



**CiViTAS**  
Cleaner and better transport in cities

**CATALIST**  
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# D1.1 INCEPTION REPORT

FINAL VERSION

September 2008



THE CIVITAS INITIATIVE  
IS CO-FINANCED BY THE  
EUROPEAN UNION

# CIVITAS CATALIST

## Specific Support Action

| No. | Participant Organisation Name  | Participant Organisation Short Name |
|-----|--|-------------------------------------|
| 1   | <b>ISIS</b> – Istituto di Studi per l'Integrazione dei Sistemi                           | ISIS                                |
| 2   | <b>BERLIN</b> – Senate Department for Urban Development                                  | SENSTADT                            |
| 3   | <b>BREMEN</b> – Ministry for Environment, Construction, Transport and European Affairs   | BREMEN                              |
| 4   | <b>BRISTOL</b> – Bristol City Council  | BCC                                 |
| 5   | <b>BUCHAREST</b> – Regia Autonoma de Transport Bucuresti                                 | RATB                                |
| 6   | <b>EUROCITIES</b>  | EUROCITIES                          |
| 7   | <b>FGM-AMOR</b> – Forschungsgesellschaft Mobilitaet                                      | FGM-AMOR                            |
| 8   | <b>GENOA</b> – Comune di Genova  | GENOA                               |
| 9   | <b>GÖTEBORG</b> – Traffic & Public Transport Authority                                   | GÖTEBORG                            |
| 10  | <b>GOUDAPPEL COFFENG</b>   | Gc                                  |
| 11  | <b>GRAZ</b> – City of Graz   | GRAZ                                |
| 12  | <b>KAUNAS</b> – Kaunas City Municipality Administration                                  | KAUNAS                              |
| 13  | <b>KRAKOW</b> - Municipality of Krakow   | KRAKOW                              |
| 14  | <b>NANTES</b> – Nantes Métropole   | NANTES                              |
| 15  | <b>POLIS</b> – Promotion of Operational Links with Integrated Services                   | POLIS                               |
| 16  | <b>REGIONAL ENVIRONMENTAL CENTRE</b>   | REC                                 |
| 17  | <b>ATAC SpA</b> – Mobility Agency of Rome  | ATAC                                |
| 18  | <b>ROTTERDAM</b> – City of Rotterdam   | ROTTERDAM                           |
| 19  | <b>RUPPRECHT CONSULT</b> - Forschung & Beratung GmbH                                     | Rc                                  |
| 20  | <b>STOCKHOLM</b> – Environmental and Health Administration                               | STOCKHOLM                           |
| 21  | <b>TOULOUSE</b> - Syndicat Mixte des Transports en Commun de l'Agglomération Toulousaine | TISSEO-SMTC                         |
| 22  | <b>TRANSPORT &amp; TRAVEL RESEARCH</b>   | TTR                                 |
| 23  | <b>ROME</b> – Comune di Roma   | CDR                                 |

**Mario Gualdi – ISIS**  
[mgualdi@isis-it.com](mailto:mgualdi@isis-it.com)  
**Phone: +39.06.3212655**  
**Fax: +39.06.3213049**

## Table of Contents

|  |           |
|--|-----------|
| <b>PROJECT SUMMARY</b>   | <b>5</b>  |
| <b>OBJECTIVES OF THE PROJECT</b>   | <b>7</b>  |
| <b>PROJECT IMPACT</b>  | <b>9</b>  |
| <b>THE CONSORTIUM AND PROJECT RESOURCES</b>                                | <b>10</b> |
| THE CONSORTIUM   | 10        |
| PROJECT RESOURCES  | 11        |
| SUB-CONTRACTING  | 11        |
| <b>PROJECT MANAGEMENT</b>  | <b>15</b> |
| <b>DETAILED IMPLEMENTATION PLAN</b>  | <b>18</b> |
| INTRODUCTION   | 18        |
| WP2 – INTERACTIVE PARTNERSHIPS   | 20        |
| WP3 – CITY AND SECONDARY SELLER OUTREACH, NETWORKING AND ENGAGEMENT        | 22        |
| WP4 – COMMUNICATION  | 22        |
| WP5 – CIVITAS IMPACT ASSESSMENT  | 24        |
| WP6 – POLICY DIMENSION   | 24        |
| <b>WP1 - PROJECT MANAGEMENT</b>  | <b>28</b> |
| <b>WP2 - INTERACTIVE PARTNERSHIPS</b>                                      | <b>30</b> |
| <b>WP3 - CITY AND SECONDARY SELLER OUTREACH, NETWORKING AND ENGAGEMENT</b> | <b>39</b> |
| <b>WP4 - COMMUNICATION AND DISSEMINATION</b>                               | <b>48</b> |
| <b>WP5 - CIVITAS IMPACT ASSESSMENT</b>                                     | <b>52</b> |
| <b>WP6 - POLICY DIMENSION</b>  | <b>56</b> |
| <b>ANNEX 1: AN ILLUSTRATIVE CASE</b>                                       | <b>59</b> |
| <b>ANNEX 2: FRAMEWORK FOR THE ACTIVITY FUND</b>                            | <b>61</b> |
| <b>ACTIVITY FUND: CONTEXT AND DEFINITION</b>                               | <b>61</b> |

|  |           |
|--|-----------|
| <b>CALLS FOR APPLICATION</b>               | <b>64</b> |
| <b>PURPOSE AND ACTIVITIES</b>              | <b>64</b> |
| <b>CALLS FOR APPLICATION BENEFICIARIES</b> | <b>64</b> |
| <b>FINANCIAL REGIME</b>                    | <b>65</b> |
| <b>DEADLINES</b>                           | <b>65</b> |
| <b>EVALUATION CRITERIA AND PROCEDURES</b>  | <b>65</b> |
| <b>ELIGIBILITY AND EVALUATION CRITERIA</b> | <b>65</b> |
| <b>APPLICATION SUBMISSION</b>              | <b>66</b> |
| <b>SELECTION OF APPLICATIONS</b>           | <b>66</b> |
| <b>FINANCIAL PLANNING AND MONITORING</b>   | <b>67</b> |

## Project Summary

CIVITAS CATALIST is the Dissemination and Best Practice Transfer Action of the CIVITAS Initiative.

