the batches that are filtered at any time in the awards list.

This zip file will contain all the necessary files, organized in the appropriate folders and subfolders, so that the organization's IT personnel will only need to extract the files in the specified folder that corresponds to the provided *Base URL*.

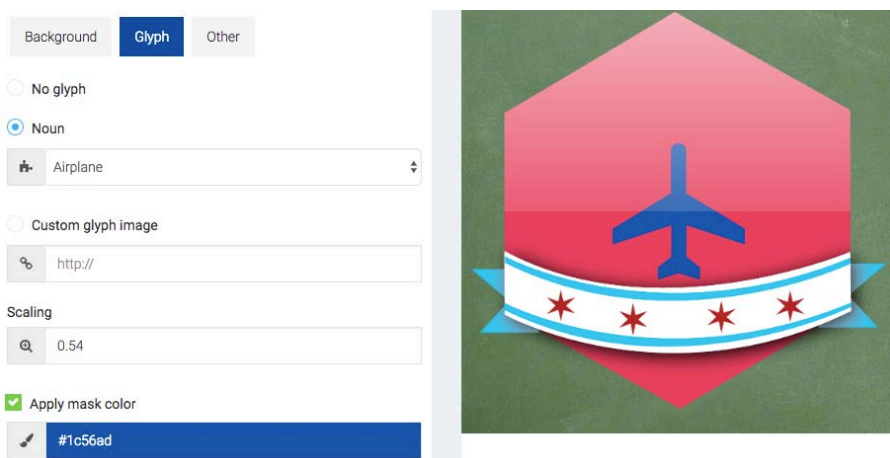
Badge Designer

This is the page where the user can design the graphic icons for their organization's badges. The page has two (2) main sections, namely the *Design Controls*, and the *Badge Preview* area.



Design Controls

This section provides a rich collection of options which control the appearance of the badge graphic. The controls are divided in three (3) tabs, namely *Background*, *Glyph*, and *Other*.



In the **Background** section the user can customize the appearance of the background of the badge, i.e. its shape, color, an optional background pattern, or a custom background image.

In the **Glyph** section we can add a *glyph* (i.e. a symbol) on the background of the badge, either from the provided large library of symbols, or from a custom glyph image. If we select to add a glyph, we can control its size by the *Scaling Factor* (which is floating point number). The default color of the glyph is black, but we can also select a different color with the *Apply mask color* option.

In the **Other** section the user can enable or disable the *Glossy* effect for the badge.

Badge Preview

This section displays, in real-time, a final preview of the badge graphic, as controlled by the various options that the user has made in the design section.

When the user is happy with the final result, he can press the *Save* button and the badge graphic will be stored in the *Images Library* and it will then be available to be used in future badges.

Supervisor's Manual

The Supervisor of an organization has access to the functionality of the simple user, but can also manage the users of their organization.

Users Management

This is the page where the Organization Supervisor can view, add, edit or delete users. The supervisor can also add other supervisors for their organization.

In the *Search* section we can filter specific users by typing some keywords and either clicking the *Refresh* button, or pressing *Enter* on the keyboard. The keywords will filter the users by username, forename, surname or email. We can enter multiple keywords, separated by comma.

By clicking the *create new user* option, the supervisor can add a new user to the system. In the pop-up window, we need to fill-in a username, the first and last name, a valid email, and select if the new user will be a supervisor or just a simple user. Finally we must enter a valid password (at least 8 characters long, with at least one number and one letter).

With the *Edit* button we can change the details of a user.

While editing a user, the password fields are left empty. In that case, the existing user password is not affected.

However, if the supervisor wishes, they can reset the user's password by filling-in a new valid password in the appropriate fields.