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Cleaner and better transport in cities
SUITS

Integrated Subject Module and Facilitator's Guide:

Module 4: Building Small-Medium local authorities'capacity to implemenent urban freight transport measures

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SUITS Supporting Urban Integrated Transport Systems:
Transferable tools for authorities

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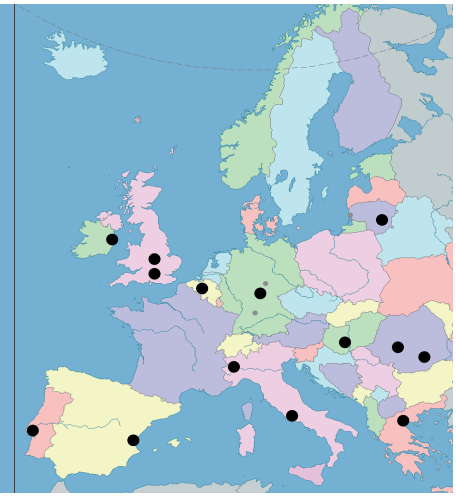

COORDINATOR

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Spain: ITENE, INNDea

Romania: Integral Consulting, Municipality of Alba Julia

Portugal: VTM

Hungary: Logdrill

Germany: Wuppertal Institute, Technische Universistat Ilmenau

Lithuania: Smart Continent

Belgium: SIGNOSIS

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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
UFT	Urban freight transport
SULP	Sustainable Urban Logistics Plan
CBP	Capacity Building Programme
LZT	Limited Traffic Zone
UCC	Urban Consolidation Centres

Booklet overview

This booklet forms part of the SUITS Capacity Building Programme (CBP). It consists of the *integrated subject module*[1] and the *facilitator's guide*[2]. Both elements are required to enable facilitators to conduct a classroom course for capacity building in S-M LAs. The booklet provides the theoretical background, practical instructions and training material, taking into account the target audience, the purpose of the CBP and the nature of the chosen topic.

The *Integrated Subject Module* sets the theoretical background and content of the CBP.

The *Facilitator's Guide*[3] transforms the theoretical background into the necessary material, the methodology, the schedule and the profile of facilitators & participants that the capacity building process will require; It consists of the following: (1) Power Point Presentations, (2) Exercises Preparation, (3) Build the script (i.e., how to transform the theory into scenarios of Capacity Building Programme), (4) Case Studies and Learning Activities, (5) Material Check Lists, (6) Participants Materials (workbook), (7) Classroom preparation guide and (8) Communication Material.

Booklet manual

Beginning with *Course overview*, the reader - user or facilitator - is introduced to the overall purpose of the course, the learning objectives, the participants' & facilitator's profile. Moreover, practical issues of the course such as the preparation of the classroom and the process to award digital badges are also provided.

Moving on to *Chapters*, the reader - user or facilitator - receives instructions on the course delivery based on the content, the supportive-to-the-process material and the proper use of it. The workbook and the power point presentation are complementary documents to this section. The facilitator needs to be aware of both documents while going through each chapter of this booklet.

Helpful Tips:

a. Use *workbook* to get the detailed information included in the content. Check reference to workbook pages to navigate properly. The workbook is supportive to each chapter's respective content and has to be distributed to the participants during the course. Participants may keep notes on it and use it during exercises.

b. Use *power point* to support you with "instructions for facilitator" for better understanding the course flow. Check reference to power point slides to navigate properly. Check the complementary to the workbook distributed material in Annexes as described in the field "Distributed material (handouts, exercises, other type of material)". Power point is only supportive to the facilitator.

c. Check sources according to citations (provided in workbook) to deepen in provided information.

d. Check further reading to enhance knowledge in a wider perspective.

1 The output of Task 5.1: Development of an Integrated Subject Module (check Introductory Document).

2 The output of Task 5.2: Facilitator's Guide of WP 5 (check Introductory Document).

3 Inspiration by "Workshop facilitators guide" (n.d.). [ebook] European Comission. Available at: https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS_GUIDE_-_Child_Rights_Toolkit_Workshop.pdf [Accessed 28 Mar. 2019] and 2. "Train the Trainer", Facilitator Guide Differentiating Instructional Paths for Students NWEA. (n.d.). [ebook] Available at: https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20_NWEA%20.pdf [Accessed 28 Mar. 2019]

Module 4: Building Small-Medium local authorities'capacity to implemenent urban freight transport measures

Urban freight transport (UFT) is considered as the movement of freight vehicles whose primary purpose is to carry goods into, out of and within urban areas (MDS Transmodal Limited, April 2012). UFT is a vital part of the economy of cities, but results also in significant environmental impacts. Considering cities as relevant points of production and consumption of goods and services, UFT measures focus on the optimization of goods distribution, while targeting to a more sustainable system, in which fuel consumption, pollutants and greenhouse gas emissions are minimised. Measures included in this module are the basis of any SULP, a plan that aims at the management of the logistics system of a city.

Especially regarding advanced technological solutions, S-M cities may perceive them as only appropriate to larger cities. As such, S-M cities may reject solutions without evaluating them in detail, mainly due to the cost implications. This module concerns UFT measures implementation in S-M cities through a description of different transport measures and case studies, and through a selection of appropriate tools and guidelines.

1. Course overview

As part of the roll-out of SUITS CBP Toolkit, and in line with the broader objectives of building the capacity of S-M cities LAs to implement and monitor the implementation of mobility measures as part of a SUMP or SULP, SUITS project has developed guidelines for a LA-level classroom course. It aims to build and/or strengthen the capacity of LAs to deliver UFT measures inclusively, successfully, through policymaking, design, implementation / evaluation and usage.

SUITS has developed a capacity building programme to enhance LAs' capacity in performing mobility projects identified as essential by SUMP (at Stage 2, Step 6), specifically regarding implementation and assessment stages of SUMP measures (Stage 4). In this perspective, it supports S-M cities at 7.2 SUMP step in preparing an action and budget plan and at 8.1 SUMP step in arranging for monitoring and evaluation[4]. The course focuses on UFT measures, as being one of the pillars of strategic plan measures package and one of the topics LAs need further support[5].

SUITS CBP and consequently this classroom course, was developed to address the different needs[6] 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.)