The objective of the project is to ensure that the experiences of the CIVITAS Initiative are exploited up to a maximum level. In concrete terms, this means deploying actions aiming at reaching manifold objectives, a synthesis of which can be presented as follows:

- **Consolidate, validate and deepen the knowledge of the wider impacts** of CIVITAS through an *integrated assessment* of the CIVITAS measures;
- **Promote the results of CIVITAS** through a *continuing knowledge transfer process*;
- **Increase the visibility of the CIVITAS policies** to the external world of target groups, primarily citizens, institutions, scientists and industry, using *innovative means for dissemination* and *easy to grasp language*;
- **Maintain and expand the networks for information exchange**, extensively resorting to the vast *net of alliances* available to the project, facilitating and building new alliances, with the ambition to extend the possibility of *concrete policy uptake*.

Ultimately, CIVITAS CATALIST intends to accelerate and facilitate the CIVITAS multiplier effect, which is the key factor to ensure that the effects of the CIVITAS initiative are sizeable and durable, at the local, national and EU level.

The project endeavours to meet these objectives with a wide ranging mix of studies and actions. Just to name a few, CIVITAS CATALIST will prepare *publications* such as best practice manuals, topic-based guides and scientific articles, will establish and facilitate *interactive partnerships between cities*, will organise *study tours* and *staff exchanges*, will organise thematic *workshops* and *conferences*, will conduct international, national and local *networking*, will undertake *impact studies*, and will build a *recognisable image* for CIVITAS-like policies.

In order to do so, CIVITAS CATALIST brings together a large partnership of diverse actors that have worked together inside and outside CIVITAS for many years. The consortium includes 23 full partners:

- Cities involved in CIVITAS I and II, such as **Berlin, Bremen, Bristol, Bucharest, Genoa, Göteborg, Graz, Kaunas, Krakow, Nantes, Rome, Rotterdam, Stockholm and Toulouse**;
- Networks involved in the field of sustainable urban transport and the environment, such as **EUROCITIES, POLIS and REC**;
- Research and consulting organisations involved in CIVITAS and more generally in the field of sustainable urban transport, such as **ISIS** (project coordinator), **FGM-AMOR, GOUDAPPEL COFFENG, RUPPRECTH CONSULT**, and **TTR**.

The project offers an umbrella for a number of activities, which will be mobilised according to the following work plan:

- **WP1 - Project Management**;
- **WP2 - Interactive Partnerships**;
- **WP3 – City and Secondary Seller Outreach, Networking and Engagement**;
- **WP4 – Communication and Dissemination**;
- **WP5 - CIVITAS Impact Assessment**;
- **WP6 - Policy Dimension**.

## CIVITAS CATALIST – D1.1 Inception Report

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An inherent characteristic of the project is flexibility, which is driven by need to catch opportunities arising during the course of the project and incorporate the inputs resulting from the continuous interaction with the take-up cities. The latter are the prime reference point and the ultimate source for appraising the success of the project.

Total project resources amount to 421,7 person months (of which 36,5 for subcontracting), with a requested budget of €4.292.927. Of this, €1.000.000 is taken aside in an “Activity Fund” and dedicated to “on demand” activities to the benefit of take-up cities.

## Objectives of the Project

### ULTIMATE OBJECTIVES

CIVITAS CATALIST is only one of the instruments of the CIVITAS Initiative. As such, its ultimate objectives are those of CIVITAS as a whole, i.e. to contribute to the implementation of EU sustainable policies by supporting, facilitating and accelerating radical reforms in the mobility and energy systems of European cities.

The demonstration components of the CIVITAS initiative are clearly showing that policies and practices can be substantially improved to increase the sustainability of European cities, and measures, tools and solutions exist to this end. On the other hand, they have also shown that what is ultimately needed to ensure long term sustainability is a true cultural change. “A new mobility culture” and other similar concepts are thus increasingly referred to. But cultural changes are inherently slow, as they challenge established sets of values and entail the questioning of deeply rooted habits and behaviours, for both policy makers and citizens.

Overall, CIVITAS CATALIST intends to support, facilitate and accelerate cultural changes in European cities, as a basic component of local, national and global sustainability strategies.

Despite the slow pace of cultural change, a number of actions can and should be implemented in the short term.

### IMMEDIATE OBJECTIVES

CIVITAS CATALIST is a Specific Support Action. As such, its objectives go beyond knowledge increase or the identification of technical solutions. It rather concentrates on “making the most” of the theoretical and practical knowledge accrued in the demonstration components of CIVITAS. More specifically, the objectives pursued by CIVITAS CATALIST are as follows.

#### 1. Demonstrating the Value of CIVITAS

The results achieved so far by the CIVITAS cities (and particularly CIVITAS I) are highly encouraging. A full fledged evaluation is not yet available, and in fact the actual measure of the effectiveness of the initiative will only be visible in the longer term. However, both the process of implementation and the effects on a number of local indicators have been extensively documented, and the information available so far indicates that the level of motivation and commitment of the involved cities has increased over time. The first lesson learnt is in fact that “once cities get involved in CIVITAS, they find it worthwhile”.

On the other hand, it must be said that most of the cities currently involved in the initiative have been initially drawn to CIVITAS by the availability of EU funding. Attracting new cities and, more generally, achieving the repeatedly advocated “snowball effect” cannot durably rely on such financial incentives, and new mechanisms must be put in place, primarily based on a better and increased awareness of the actual benefits that can be derived from the CIVITAS approach.

In this regard, CIVITAS CATALIST aims at:

- **showing that it's worthwhile**, by presenting, communicating and disseminating the results and achievements of cities involved so far, and doing so in original, easy to grasp, custom tailored ways
- **showing that it can be done**, by presenting, demonstrating and promoting methods, tools and practices developed and used within CIVITAS so that outsiders can be convinced not only of the effectiveness of the approach, but also of its practical feasibility and affordability.

The expected outcome is to (i) provide additional, measurable feedback to the current CIVITAS cities on the immediate value of their participation, so as to maintain their high level of motivation and commitment, and to (ii) attract new cities on the basis of concrete evidence of the benefits they can expect from joining the CIVITAS family.

## 2. Adding Value to CIVITAS

CIVITAS cities have mainly concentrated so far on the implementation of their demonstration programmes and projects. This was their prime commitment both with the co-funding authority (EU) and with their constituency, and rightly so, considering that successful implementation is a clear prerequisite for any further development, whether at strategic or operational level.

On the other hand there are many areas where value could now be added to enhance the overall effectiveness of the CIVITAS initiative, and the time has come to proceed.

CIVITAS CATALIST will develop a wide variety of targeted initiatives in this regard, mainly aimed at exploiting the potential of the CIVITAS approach beyond the local level, notably by:

- Fostering and practically coaching actions for cross fertilisation, inter-city synergies, e.g. twinning, partnerships, joint procurements and other joint initiatives, etc.
- Assessing impacts beyond the local level (economic growth, employment, welfare, international competition) and making them visible in the policy making arena
- Assessing the implications of a successful CIVITAS implementation on the competitiveness of cities in their regional and national context

## 3. Maintaining and Extending the CIVITAS Network

As previously mentioned, the realistic timeframe of the CIVITAS initiative extends over the medium/long term, calling for dedicated actions to ensure that both the efforts deployed and the visibility of the results achieved can be continuously and effectively sustained in future years.

The further growth and the durability of the CIVITAS network are key to the ultimate success of the initiative, as:

- Critical mass must be reached to ensure the effectiveness of specific strands of action (e.g. joint procurements, visibility in the policy arena and lobbying power);
- CIVITAS will be able to contribute to the attainment of EU sustainability goals only if the sheer number of the cities involved is large enough to “make the difference” when it comes to measuring sustainability indicators at the European level (and beyond);
- The durability of the CIVITAS initiative must be ensured beyond the lifetime of the EU funding.

CIVITAS CATALIST therefore aims at:

- Building and promoting convincing arguments for cities (i) to join, (ii) to keep participating actively. This will mainly be fuelled by the work carried out to achieve Objectives 1 and 2 above
- Achieve critical mass, by concretely increasing CIVITAS membership.

## 4. Measurability

The level of attainment of the CIVITAS CATALIST objectives will be measured against both process and outcome indicators, including (but not restricted to):

- Sustainability indicators (mainly at the local level and, possibly, at the national and European level)
- Indicators of cultural change (through opinion polls/surveys, monitoring of behavioural indicators)
- Membership (number of cities joining the CIVITAS family)
- Number and quality of “spontaneous” initiatives from European cities (proposals for best practice exchange, for joint projects, etc.)
- Testimonials (from both policy stakeholders and citizens/users).

Provisions are made in this proposal to ensure an adequate monitoring and measuring of the above.

## Project Impact

### Impact on Transportation, Environment and Energy Consumption

As said, the ultimate objective of CIVITAS CATALIST is to assess, disseminate, validate and exploit the results of the CIVITAS Initiative. It supplies the unique possibility to facilitate a long-term assessment and promotion of innovative transport and energy saving measures which were and are being implemented in the 36 CIVITAS cities. Thence, the focus is on spreading and broadening the transport, environment and energy CIVITAS “vision” in Europe.

In addition, one can see this newly launched CIVITAS Specific support Action as an ideal bridge between the concluding CIVITAS I, the ongoing CIVITAS II and CIVITAS PLUS. In all this, the increasingly active role of cities in the New Member States and the Accession Countries shall be highlighted, for they are witnessing rapid increases in the rates of car ownership and a falling-off in the use of public transport.

### Better Policies

The impact of the CIVITAS initiative does not stop at the borders of the participating cities. Cities can in fact play a major role in the revitalisation and growth of the European economy and employment, but the appraisal and valorisation of this potential requires a dedicated effort at the pan European level. CIVITAS CATALIST will contribute to this objective through the analysis and interpretation of the socio-economic and macro-economic effects of integrated clean transport strategies and actions, and the widespread diffusion of the relevant findings, to feed the policy formulation and implementation process;

### New Mobility Culture

In launching and continuingly funding the CIVITAS initiative, the EU aims not only at demonstrating that it can achieve major improvements within the participating cities, but, more ambitiously, that it can contribute to the shaping of a new culture of urban sustainable mobility. For this to happen, the initiative must not only be technically successful: it must also be known to be successful. This calls for a comprehensive, far reaching information and dissemination plan, for which CIVITAS CATALIST has devised a long and diversified series of ambitious actions. CIVITAS CATALIST will place particular emphasis on the need to reach out to the European citizens, setting in motion an awareness process that, moving away from the notion of Europe as a distant, purely administrative entity, aims to show the concrete manifestation of what trans-national integration can bring about in everyone’s daily life;

### The Multiplier Effect

CIVITAS CATALIST will guarantee that any positive impact achieved within CIVITAS I will not be limited to the local level but will be facilitated and disseminated at the European level to achieve a broad European multiplier effect and the subsequent impacts on environment and energy consumption:

- by reaching all important target groups like policy makers, implementers, city managers, journalists, scientists and general public;
- by establishing interactive partnerships to transfer and disseminate results between CIVITAS demonstration cities and potential follower cities;
- by undertaking scientific validation of CIVITAS project results including public and political acceptance;
- by maintaining topic or project based networks and expand them with committed newcomers.

## The Consortium and Project Resources

### The Consortium

CIVITAS CATALIST is a broad consortium, the expression of different backgrounds, mandates and expertises that however share the belief that supporting integrated policies is the best answer to meet the objectives of sustainable energy and transport. Another common feature of the partners is the extensive experience inside CIVITAS or in CIVITAS-like policies, and the willingness to creatively contribute to the promotion and exploitation of the results thereof.