4 SUITS CBP is complementary to the CBPs of "sister projects" (SUMPs - UP and PROSPERITY), that address to all city sizes, to higher levels of government (PROSPERITY) and to all phases of SUMP cycle.

5 During SUITS project, a multicriteria analysis was conducted to determine the modules topic. 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, e. Integration and enrichment of CIVITAS learning center, f. SUITS cities capacity needs, g. SUMP v2.0 considerations. For more information, check Introductory Document.

6 The SUITS consortium specified 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. For more information, check Introductory Document.

(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.

Finally, this course is designed to be conducted within a single day. However, the course duration can be further extended to facilitate local needs and expectations.

1.1 PURPOSE & OBJECTIVES OF THE COURSE

The overall purpose of the course is to increase participants' understanding about the value of UFT measures in 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 offer concrete practical tools and guidance to better implement these measures, to advance local priorities on UFT measures, to present the value of such measures for S-M cities along with financing methods and legal aspects. As such value is derived from real-world case studies. Finally, the course aims to strengthen cooperation between LA's staff on different levels, from policy makers to junior engineers, through the conduction of interactive exercises.

To summarise, at the end of the course, participants will:

- Be able to understand the effects/cost of lack of UFT integrated management for the users, the operators and the economy of the city.
- Be aware of the most relevant to S-M cities UFT measures.
- Be able to explain the benefits of UFT measures in their cities.
- Understand the relevance of improving UFT on the urban mobility sector to local and European strategy.
- Be able to recognize the actors/stakeholders need to cooperate with from public and private sectors.
- Be inspired by successful case studies of SUITS and other S-M cities.
- Be aware of the process and the resources required for developing UFT.
- Understand the concept and methodology for developing a Sustainable Urban Logistics Plan (SULP) in their LA.
- Be aware of the requirements for supporting the introduction/extension of UFT innovative solutions in their cities.
- Be able to identify existing and innovative financing opportunities for the implementation of UFT measures.
- Identify tools and guidelines to develop/update their expertise on the enhancement of UFT.

1.2 PARTICIPANTS' PROFILE

The primary audience for the workshop is the staff working in LAs including technical staff, junior engineers and expert engaged in procurement and measures implementation monitoring in order to provide them technical assistance on this topic. The intended audience includes also policymakers and practitioners who do not need to be transport experts, but need practical guidance on:

- How to evaluate the social impact of these measures and therefore prioritise them.
- How to convince other stakeholders to cooperate with and set up commitment.
- How to overcome financial and legal barriers when implementing such measures (especially for advanced technological solutions etc.).

The course also addresses to 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 expert on UFT or an in-house employee (e.g. local champion, change agent etc.) experienced on the whole process of designing and implementing UFT measures.

1.4 EVIDENCE TO AWARD DIGITAL BADGES

During the course, interactive activities, called exercises will be carried out. Once the exercises included in the booklet are completed successfully, a digital badge is awarded to each participant separately.

The digital badge is linked to the email address of the participant. The facilitator uses the platform https://mydigitalbadges.net/ developed through the SUITS project to issue the badge. The participant then receives an

email with an icon (digital badge) directly from the platform. There is information encrypted in the picture related to the course. The participant then, proceeds as follows:

- saves the picture (badge) as png file;
- creates an account on Mozilla's backpack https://backpack.openbadges.org/backpack/welcome;
- uploads the badge.

This is the place where everyone can store all their badges (from SUITS workshops or other webinars, e-learnings etc.) to be used for future reference. The platform, developed in SUITS, can be used by multiple organizations (local authorities, companies, institutions, etc.) to design, issue, award, display and manage their own digital badges.

Please note that the facilitator should strongly recommended to participants to actively engage with the exercises both in terms of communication as well as practically completing them.

1.5 CLASS PREPARATION CHECKLIST

TASK	X
Obtain and test LCD projector and personal computer	
Obtain flip chart or white board, markers (1 for every 4-5 participants) and sticky notes	
Main data of the participant city if available (i.e., traffic data of main roads, number of freight operators, number of shops in the central area, average daily urban freight trips, CO2 emissions, number of dedicated parking spaces for urban freight vehicles, modal split for urban freight vehicles)	
City map with mobility info (i.e. main roads, land uses, on road and off road parking spots for deliveries and for private vehicles)	
Exercises printed in A3 paper size for the working groups (one per group)	
Exercises printed in A3 paper size for the facilitator (to summarize classroom results)	
Registration list (see template in Annex 2-module 4)	
Obtain and test PowerPoint file (PDW-PPT)	
Copy participant materials. For each participant: agenda & workbook	

1.6 CLASSROOM SETUP

TOTAL DURATION	4 hours and 35 minutes		
SETUP	∏ shape tables, in order to be able for the participants to work on a group.		
PARTICIPANTS	**Participants' profile**	**N° of participants (approx. 10-12 people)**	**Chapters to follow**
	1. Policy Makers/Heads of LA's departments	Approx. 2 people attending first half of the module	Chapter 1, 2, 3, 4, 5
	2. Planners and middle level staff	Approx. 3 people attending the whole module	All chapters
	3. Technical staff and Junior engineers	Approx. 5 people attending the whole module	All chapters
AGENDA	Please find the agenda template in Annex 1 - module 4		

2. Chapters

The training is structured into chapters. For each chapter, a set of components is defined to provide all necessary information in order for the facilitator to run the course. For each chapter, the facilitator obtains:

1. a condensed version of chapter content with reference to the respective workbook pages, where the content is further deployed,
2. an estimation of its duration,
3. instructions on how to run each training section while providing the
   - additional to the workbook material to be distributed, and
   - reference to the supporting power point slides.

Further reading stands for additional to the references sources where participants and facilitator may enhance their knowledge on the topic. Citations linked to references are included in workbook.

CHAPTER 1: INTRODUCTION

CONTENT	Urban freight transport constitutes approximately 10% of total transportation activities but due to the usage of heavy-duty vehicles it contributes to approximately 40% of total emissions accounted in transport. The European Commission is consistently putting efforts into planning and integrating urban freight transport into the European Urban Mobility Strategy and transforming its future into a more sustainable and equitable system. This chapter is an introduction of the course where the following points are presented: (a) the outline of the course, (b) the framework on which this material has been developed, (c) the overall purpose and objectives of the course, (d) the key consideration raised by urban freight transport. The overall module's aim is to increase the capacity of S-M cities to implement and monitor Urban Freight Transport (UFT) measures throughout policymaking, designing and facing the current challenges when implementing such measures. In particular, it aims at: a) Increasing the understanding about the value of UFT measures in the city and b) building specific skills in order to ensure the success of the measures. This is going to happen by convincing stakeholders on the benefits of the measures and by overcoming financial, lesiglative, administrative and technical barriers. The purpose of the course and the objectives with respect to the participants are given in § 1.1.
WORKBOOK PAGES	Pages 3-12
DURATION	45'
INSTRUCTIONS FOR FACILITATOR	a. Introduce yourself, present the outline of the course and make a reference to the framework in which this course has been developed (SUITS project). b. Mention module purpose and its objectives; Pin up photos which show several mobility behaviors of freight transport common in urban areas - ***UFT photos*** (see Annex 3-module 4 for an example). c. Ask from each participant to briefly introduce him/herself while expressing his/her expectation from this course; Each participant chooses one of the pictures that best describes their personal view on the UFT problems in their city. d. Make a quick reference to the key aspects of the problems related to urban freight transport. e. Divide participants into two (2) groups and ask each group to highlight: (a) the network corridors and (b) the corresponding time slots where/when the main urban freight transport flows occur, (c) the specific problems linked to the previous parameters (d) any restrictions already applied – Exercise A, part 1. f. Ask a random participant to present his/her group results on a posted map of the city. Ask the other group to comment and reach a consensus on the location / time-slots of main urban freight transport flows and the problems occurred. g. Write on a whiteboard Table / Flip chart the corridors and the time-slots that participants suggested and ask them to describe and discuss the problems that emerge in these areas due to urban freight transport.

DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	1. Main data of the participant city if available (check § 1.5) 2. City map where commercial activities occur if available (check § 1.5) 3. UFT photos: Photos of basic UFT problems in cities thath are presented in a flip chart for participants to choose (see Annex 3-module 4) 4. **EXERCISE A - pt. 1**: Analysing characteristics of urban freight transport traffic and the problems that derive from it.
PRESENTATION SLIDES	Slides 9-18
FURTHER READING	1. Mobility and Transport - European Commission. (2019). Clean and energy efficient vehicles - Mobility and Transport - European Commission. [online] Available at: https://ec.europa.eu/transport/themes/urban/vehicles_en [Accessed 28 Mar. 2019] 2. Transport Themes- European Commission. (2019). Studies - Sustainable transport - Transport Themes- European Commission [online] Available at: https://ec.europa.eu/transport/themes/sustainable/studies/sustainable_en

CHAPTER 2: DESCRIPTION OF URBAN FREIGHT TRANSPORT MEASURES

CONTENT	UFT measures aim to reduce negative impacts of urban freight operations and help overcoming barriers to apply efficient and sustainable urban logistics. Thus, UFT focuses on: • Increasing energy efficiency, to therefore improve the sustainability and livability of cities; • Improving reliability of systems, increasing customer satisfaction; • Increasing safety and security, reducing the risk of road injuries and fatalities. This chapter provides a short description of indicative UFT measures that serve previous objectives, as follows[7]: a) Urban consolidation centres (UCC) and more specifically logistics platforms in suburban areas: An urban consolidation centre is a new logistics platform which is designed to serve the urban centre or other large magnitude sites, either private or public; b) New Technologies and Telematics in last mile logistics: New technologies may include applications that provide fleet management and/or route optimisation; c) Regulations regarding night-time deliveries and enforcement; d) Eco-friendly vehicles for goods delivering: Eco friendly vehicles may be LNG vehicles, bikes both traditional as well as electric, cargo bikes, tricycles, scooters, drones; e) Multi-use lanes[8]: This measure is based on the idea that the capacity of the network (lanes in this case), can be dedicated to different specific transportation modes based on the time of the day, the traffic conditions, etc. Such a solution is very promising for both urban freight system and public transportation. f) Real-time (dynamic) loading space booking and/or Multi-use of parking spaces: Through digital solutions the logistics service provider can schedule and book available parking spaces for a limited amount of time in order to load/unload cargo. This measure may be combined with the multi-use parking spaces concept. The idea is the same as the multiuse lanes but with parking places. g) Lockers as distribution points to be used as delivery points[9]: automated delivery points located in convenient sites such as transportation stations or large groceries stores; h) Limited Traffic Zones (LTZs): Access to urban areas is limited to freight vehicles that meet certain emissions standards. A detailed description of these measures is available in the workbook.
WORKBOOK PAGES	Pages 13-18
DURATION	35’

7 https://ec.europa.eu/transport/sites/transport/files/themes/urban/studies/doc/2012-04-urban-freight-transport.pdf
https://civitas.eu/sites/default/files/20120703_civitas_freight_measures_evaluation.pdf

8 https://coe-sufs.org/wordpress/ncfrp33/psi/traffic-management/rmu

8 https://landmarkglobal.com/en_CA/trends-insights/the-development-of-parcel-lockers-in-europe/
https://americanlocker.com/electronic-parcel-lockers-for-parcel-delivery-the-last-mile/