The partnership comprises CIVITAS I and CIVITAS II actors committed to continuing and extending their proactive involvement by further assessing the results of CIVITAS and - more importantly - by engaging take-up cities and local stakeholders into a coordinated promotional effort. In a way, CIVITAS CATALIST is a joint city-private organisations consultancy effort carried out in an organised, systematic and recognisable manner.

| No. | Short Name  | Full Name  | Country        |
|-----|-------------|--|----------------|
| 1   | ISIS        | <b>ISIS</b> – Istituto di Studi per l'Integrazione dei Sistemi                           | ITALY          |
| 2   | SENSTADT    | <b>BERLIN</b> – Senate Department for Urban Development                                  | GERMANY        |
| 3   | BREMEN      | <b>BREMEN</b> – Ministry for Environment, Construction, Transport and European Affairs   | GERMANY        |
| 4   | BCC         | <b>BRISTOL</b> – Bristol City Council  | UNITED KINGDOM |
| 5   | RATB        | <b>BUCHAREST</b> – Regia Autonoma de Transport Bucuresti                                 | ROMANIA        |
| 6   | EUROCITIES  | <b>EUROCITIES</b>  | BELGIUM        |
| 7   | FGM-AMOR    | <b>FGM-AMOR</b> – Forschungsgesellschaft Mobilitaet                                      | AUSTRIA        |
| 8   | GENOA       | <b>GENOA</b> – Comune di Genova  | ITALY          |
| 9   | GÖTEBORG    | <b>GÖTEBORG</b> – Traffic & Public Transport Authority                                   | SWEDEN         |
| 10  | Gc          | <b>GOUDAPPEL COFFENG</b>   | NETHERLANDS    |
| 11  | GRAZ        | <b>GRAZ</b> – City of Graz   | AUSTRIA        |
| 12  | KAUNAS      | <b>KAUNAS</b> – Kaunas City Municipality Administration                                  | LITHUANIA      |
| 13  | KRAKOW      | <b>KRAKOW</b> - Municipality of Krakow   | POLAND         |
| 14  | NANTES      | <b>NANTES</b> – Nantes Métropole   | FRANCE         |
| 15  | POLIS       | <b>POLIS</b> – Promotion of Operational Links with Integrated Services                   | BELGIUM        |
| 16  | REC         | <b>REGIONAL ENVIRONMENTAL CENTRE</b>   | HUNGARY        |
| 17  | ATAC        | <b>ATAC SpA</b> – Mobility Agency of Rome  | ITALY          |
| 18  | ROTTERDAM   | <b>ROTTERDAM</b> – City of Rotterdam   | NETHERLAND     |
| 19  | RC          | <b>RUPPRECHT CONSULT</b> - Forschung & Beratung GmbH                                     | GERMANY        |
| 20  | STOCKHOLM   | <b>STOCKHOLM</b> – Environmental and Health Administration                               | SWEDEN         |
| 21  | TISSEO-SMTC | <b>TOULOUSE</b> - Syndicat Mixte des Transports en Commun de l'Agglomération Toulousaine | FRANCE         |
| 22  | TTR         | <b>TRANSPORT &amp; TRAVEL RESEARCH</b>   | UNITED KINGDOM |
| 23  | CDR         | <b>ROME</b> – Comune di Roma   | ITALY          |

Partners have a long history of work together, both in European and national projects, something extremely valuable in endeavours of this size and ambition. Professional and personal understanding can often take projects where methodologies and frameworks cannot go.

All in all, there is extensive **project management experience**, ensured both by the Project Coordinator, *ISIS*, and the workpackage leaders, the *City of Bremen*, *Transport and Travel Research*, *Fgm-Amor*, and *Rupprecht Consult*. In fact, all the other involved partners are high profile and have equally managed, or are managing, important projects funded by the European Commission. In particular:

- all partners have a long record of involvement in the field of sustainable urban transport and have provided key contributions to the body of knowledge thereof, both in terms of policy design and practical implementation;

- the partner cities are recognised forerunners, which believe in the mutually enriching opportunities provided by the process of knowledge transfer. As reminded before, that is a two-way process, whereby both transferring ends may find hints for innovation;
- the communication and dissemination partners comprise a team of experts (including subcontractors) that works extensively with communication techniques/instruments custom-tailored around the different target groups. To this end, the insider view of the partner cities, and the experience of the partner networks in encouraging cooperation among institutions, organisations, and businesses, facilitating the exchange of information and promoting public participation will provide valuable insights;
- similarly, the vast net of existing contacts drawn in especially by the partners networks and cities will be a fundamental springboard for achieving the desired multiplier effect in alluring more and more cities to the cause of integrated transport policies. The external networking component of CIVITAS CATALIST will actively seek newcomers not only in Europe, but also outside Europe;
- the impact assessment partners ensure a very strong background to this exercise, for they bring into the projects years worth of experience spent working in the development and management of evaluation methodologies and practices for large scale transport and energy programmes. In particular, CIVITAS CATALIST will avail itself of the work of renowned experts in survey campaigns and in the assessment of environmental, transport behaviour, energy, and socio-economic impacts. Again, the results will very much benefit from the joint efforts of both city and research specialists;
- the policy dimension of the project will be one of its major asset for it will involve a set of extremely motivated politicians, advisors and experts, which have committed to investing time and energies to host and visit peers across Europe and more for an intensive discussion of hot policy issues. The project will engage in the debate institutions and individuals at all levels, with particular attention to the European and national counterparts, for their decisions and good relationships with greatly contribute to the successful policy making of local authorities.

CIVITAS CATALIST also offers a comprehensive **geographical coverage**, assured by participants coming from Northern, Central and Southern Europe, New Member States, and Accession Countries. The partnership also adds articulated contacts outside Europe, especially in America, North Africa and Asia.

## Project Resources

CIVITAS CATALIST mobilises activities for a total cost of €4.292.927, of which €3.992.422 for specific activities and €300.505 for management activities.

The following is a brief explanation of the main cost categories:

- Labour (€3.958.078): this cost item reflects the actual direct and indirect costs (including subcontracting) incurred by partners while undertaking the activities set out by the work plan;
- Travel and Subsistence (€334.840): this cost item includes the travel and subsistence expenses of all partners;
- Note: the budget of the Project Coordinator includes a “Activity Fund” (€1.000.000) to be used to support future take-up activities set in motion both by the project partners and the take-up cities. The exact rules and procedures governing this fund are worked out in a separate internal document.

## Sub-contracting

Besides the resources allotted for obtaining Audit Certificates, €1.600 for workpackage leaders and €800 for the other partners (which are customarily considered subcontracting costs), the project has identified the need for the following subcontracts:

- To be selected (to FGM-AMOR), production costs, mailing costs, printing and mailing of dissemination material, external support for programming database + translation costs web site & newsletter, translation costs good experience data base, important documents. Total amount: €115.000;

## CIVITAS CATALIST – D1.1 Inception Report

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- To be selected (to Rotterdam), to jointly organise a thematic workshops with Rotterdam and to assist in the continuation of the evaluation work on the CIVITAS I measures. Total amount: €17.000;
- To be selected, (to Stockholm), to gather and compile administrative data into draft activity reports, that will be finalised by Stockholm, to carry out interviews and desk research whenever deemed necessary, to compile data for input to dissemination upon instruction of Stockholm, and to administrate study-visits (hotel bookings, participant lists, agendas, etc.). Total amount: €98.500;
- To be selected (to ATAC, Rome), to assist in the organisation of local seminars and workshops in the thematic field of Access Restrictions and Integrated Pricing, and to assist in the elaboration and translation of technical documents and promotional material. Total amount: €20.000.

In the framework of the Activity Fund, it may become necessary to carry out activities requiring sub-contracting by project partners. The amount will be specified along the actions to be carried out.

The next pages display a resource table with the number of person months per partner (broken down by Specific Activities, Management Activities and Reporting Activities), and a table showing Workpackage and Task leaderships.

**CIVITAS CATALIST Effort Form (in Person Months)**

|   | 1    | 2      | 3      | 4       | 5         | 6          | 7        | 8     | 9        | 10   | 11   | 12     | 13     | 14     | 15    | 16   | 17   | 18        | 19   | 20        | 21       | 22   | 23   |  |
|---|------|--------|--------|---------|-----------|------------|----------|-------|----------|------|------|--------|--------|--------|-------|------|------|-----------|------|-----------|----------|------|------|--|
|   | ISIS | BERLIN | BREMEN | BRISTOL | BUCHAREST | EUROCITIES | FGM-AMOR | GENOA | GÖTEBORG | GC   | GRAZ | KAUNAS | KRAKOW | NANTES | POLIS | REC  | ATAC | ROTTERDAM | RC   | STOCKHOLM | TOULOUSE | TTR  | ROME |  |
| <b>Specific Activities</b>  |      |        |        |         |           |            |          |       |          |      |      |        |        |        |       |      |      |           |      |           |          |      |      |  |
| WP2 - Interactive Partnerships                                      | 4,0  | 12,0   | 17,9   | 8,8     | 10,2      | 0,0        | 0,0      | 8,5   | 7,1      | 0,0  | 8,8  | 11,0   | 13,2   | 8,5    | 0,0   | 0,0  | 9,6  | 7,7       | 0,0  | 8,6       | 9,0      | 1,0  | 3,2  |  |
| <i>Subcontracting</i>   | 0,0  | 0,0    | 0,0    | 0,0     | 0,0       | 0,0        | 0,0      | 0,0   | 0,0      | 0,0  | 0,0  | 0,0    | 0,0    | 0,0    | 0,0   | 0,0  | 3,7  | 2,8       | 0,0  | 12,4      | 0,0      | 0,0  | 0,0  |  |
| WP3 - City and Secondary Seller Outreach, Networking and Engagement | 2,0  | 0,0    | 1,0    | 0,0     | 0,0       | 7,5        | 1,5      | 0,0   | 0,0      | 1,5  | 0,0  | 0,0    | 0,0    | 0,0    | 7,1   | 12,7 | 0,0  | 0,0       | 4,0  | 0,0       | 0,0      | 16,8 | 0,0  |  |
| WP4 - Communication & Dissemination                                 | 0,0  | 0,0    | 3,0    | 0,0     | 0,0       | 0,0        | 22,9     | 0,0   | 0,0      | 0,0  | 0,0  | 0,0    | 0,0    | 0,0    | 0,0   | 7,0  | 0,0  | 0,0       | 0,0  | 0,0       | 0,0      | 1,0  | 0,0  |  |
| <i>Subcontracting</i>   | 0,0  | 0,0    | 0,0    | 0,0     | 0,0       | 0,0        | 13,7     | 0,0   | 0,0      | 0,0  | 0,0  | 0,0    | 0,0    | 0,0    | 0,0   | 0,0  | 0,0  | 0,0       | 0,0  | 0,0       | 0,0      | 0,0  | 0,0  |  |
| WP5 - CIVITAS Impact Assessment                                     | 8,5  | 3,0    | 4,0    | 3,0     | 3,0       | 0,0        | 0,0      | 2,5   | 3,0      | 8,9  | 3,0  | 2,5    | 2,5    | 3,0    | 0,0   | 2,0  | 3,0  | 3,0       | 28,3 | 3,0       | 2,5      | 3,0  | 0,0  |  |
| WP6 - Policy Dimension  | 10,4 | 0,0    | 1,5    | 0,0     | 0,0       | 1,0        | 0,0      | 0,0   | 0,0      | 1,5  | 0,0  | 0,0    | 0,0    | 0,0    | 1,0   | 0,0  | 0,0  | 0,0       | 1,5  | 0,0       | 0,0      | 0,0  | 0,0  |  |
| <b>Total Specific Activities</b>                                    | 24,9 | 15,0   | 27,4   | 11,8    | 13,2      | 8,5        | 38,1     | 11,0  | 10,1     | 11,9 | 11,8 | 13,5   | 15,7   | 11,5   | 8,1   | 21,7 | 16,3 | 13,5      | 33,8 | 24,0      | 11,5     | 21,8 | 3,2  |  |
| <b>Management Activities</b>  |      |        |        |         |           |            |          |       |          |      |      |        |        |        |       |      |      |           |      |           |          |      |      |  |
| WP1 - Project Management  | 18,1 | 0,0    | 2,3    | 0,0     | 0,0       | 0,0        | 3,1      | 0,0   | 0,0      | 0,0  | 0,0  | 0,0    | 0,0    | 0,0    | 0,0   | 0,0  | 0,0  | 0,0       | 2,6  | 0,0       | 0,0      | 2,2  | 0,0  |  |
| <i>Subcontracting</i>   | 0,1  | 0,1    | 0,1    | 0,1     | 0,4       | 0,1        | 0,2      | 0,2   | 0,1      | 0,1  | 0,1  | 0,2    | 0,7    | 0,1    | 0,1   | 0,2  | 0,1  | 0,1       | 0,2  | 0,2       | 0,1      | 0,2  | 0,1  |  |
| <b>Total Management Activities</b>                                  | 18,2 | 0,1    | 2,4    | 0,1     | 0,4       | 0,1        | 3,3      | 0,2   | 0,1      | 0,1  | 0,1  | 0,2    | 0,7    | 0,1    | 0,1   | 0,2  | 0,1  | 0,1       | 2,8  | 0,2       | 0,1      | 2,4  | 0,1  |  |
| <b>Reporting Activities</b>   |      |        |        |         |           |            |          |       |          |      |      |        |        |        |       |      |      |           |      |           |          |      |      |  |
| WP2 - Interactive Partnerships                                      | 0,0  | 0,3    | 0,0    | 0,3     | 0,3       | 0,0        | 0,0      | 0,3   | 0,3      | 0,0  | 0,3  | 0,3    | 0,3    | 0,3    | 0,0   | 0,0  | 0,3  | 0,3       | 0,0  | 0,3       | 0,3      | 0,0  | 0,3  |  |
| WP3 - City and Secondary Seller Outreach, Networking and Engagement | 0,0  | 0,0    | 0,0    | 0,0     | 0,0       | 0,3        | 0,0      | 0,0   | 0,0      | 0,3  | 0,0  | 0,0    | 0,0    | 0,0    | 0,3   | 0,3  | 0,0  | 0,0       | 0,0  | 0,0       | 0,0      | 0,0  | 0,0  |  |
| WP4 - Communication & Dissemination                                 | 0,0  | 0,0    | 0,0    | 0,0     | 0,0       | 0,0        | 0,0      | 0,0   | 0,0      | 0,0  | 0,0  | 0,0    | 0,0    | 0,0    | 0,0   | 0,3  | 0,0  | 0,0       | 0,0  | 0,0       | 0,0      | 0,0  | 0,0  |  |
| WP5 - CIVITAS Impact Assessment                                     | 0,0  | 0,3    | 0,0    | 0,3     | 0,3       | 0,0        | 0,0      | 0,3   | 0,3      | 0,3  | 0,3  | 0,3    | 0,3    | 0,3    | 0,0   | 0,3  | 0,3  | 0,3       | 0,0  | 0,3       | 0,3      | 0,0  | 0,3  |  |
| WP6 - Policy Dimension  | 0,0  | 0,0    | 0,0    | 0,0     | 0,0       | 0,3        | 0,0      | 0,0   | 0,0      | 0,1  | 0,0  | 0,0    | 0,0    | 0,0    | 0,3   | 0,0  | 0,0  | 0,0       | 0,0  | 0,0       | 0,0      | 0,0  | 0,0  |  |
| <b>Total Reporting Activities</b>                                   | 0,0  | 0,6    | 0,0    | 0,6     | 0,6       | 0,6        | 0,0      | 0,6   | 0,6      | 0,7  | 0,6  | 0,6    | 0,6    | 0,6    | 0,6   | 0,9  | 0,6  | 0,6       | 0,0  | 0,6       | 0,6      | 0,0  | 0,6  |  |
| <b>Total Activities</b>   | 43,1 | 15,7   | 29,8   | 12,5    | 14,2      | 9,2        | 41,4     | 11,8  | 10,8     | 12,7 | 12,5 | 14,3   | 17,0   | 12,2   | 8,8   | 22,8 | 17,0 | 14,2      | 36,6 | 24,8      | 12,2     | 24,2 | 3,9  |  |