INSTRUCTIONS FOR FACILITATOR	a. Present and describe a list of urban freight transport measures (regulatory measures and innovative urban freight transport solutions) for S-M cities. Explain indicative key elements of their function and implementation requirements. b. Return to two (2) participants groups. Ask both groups to choose 3 of the identified problems (different problems for different groups) and to think measures that may contribute in solving them. They write down measures in sticky notes - **Exercise A, part 2**. c. Ask a representative of each group to correspond the measures to the respective problems by justifying their selection. They post the sticky notes with the measures on the white board or flipchart, while addressing them to a specific problem.
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	EXERCISE A pt.2: Proposing safety and security measures to counter weaknesses identified in exercise A pt.1. (Annex 5, Module3)
PRESENTATION SLIDES	Slides 19-30
FURTHER READING	1. Bestfact.net. (2019). Bestfact | Best Practice Factory for Freight Transport. [online] Available at: http://www.bestfact.net/ [Accessed 28 Mar. 2019] 2. Feng, C. (2014). New prospects of transportation mobility. IATSS Research, 38(1), pp.22-26. 3. EU financial support to sustainable urban mobility and to the use of alternative fuels in EU urban areas. (2016). [ebook] Brussels: European Commission. Available at: https://ec.europa.eu/transport/sites/transport/files/ex-post-evaluation-study-eu-financial-support-to-sustainable-urban-mobility.pdf [Accessed 28 Mar. 2019]. 4. Green Paper, "A 2030 framework for climate and energy policies". (2013). [ebook] European Commission. Available at: https://www.ceps.eu/sites/default/files/Vergote.pdf [Accessed 28 Mar. 2019]. 5. Franckx, L. (2015). Future trends in mobility: challenges for transport planning tools and related decisionmaking on mobility product and service development. [ebook] Available at: http://www.mind-sets.eu/wordpress/wp-content/uploads/2015/11/D3.3 6. http://www.mind-sets.eu/wordpress/wp-content/uploads/2015/11/D3.3-Future_Trends_in_Mobility_Challenges_for_transport_planning_tools_and_mobility_product_and_service_development.pdf [Accessed 28 Mar. 2019]. 7. Drivers and Barriers for Integrated Mobility Services. (2017). [online] Available at: https://www.researchgate.net/publication/316789415_Drivers_and_Barriers_for_Integrated_Mobility_Services [Accessed 28 Mar. 2019]. 8. Liberato, A. (2015). Sustainable Urban Logistics Plans (SULP) Guidelines

CHAPTER 3: VALUE FOR S-M CITIES (CHALLENGES, BENEFITS AND BENEFICIARIES)

CONTENT	This chapter presents: a) some of the benefits UFT measures bring to the city and the way these benefits are linked to strategic city goals and can be identified in a systematic way with Social Impact Assessment tool, b) the wider added value of UFT measures in a city taking also into account their relevance to local, national and EU strategies, c) the main beneficiaries and stakeholders of the UFT measures and how LAs could convince them to support measures' implementation. Some of the benefits to be mentioned are: • Less congestion due to more efficient management of cargo deliveries. • Reduced fuel consumption & less environmental pollution by the optimisation of deliveries routes, the usage of electric vehicles and anti-idling policies, and the optimisation of last mile urban logistics through UCC. • Reduced costs due to the reduced fuel consumption, reduced travel time, less vehicles damage (for all users – public transport, for municipalities vehicles and cargo drivers).

	Depending on the measure, more benefits may arise, such as increased safety, reduced noise, better management of public space etc. A correlation matrix of measures and city challenges is provided in this perspective. In order to assist LAs in identification of benefits (and in general the evaluation of measures), Social Impact Assessment methods and tools are presented while pointing out possible impacts based on the different aspects of mobility. UFT measures serve local communities' wider strategic goals and national, EU policies. For example, UFT measures in S–M cities contribute to local strategies for economic growth, while helping to meet the European zero-emission target. In this perspective, the added value of UFT measures might be highly correlated with the economic grow of local market and tourism (in local level), with opportunities for receiving European financial support to implement mobility measures and strategies (local lever), with the economic grow of the country and EU (by contributing to the achievement of European targets, avoiding penalties of not compliance with EU policies). Moreover, added value can be seen within UFT measures implementation, including the opportunity for other strategies/measures in favor of sustainable mobility to be exploited (i.e. incentives to renew private car fleets combined with LTZ, improving/ extending cycle paths combined with the promotion of cargo bikes etc.). Particularly for S-M cities, given their limited resources, measures with multiple benefits must be a positive move. For this reason, a global approach containing public discussion and stakeholders' collaboration is required. In fact, collaboration between many different stakeholders/actors is required in many aspects of UFT measures implementation. This gives LA the opportunity to create a deeper interaction with them, make new synergies, ensure constant collaboration in future projects, promote investment etc. To enhance LA's arguments, examples of benefits of each one of the measures described in Chapter 2 are available along with the identification of stakeholders/ actors involved. All these parameters underpin argument for convincing stakeholders to prioritize such measures.
WORKBOOK PAGES	Pages 19-42
DURATION	45'
INSTRUCTIONS FOR FACILITATOR	a. Mention some of the potential benefits of UFT measures and the way these measures are correlated to wider city strategic objectives while pointing out the importance of a global approach. b. Divide participants into 2 new groups and ask them to choose one of the measures decided through Exercise A (different measures for different groups); Each group identifies the potential specific benefits the measure might bring to their city and the actors/stakeholders/social groups involved. Ask them to write them down on sticky notes -Exercise B –pt.1. Then, each group chooses the actors/stakeholders/ social groups that might have the most negative reactions and reallocates the sticky notes to Exercise B –pt.2. Ask them to address benefits to stakeholders/actors as arguments to convince them. Ask them to think supplementary arguments to respond to specific challenges. c. Make a table of 3 columns in a whiteboard or flipchart, while groups are working. The first column refers to the type of measure, the second to benefits and the third to actors/stakeholders. d. Ask a representative of each group (different from the previous training session) to write the identified benefits and stakeholders/actors relative to the selected measure. Ask him/her to match benefits with stakeholders while explaining which kind of negative reactions different stakeholder group might have and how benefits respond to them. Prompt up discussion between groups, asking them to add any missing challenges and think of responses or supportive actions. Common benefits/arguments that correspond to common stakeholders/actors between 2 measures will not be duplicated. e. Highlight added value of UFT measures through the compliance with EU strategies[10] (in local, national and EU level) and through the successful collaboration (if achieved) of all stakeholders/actors; these can serve as additional benefits to convince politicians. f. Present Social Impact Assessment methodology to support them in identification of benefits and in preliminary measures assessment process. Present EU policies/ strategic documents table as a summary of the most relative bibliography to help them support their choices in promoting UFT measures and to get informed about European trends on this topic. g. Make a reference to the workbook chapter 3 content so to give them an overview of the included information.