**CIVITAS CATALIST Workpackage and Task Leaderships**

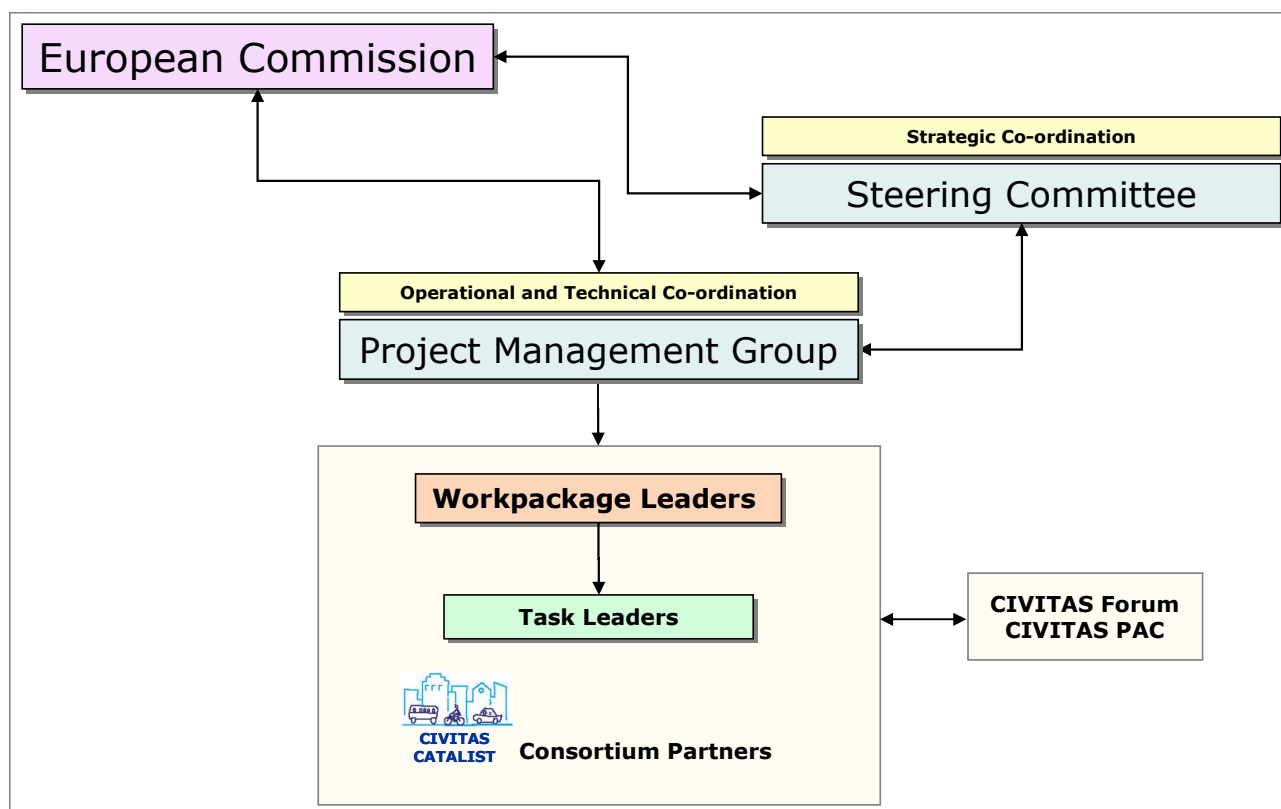
|  | 1    | 2      | 3      | 4       | 5         | 6          | 7        | 8     | 9        | 10 | 11   | 12     | 13     | 14     | 15    | 16  | 17   | 18        | 19 | 20        | 21       | 22  | 23   |   |
|--|------|--------|--------|---------|-----------|------------|----------|-------|----------|----|------|--------|--------|--------|-------|-----|------|-----------|----|-----------|----------|-----|------|---|
|  | ISIS | BERLIN | BREMEN | BRISTOL | BUCHAREST | EUROCITIES | FGM-AMOR | GENOA | GÖTEBORG | GC | GRAZ | KAUNAS | KRAKOW | NANTES | POLIS | REC | ATAC | ROTTERDAM | RC | STOCKHOLM | TOULOUSE | TTR | ROME |   |
| <b>WP1 – PROJECT MANAGEMENT</b>  | ■ ■  |        |        |         |           |            |          |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>WP2 – INTERACTIVE PARTNERSHIPS</b>                                      |      |        | ■ ■    |         |           |            |          |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 2.1 – The Reference Framework</b>                                  | ▲    |        | ■      |         |           |            |          |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     | ▲    |   |
| <b>Task 2.2 – Thematic Coordination</b>                                    | ▲    |        | ■      |         | ▲         |            |          |       |          |    |      | ▲      | ▲      |        |       |     |      |           |    |           |          |     |      |   |
| Task 2.2.1 – Promoting Less Car Intensive Lifestyles                       |      | ▲      | ■      | ▲       |           |            |          |       | ▲        |    | ▲    |        |        |        |       |     |      | ▲         |    |           |          |     |      |   |
| Task 2.2.2 – Promoting Innovative Soft Measures                            |      | ▲      | ▲      | ▲       |           |            |          |       |          |    | ▲    | ■      | ▲      | ▲      |       |     |      | ▲         |    |           |          |     |      |   |
| Task 2.2.3 – Promoting Collective Passenger Transport                      |      | ▲      | ▲      |         | ▲         |            |          |       |          |    | ▲    | ▲      |        | ■      |       |     | ▲    |           |    |           |          |     | ▲    |   |
| Task 2.2.4 – Promoting Transport Management                                |      |        | ▲      |         | ▲         |            |          |       |          |    |      |        |        |        |       |     | ▲    |           |    |           | ■        |     | ▲    |   |
| Task 2.2.5 – Promoting Integrated Pricing Strategies & Access Management   |      |        |        | ▲       |           |            |          | ▲     |          |    | ▲    |        | ▲      | ▲      |       |     | ■    | ▲         |    | ▲         | ▲        |     | ▲    |   |
| Task 2.2.6 – Promoting Urban Goods Transport                               |      | ▲      | ▲      | ▲       |           |            |          | ▲     | ■        |    |      |        |        |        |       |     |      | ▲         |    |           |          |     |      | ▲ |
| Task 2.2.7 – Promoting Clean Fuels and Vehicles                            |      | ▲      | ▲      |         | ▲         |            |          |       |          |    | ▲    |        |        |        |       |     |      | ▲         |    |           | ■        |     |      |   |
| <b>WP3 – CITY AND SECONDARY SELLER OUTREACH, NETWORKING AND ENGAGEMENT</b> |      |        |        |         |           |            |          |       |          |    |      |        |        |        |       |     |      |           |    |           |          | ■ ■ |      |   |
| <b>Task 3.1 – Supporting Tools</b>   | ▲    |        | ▲      |         |           | ▲          | ▲        |       |          |    |      |        |        |        |       | ▲   | ▲    |           |    | ▲         |          |     | ■    |   |
| <b>Task 3.2 – Awareness Raising for CIVITAS Expansion</b>                  |      |        |        |         |           | ▲          |          |       |          | ▲  |      |        |        |        |       | ▲   | ▲    |           |    | ▲         |          |     | ■    |   |
| <b>WP4 – COMMUNICATION &amp; DISSEMINATION</b>                             |      |        |        |         |           |            | ■ ■      |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 4.1 – Dissemination Plan</b>                                       |      |        | ▲      |         |           |            | ■        |       |          |    |      |        |        |        |       |     | ▲    |           |    |           |          |     | ▲    |   |
| <b>Task 4.2 – Brand Recognition</b>  |      |        |        |         |           |            | ■        |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 4.3 – Website &amp; Electronic Newsletter</b>                      |      |        | ▲      |         |           |            | ■        |       |          |    |      |        |        |        |       |     | ▲    |           |    |           |          |     |      |   |
| <b>Task 4.4 – eLibrary &amp; Good Experiences Dbase</b>                    |      |        | ▲      |         |           |            | ■        |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 4.5 – Promotion &amp; Educational Publications</b>                 |      |        | ▲      |         |           |            | ▲        |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 4.6 – Welcome Package</b>  |      |        |        |         |           |            | ■        |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>WP5 – CIVITAS IMPACT ASSESSMENT</b>                                     |      |        |        |         |           |            |          |       |          |    |      |        |        |        |       |     |      |           |    |           | ■ ■      |     |      |   |
| <b>Task 5.1 – Update the Cross-site Evaluation Results of CIVITAS I</b>    | ▲    | ▲      | ▲      | ▲       | ▲         |            |          | ▲     | ▲        | ▲  | ▲    | ▲      | ▲      | ▲      |       |     |      | ▲         | ▲  | ■         | ▲        | ▲   | ▲    | ▲ |
| <b>Task 5.2 – Making “Good Practice” Work</b>                              |      |        | ▲      |         |           |            |          |       |          | ■  |      |        |        |        |       |     |      |           | ▲  |           |          |     |      |   |
| <b>Task 5.3 – Determining Success</b>                                      | ▲    |        | ▲      |         |           |            |          |       |          | ▲  |      |        |        |        |       |     |      |           |    | ■         |          |     | ▲    |   |
| <b>Task 5.4 – Scientific Dimension</b>                                     |      |        |        |         |           |            |          |       |          | ■  |      |        |        |        |       |     |      |           | ▲  |           |          |     |      |   |
| <b>WP6 – POLICY DIMENSION</b>  | ■ ■  |        |        |         |           |            |          |       |          |    |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 6.1 – Political Outreach</b>                                       | ■    |        | ▲      |         |           | ▲          |          |       |          |    |      |        |        |        |       | ▲   |      |           |    |           |          |     |      |   |
| <b>Task 6.2 – Link with the CIVITAS PAC</b>                                | ■    |        | ▲      |         |           |            |          |       |          | ▲  |      |        |        |        |       |     |      |           |    |           |          |     |      |   |
| <b>Task 6.3 – Policy Inputs of CIVITAS CATALIST</b>                        | ▲    |        | ▲      |         |           | ▲          |          |       |          | ▲  |      |        |        |        |       | ▲   |      |           |    | ■         |          |     |      |   |