10 These aspects are even more important for S-M cities with limited recourses.

DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	EXERCISE B: Analysing benefits and views of stakeholders on Urban Freight Transport measures.
PRESENTATION SLIDES	Slides 31-46
FURTHER READING	1. Smart choices for cities Making urban freight logistics more sustainable. (n.d.). [ebook] European Commission. Available at: https://civitas.eu/sites/default/files/civ_pol-an5_urban_web.pdf [Accessed 27 Mar. 2019]. 2. Guidelines Developing and Implementing a Sustainable Urban Logistics Plan. (2015). [online] http://www.eltis.org. Available at: http://www.eltis.org/sites/default/files/trainingmaterials/enclose_d5_2_sulp_methodology_final_version_0.pdf [Accessed 27 Mar. 2019]. 3. NOVELOG Guidelines for the Planning & Development of Sustainable Urban Logistics Plans (SULPs). (2018). [ebook] Available at: http://novelog.eu/wp-content/uploads/2018/07/NOVELOG_SULP-Guidelines.pdf [Accessed 27 Mar. 2019]. 4. SUITS Deliverable: D7.3.Social Impact Assessment 5. Impact evaluation methods in Civitas for urban freight measures. (2012). [ebook] Berlin. Available at: https://civitas.eu/sites/default/files/20120703_civitas_freight_measures_evaluation.pdf [Accessed 27 Mar. 2019]. 6. Transport analysis guidance. Gov.UK. (2019). [online] Available at: https://www.gov.uk/guidance/transport-analysis-guidance-webtag [Accessed 2 Apr. 2019]. 7. A European Strategy for Low-Emission Mobility. (2016). [ebook] Brussels: EUROPEAN COMMISSION. Available at: https://ec.europa.eu/transport/sites/transport/files/themes/strategies/news/doc/2016-07-20-decarbonisation/swd%282016%29244.pdf [Accessed 27 Mar. 2019]. 8. Lindholm, M. (2012). Enabling sustainable development of urban freight from a local authority perspective. www.researchgate.net. [online] Available at: https://www.researchgate.net/publication/277193481_Enabling_sustainable_development_of_urban_freight_from_a_local_authority_perspective [Accessed 27 Mar. 2019]. 9. An agenda for a socially fair transition towards clean, competitive and connected mobility for all. (2017). [ebook] Brussels: EUROPEAN COMMISSION. Available at: https://ec.europa.eu/transport/sites/transport/files/com20170283-europe-on-the-move.pdf [Accessed 27 Mar. 2019]. 10. MOMO project: https://ec.europa.eu/energy/intelligent/projects/en/projects/momo-car-sharing

CHAPTER 4: SUCCESSFUL CASE STUDIES OR BEST PRACTICES OF SUITS CITIES

CONTENT	This chapter demonstrates three case studies - as best practices - of UFT measures. Its purpose is to support LAs in action planning and implementation phases by learning from other cities' experiences. In particular, case studies are analysed in order to: a) link previous theoretical approach regarding benefits with real life examples, b) broaden LAs knowledge regarding applied methods (measure details, measure integration in strategic plans, indicators to be used etc.), c) inform LAs regarding practical implementation aspects (budget range, time implementation range, financial schemes etc.), d) give LAs examples of ways to overcome different barriers (political, legal, staff etc.). Moreover, the context where the measure was implemented is explained, since the above information can be useful only if it's applicable to other cities and particularly to S-M cities. Thus, the scalability/replicability of the case study is being assessed, while providing a description of implementation area main characteristics, a definition of the initial problem and target goal, and a justification of characterizing this case study as best practice. Available case studies on this topic from SUITS consortium[11] are: i) Rome's Limited Traffic Zone (LTZ)

11 Case studies from SUITS consortium have been selected in priority in order to have access to insight information regarding implementation details and barriers.

	ii) Turin's Multi-Use Lanes, Parking regulation and LTZs Additional case study from European city: iii) Utrecht's electric freight vehicles, LTZs, UCC and Lockers as distribution points. The information is structured in factsheets (see workbook) In addition, best practices from Sustainable Urban Logistics Plan (SULP) depository are presented regarding the benefits, enablers and obstacles of each practice.
WORKBOOK PAGES	Pages 43-50
DURATION	40'
INSTRUCTIONS FOR FACILITATOR	a. Present and explain up to three case studies of LAs that have implemented urban freight transport measures. Raise the following issues: (a) What is the initial problem and target goal? (b) Is there any scalability or replicability for these measures? (c) what is the area of implementation and what equipment is needed (time to purchase, cost etc.), (d) Which are the indicators for measuring the success and the final outcome/impact? (e) what are the barriers and drivers for the implementation of UFT measures? b. Use multimedia (videos) from case studies. c. Make a reference to case studies provided by WP3 and WP6 factsheets (included in Toolbox);
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	Factsheets included in workbook.
PRESENTATION SLIDES	Slides 47-62
FURTHER READING	1. SUITS Toolbox, T3.4 2. NOVELOG Guidelines for the Planning & Development of Sustainable Urban Logistics Plans (SULPs). (2018). [ebook] Available at: http://novelog.eu/wp-content/uploads/2018/07/NOVELOG_SULP-Guidelines.pdf 3. CIVITAS | Clean and Better Transport in Cities. Resource library. Factsheets [online] Available at: https://civitas.eu/resource-library/type/fact-sheets [Accessed Nov. 2018].

CHAPTER 5: INNOVATIVE FINANCING, PROCUREMENT, PARTNERSHIP

CONTENT	This chapter is a short overview on the updated financing mechanisms for implementing such measures along with the innovative procurement methods and the innovative partnerships. The content of this chapter is based on SUITS tools "Guidelines to Innovative Financing", "Guidelines to Innovative Procurement", "Guidelines to New Business Models, Bankable Projects and Innovative Partnerships". In particular, regarding available innovative financing mechanisms, an indicative selection of the most relative to UFT measures is made by presenting their key points such as their application method and their respective benefits. Congestion Charge, Municipal Green Bonds, HGV Charging Schemes, Emission Trading, Toll Roads are some of the highlighted financing mechanisms. Furthermore, the recommended steps for innovative procurement procedures are presented. These steps respond to the current needs of implementing mobility measures in general and could be applied to UFT measures as well. The chapter closes with a reference to the innovative public-private partnerships which introduce the engagement of civil society organisations (CSOs), and/or non-governmental organisations (NGO) and/or communities, and/or R&D. The possible role allocation and the benefits from each kind of partnership are highlighted.
WORKBOOK PAGES	Pages 51-62
DURATION	30'
INSTRUCTIONS FOR FACILITATOR	a. Make a short presentation of SUITS guidelines so as to provide the framework of this chapter. Present guidelines objectives and additional key elements in order to trigger participants' interest in innovations on this very important aspect of implementation and incite them to read more about it. Underline the fact that all 3 guidelines are complementary documents.

	b. Link successful case studies presented in previous chapter with this chapter by emphasising the innovative funding mechanisms, partnerships and/or procurement procedures which were employed during the implementation of these measures. c. Provide further details about financing, procurement and partnerships opportunities and options. d. Prompt discussion and guide participants on how to make use of existing or innovative methods in their own case. Provide more links for participants to get aware of funding and procurement opportunities and options. You may suggest participants to attend the corresponding webinar developed in the framework of SUITS project, entitled "Financing, procurement and business models for sustainable urban transport" (https://register.gotowebinar.com/register/4799725986785208577 , http://www.suits-project.eu/news/ web link of webinar). e. Transfer the general discussion results on the flipchart by connecting funding mechanisms with urban freight transport measures while adding more examples of financing mechanisms and innovative partnerships (a selection extracted by the guidelines). f. Participants may keep notes on the above discussion in the workbook.
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	
PRESENTATION SLIDES	Slides 63-84
FURTHER READING	1. SUITS CBP: "Guidelines to Innovative Financing" ARCADIS, U.K. 2018 2. SUITS CBP: "Guidelines to Innovative Procurement" Integral Consulting R&D (INTECO), Romania, 2018 3. SUITS CBP: "Guidelines to New Business Models, Bankable Projects and Innovative Partnerships", EUROKLEIS, Italy, 2018 4. SUITS e- learning course: "Financing, procurement and business models for sustainable urban transport" (www.nuacampus.org/elearning). 5. Civitas tool inventory. Application area: Financing, procurement, legal aspects, measure implementation - https://civitas.eu/tool-inventory?f%5B0%5D=field_application_area%3A927

CHAPTER 6: PROCESS AND IMPLEMENTATION ASPECTS

CONTENT	This chapter aims to provide an overview of the key steps of implementation process in order to increase measures efficiency. Required data and data management, potential legal difficulties, milestones, risks, budget drivers and assessment indicators for UFT measures are some of the factors when preparing the aforementioned measures. In particular, the following steps are highlighted: 1. Integrate measures in a wider strategic plan: Sustainable Urban Logistics Plan (SULP). A reference to SULP guidelines (planning cycle, measures, and boundaries in developing such plan) is included. 2. Define key performance indicators for evaluation, required data sets and sustainable data[12] collection/selection methods. For each measure category, the necessary data for implementing and assessing measures efficiency are defined. The identification of evaluation indicators at this stage optimises the data management process and helps building a baseline data base. Key performance indicators (KPI) are considered the main tool for impact assessment of the implemented measures. 3. Identify potential difficulties/barriers per measures category and check for solutions to overcome them (possible supportive LAs actions). Regarding handy and automated data collection methods for estimating UFT indicators, reference is made to the SUITS deliverable "Guidelines for cities on how to exploit open data and develop business opportunities" (WP3). For more profound analysis of the topic, facilitator could suggest participants to attend the corresponding webinar and e-learning course, developed in the frame of SUITS project, entitled "Data collection and analysis tools for integrated measures".
WORKBOOK PAGES	Pages 63-74

12 Sustainable in terms that time boundaries and required financing resources are minimised.

DURATION	50’
INSTRUCTIONS FOR FACILITATOR	a. Divide participants in 2 groups (NOTE: the groups syntheses may be different from Chapter 1 since now Policy Makers may have left the room). b. Assign each group to work on the same UFT measure (one of those which was proposed in Chapter 1). c. Hand out a chart to each group and asks each group to fill in the following elements also keeping in mind several case studies: (a) required data and surveys for implementation and evaluation of success – identification of relevant indicators, (b) main activities (both administrative and designing/application ones), (c) time plan, (d) milestones, (e) needs for outsourcing, (f) potential legal barriers - **Exercise C** d. Ask one group to share their work and writes it on a whiteboard/flip chart. Ask the other team to provide their point of view on the work of Team 1. The content of the whiteboard/flip chart is further discussed in the classroom and a common ground is achieved. e. Add to the participants’ suggestions and write them on a Table. f. Highlight the importance of milestones (e.g. correctness of previous steps before moving on, communication stages etc.) and ask participants to define certain activities as milestones on the Table). g. Prompt discussion with all the participants on critical supportive/ cooperative actions and commitments that LA should take in order to encourage the introduction/ extension of UFT measures. h. Make reference to the workbook corresponding chapter, providing an overview of the information included and present KPIs table. Suggest participants to attend the corresponding e-learning course, developed in the frame of SUITS project, entitled “Data collection and analysis tools for integrated measures” (www.nuacampus.org/elearning/). i. Summarize course main results (main UFT problems the city faces, measures that may be applied, the relative stakeholders, the financing mechanism and partnership that may be used, the process need to be followed to design and implement successful measures, the supportive to LA actions to overcome possible barriers).
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	**EXERCISE C**: Final selection of urban freight transport measures and identification of key actions to be implemented by LAs
PRESENTATION SLIDES	Slides 85-89
FURTHER READING	1. Guidelines Developing And Implementing A Sustainable Urban Logistics Plan. (2015). [online] http://www.eltis.org. Available at: http://www.eltis.org/sites/default/files/trainingmaterials/enclose_d5_2_sulp_methodology_final_version_0.pdf [Accessed 27 Mar. 2019]. 2. SUITS deliverable D3.2. “Guidelines for cities on how to exploit open data and develop business opportunities” (WP3) 3. Civitas. City Logistics Living Lab Handbook [online] https://civitas.eu/tool-inventory/city-logistics-living-lab-handbook 4. Lindholm, M. (2012). Enabling sustainable development of urban freight from a local authority perspective. [online] Available at: https://www.researchgate.net/publication/277193481_Enabling_sustainable_development_of_urban_freight_from_a_local_authority_perspective [Accessed 28 Mar. 2019]. 5. Ballantyne, E., Lindholm, M. and Whiteing, A. (2013). A comparative study of urban freight transport planning: addressing stakeholder needs. Journal of Transport Geography, 32, pp.93-101. 6. Lenz, B. and Riehle, E. (2013). Bikes for Urban Freight?. Transportation Research Record: Journal of the Transportation Research Board, 2379(1), pp.39-45. 7. Oliveira, L., Barraza, B., Bertocini, B., Isler, C., Pires, D., Madalon, E., Lima, J., Vieira, J., Meira, L., Bracarense, L., Bandeira, R., Oliveira, R. and Ferreira, S. (2018). An Overview of Problems and Solutions for Urban Freight Transport in Brazilian Cities. Sustainability, 10(4), p.1233. 8. Mobility and Transport - European Commission. (2019). Urban Logistics - European Commission. [online] Available at: https://ec.europa.eu/transport/themes/urban/urban_mobility/urban_mobility_actions/urban-logistics_en [Accessed 28 Mar. 2019]. 9. Visser, J., Nemoto, T. and Browne, M. (2014). Home Delivery and the Impacts on Urban Freight Transport: A Review. Procedia - Social and Behavioral Sciences, 125, pp.15-27. 10. Urban Freight research roadmap. (2014). [ebook] Available at: https://www.ertrac.org/uploads/documentsearch/id36/ERTRAC_Alice_Urban_Freight.pdf [Accessed 28 Mar. 2019].

CHAPTER 7: AVAILABLE TOOLS AND GUIDELINES

CONTENT	Guidelines and tools to support the design and implementation of such measures are numerous. However, this chapter aims to provide the ones most correlated to S-M cities instead of being generic. The provided rating of the relevance to SUITS objectives supports the participants to prioritise these tools. Besides SULP guidelines that include generic suggestions (available in all EU languages by ELTIS), there are also other guidelines and tools for UFT developed in the frame of EU projects. About national guidelines, information is not easy to be accessed. Countries might already have or are about to produce this kind of guidelines[13].
WORKBOOK PAGES	Pages 75-83
DURATION	25'
INSTRUCTIONS FOR FACILITATOR	a. Present the available EC research guidelines and tools and make special reference to any national technical guidelines and tools that exist (to be added by each SUITS country by the end of the project). b. Demonstrate online one or two more accurate tools (NOVELOG Evaluation tool is recommended) and explain the added value for each of them; c. Present SUITS tools for data collection, selection, and visualisation and summarize SUITS guidelines (already mentioned in respective chapters).
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	None
PRESENTATION SLIDES	Slides 90-99
FURTHER READING	1. Guidelines Developing And Implementing A Sustainable Urban Logistics Plan. (2019). [ebook] European Union. Available at: http://www.eltis.org/sites/default/files/trainingmaterials/enclose_d5_2_sulp_methodology_final_version_0.pdf [Accessed 28 Mar. 2019]. 2. NOVELOG Guidelines for the Planning & Development of Sustainable Urban Logistics Plans (SULPs). (2018). [ebook] Available at: http://novelog.eu/wp-content/uploads/2018/07/NOVELOG_SULP-Guidelines.pdf [Accessed 27 Mar. 2019]. 3. Manual on the integration of measures and measure packages in a SUMP. (2016). [ebook] Available at: http://sumps-up.eu/fileadmin/user_upload/Tools_and_Resources/Manuals/SUMPs-Up_-_Measure_Selection_Manual_-_Intermediate_Cities.pdf [Accessed 28 Mar. 2019]. 4. Enclose.eu. (2019). Sustainable Urban Logistic Plans - Enclose. [online] Available at: http://www.enclose.eu/content.php?p=5 [Accessed 28 Mar. 2019]. 5. Sustainable Urban Logistics Plan for Dundee DRAFT. (2014). [ebook] Available at: https://www.dundeecity.gov.uk/sites/default/files/publications/Draft%20SULP%20-%20Dundee%20-%20for%20ARE.pdf [Accessed 28 Mar. 2019].

References

Workshop facilitators guide. (n.d.). [ebook] European Comission. Available at: https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS_GUIDE_-_Child_Rights_Toolkit_Workshop.pdf [Accessed 28 Mar. 2019].

Train the Trainer Facilitator Guide Differentiating Instructional Paths for Students NWEA. (n.d.). [ebook] Available at: https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20_NWEA%20.pdf [Accessed 28 Mar. 2019].

13 By the time of the course implementation, the facilitator needs to provide this information (status of national guidelines - established, under development, non-existent) depending on the participant country.

ANNEXES MODULE 4

Building Small-Medium local authorities' capacity to implemenent urban freight transport measures

The annexes include related material, required for the proper planning and conduction of the presented module on freight transport measures. Specifically, a template of the module's agenda to be used ahead of the module's day along with a registration list to be completed by participants, on the spot. Moreover, the required exercises are included in a printable format for the facilitator to prepare and print the material needed.

ANNEX 1: Template of agenda/invitation

INVITATION

"Building Small-Medium local authorities' capacity to implemenent urban freight transport measures"

Date: …

Venue: …

Invited city/cities: …

Participants:
Key staff from transport planning /strategical urban planning / urban development / procurement departments

Facilitators: …

The workshop forms an integral part of the SUITS Capacity Building Toolkit of the Horizon2020 project "Supporting Urban Integrated Transport Systems: Transferable tools for authorities - SUITS". It serves the broad objective of building the capacity of small-medium cities' Local Authorities to implement and monitor the urban freight transport measures. The course is designed to build, or strengthen, the capacity of small-medium cities' Local Authorities to facing current challenges when implementing *urban freight measures in urban freight transport system*. Indicatively, the topics, on which the course will focus, are: a) the value of these measures for small-medium cities, b) the identification of actors and stakeholders involved, c) the financing sources & innovative procurement, d) the available tools and guidelines regarding these measures etc.

AGENDA			
Time	**Chapter**	**Course flow**	**Duration**
9:00-9:15	Registration		15 min
9:15-10:00	Introduction	Brief introduction of the trainer; Brief introduction of module's purpose and sections; Brief introduction of each participant & their expectations.	45 min
10:00-10:35	Description of Urban Freight measures	Brief introduction of the concept and purpose of urban freight transport (UFT) measures (regulatory measures and innovative urban freight transport solutions) for S-M cities. Description of some UFT measures (urban consolidation centre, Limited Traffic Zones, Lockers as distribution points etc.) and discussion on how these measures could reduce identified problems.	35 min
10:35-11:10	Value of Urban Freight measures for S-M cities	Identification of current problems in urban logistics and the consequences in the ecosystem of urban mobility. Discussion focused on how strategic objectives of the city (or SULP goals) are connected to UFT measures. Benefits (Economic, Social, Environmental) and how to assess them. Beneficiaries and how to respond to specific challenges. Presentation of links on the EU regulations so as to further strengthen LAs arguments on the benefits of UFT measures.	35 min
11:10-11:20	Break		10 min
11:20-12:00	Successful Case studies or Best practices of SUITS cities on such topics	Presentation of case studies relevant to mentioned measures. For each one of them, aspects such as: (a) how cities operate the measure, (b) are they private or/and public initiatives?, (c) what are the area of implementation/operation (e.g. number of modes, range etc.)?, (d) what are the components/ technologies for operating them?, (e) which social groups were benefited and how?, (f) what were the benefits (indicators' change, certain figures)?, (g) who were the stakeholders/actors that had to cooperate, (h) what were the LA's supportive actions that have been taken to encourage introduction of such measures (e.g. services, campaigns, infrastructure) will be covered, (i) presentation of case studies where conventional or innovative funding mechanisms and procurement processes were employed in order to implement measures that enhance safety and security in other S-M cities.	40 min
12:00-12:30	Innovative financing mechanisms, procurement, partnerships for urban freight transport measures	Discussion on how to get aware and make use of existing or innovative methods in every city case. Presentation of SUITS innovative financing/procurement/ business models guidelines	30 min
12:30-13:20	Process and implementation aspects for urban freight transport measures	Working on selected safety-security measure and safety-security awareness campaign, participants will be asked to identify implementation aspects for their city such as: (a) potentially legal barriers, (b) supportive LA actions to encourage the introduction/implementation of the measure/ campaign, (c) data requirements (d) implementation and evaluation indicators	50 min
13:20-13:45	Available tools guidelines	Working on selected urban freight transport measure and awareness campaign, participants will be asked to identify implementation aspects for their city such as: (a) potentially legal barriers, (b) supportive LA actions to encourage the introduction/implementation of the measure/campaign, (c) data requirements (d) implementation and evaluation indicators. Presentation of the available EC research guidelines, results and tools, demonstrate some of them online- explain the added value for each of them.	25 min
13:45-14:00	Conclusions / digital badges		15 min

ANNEX 2: Template of registration list

REGISTRATION LIST

“Building Small-Medium local authorities’ capacity to implemenent urban freight transport measures”

Date: …

A/A	NAME	EMAIL	ORGANIZATION	SIGNATURE

ANNEX 3: Ice breaker activity

UFT photos for participants to choose the one better describes the UFT problems in their city based on their own perception (see Chapter 1-Intoduction)

Safety lusses

Pollution

Uncontrollable loading/unloading duration

Lack of delicated parking space

Noisy night deliveries

Decrease of road traffic capacity from parking maneuver

High occupancy of logistics vehicles even for last mile deliveries

ANNEX 4: Exercise A pt.1

EXERCISE A1

Analyzing characteristics of urban freight transport traffic and the problems that derive from it

Description of material

One table with 4 columns. The first column of the matrix refers to the areas of the city, where increased freight transport traffic is observed. The second column refers to the time periods when increased freight traffic is observed. The third column refers to the problems that derive from the increased freight traffic. The fourth column refers to the restrictions that can be applied.

Please fill in the following matrix with the areas of the city with increased freight transport flows, the time periods within a day, when freight traffic is increased and the problems that occur.

TEAM NAME

AREAS	TIME-SLOTS	PROBLEMS	RESTRICTIONS

Exercise A pt.2

EXERCISE A2

Introducing regulatory and innovative measures in response to problems in the urban freight transport system

Description of material
3 fields (open boxes), one per innovative urban freight measure, which could reply to specific problem

Please select innovative measures that could enhance the efficiency of the urban freight transport system and correspond them with a specific problem identified in Exercise A1.

MEASURE 1

PROBLEM TO SOLVE:

MEASURE 2

PROBLEM TO SOLVE:

MEASURE 3

PROBLEM TO SOLVE:

ANNEX 5: Exercise B

EXERCISE B

Analysing benefits and views of stakeholders on Urban Freight Transport measures

Description of exercise

A) Use sticky notes to fill in the two open Boxes. The first field refers to the benefits of a selected UFT. The second field refers to the actors/stakeholders/social groups that will be affected (positively or negatively) by the measure.

B) On the left column of T-Chart transfer the actors/stakeholders which would present the most negative reactions to the proposed measure. On the right column, transfer the sticky notes (i.e. the benefits of Exercise A) so they can be used as convincing arguments to the stakeholders written on the left corner.

(To perform the exercise focusing on specific city, a city map, mobility data and relevant information are distributed to support brainstorming).

Please fill in the following box with the benefits that you believe the UFT measuresthat you selected can bring to your city.

TEAM NAME

MEASURE TITLE
BENEFITS FOR YOUR CITY:

Please fill in the following box with the actors/stakeholders/social groups that you believe will be negatively or positively affected by the UFT measures that you selected.

STAKEHOLDERS:

Please fill in the T-chart below, according to the arguments that may be expressed by actors in favour/against the implementation of the UFT measure provided to your group.

ACTORS	ARGUMENT

ANNEX 6: Exercise C

EXERCISE C

Final selection of urban freight transport measures and identification of key actions to be implemented by LAs

Description of exercise

A. A table with 6 fields: (a) required data and surveys for implementation and evaluation of success - identification of relevant indicators, (b) main activities (both administrative and designing/application ones), (c) time plan, (d) milestones, (e) needs for outsourcing, (f) potential legal barriers

TEAM NAME

MEASURE TITLE

MAIN ACTIVITIES (administrative and designing/ application)	REQUIRED DATA, SURVEYS FOR IMPLEMENTATION	EVALUATION INDICATORS	NEED FOR OUTSOURCING yes(what kind)/no	POTENTIAL LEGAL BARRIERS

Olympia Papadopoulou
olympia.papadopoulou@lever.gr

Anastasia Founta
Anastasia.Founta@lever.gr

Iason Tamiakis
Iason.tamiakis@lever.gr

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