■ ■ WP Leader   ■ Task Leader   ▲ Task Participant

## Project Management

CIVITAS CATALIST is faced with complex tasks, which demand effective project management, timely and fluent communication, and clear delegation of roles and responsibilities. Accordingly, the management structure calls for:

- A PROJECT COORDINATOR;
- A STEERING COMMITTEE;
- A PROJECT MANAGEMENT GROUP;
- WP LEADERS;
- TASK LEADERS.



### Project Coordination

The technical and administrative aspects of the project are managed by the Project Coordinator (PC), ISIS (Rome, Italy), which assumes responsibility for the project management in all aspects as stated by the EC contracting rules. ISIS is a recognised experienced organisation in the field of EC project management, having led major EC projects in FP4, FP5 and FP6, including large Thematic Networks, Specific Support Actions and Integrated Projects. ISIS will involve in CIVITAS CATALIST a qualified team combining technical, managerial and administrative expertise, which will be responsible for:

- *Day-to-day contract management*, including administrative and financial project management, continuous monitoring and reporting to the Steering Committee (see below) on objective achievement and resource use, and assurance of consortium compliance with the applicable financial rules;
- *Technical management*: the PC will steer and monitor the quality and timely production of all planned actions and the relative technical deliverables. In this capacity, the PC will ensure that the

recommendations of the internal quality reviewers (see below) and the feedback from the EC are duly taken into account;

- *Communication management*: the PC will be the neuralgic communication centre between the project and the EC technical and financial officers, and with the outside world of related projects/initiatives.

The team will be composed of Andrea Ricci, who will chair the Steering Committee (see below), Mario Gualdi who will lead the Project Management Group (see below), Maurizio Tomassini, in charge with the policy activities (WP6), Stefano Proietti and Michela Fioretto, who will provide managerial and scientific assistance, Donato Pellegrini and Irina Rachieru, who will coordinate the administrative matters.

### Steering Committee

The Steering Committee (SC) is responsible for providing strategic guidance to the project, including scientific supervision of all actions, decision-making on possible adjustments to the work plan, monitoring of project timing, scheduling, and allocation of roles and resources, approval of contingency plans, general quality control on and formal approval of project deliverables, and implementation of red flag procedures.

The SC is chaired by ISIS and is composed of one executive level representative and a deputy from partners holding workpackage leadership and thematic coordination (see figure below). SC members have the opportunity to replace their representative and to appoint a substitute from the same organisation. The other partners can be invited to participate and are entitled to cast a vote in case they are directly affected by a decision of the SC. Decisions are taken by simple majority with a casting vote being held by the PC. The SC meets regularly twice per year or at any other time when necessary (in particular for the evaluation of Activity Fund proposals, mostly through teleconferences).



The SC, which is the political and scientific entity of the project, invites the EC and, when relevant, other key CIVITAS actors (e.g. the CIVITAS Advisory Committee, CAC) to attend meetings and discuss/agree the course of action of the project.

Each SC meeting will be followed by detailed minutes to be circulated with the full CIVITAS CATALIST partnership for comments. This way decisions are ensured appropriate visibility and participation opportunity, without undermining the effectiveness that is typical of smaller bodies.

### Project Management Group

While the SC steers and mentors the project, the Project Management Group (PMG) is the engine of the project, fully responsible for the operational management of all technical aspects. The PMG, which is also chaired by ISIS, comprises representatives from all project partners.

The PMC meets regularly at least twice a year or at any other time when necessary at the request of the PC or another partner. Key tasks of the PMG are to review the technical progress of the project, to take operational and trouble solving decisions, to appraise the need for corrective actions where necessary, and

to prepare and deliver to the SC draft reports and deliverables for final approval. If necessary, decisions inside the PMG are taken at simple majority, with the PC holding a casting vote.

### Workpackage and Task leaders

The project is subdivided into Workpackages and Tasks, and individual partners are allocated specific responsibilities as shown earlier in the resource table.

Within the workpackages, WP leaders have the responsibility to steer activities, deliverables and milestones, and to produce progress reports. WP leaders also ensure that all workpackage objectives are met within the planned timeframe, cost and resource constraints.

Similarly, Task leaders, in liaison with their WP leader, are responsible for coordinating the activities of the tasks and for meeting objectives within the planned deadlines.

### Quality Review

The project will establish a two-layered procedure for quality assurance:

- *Internal peer review*, which will allow for an accurate revision conducted by CIVITAS CATALIST partners not involved in the elaboration of the deliverables of concern. The internal review will concentrate on the assessment of quality in the “traditional” sense, i.e. appraising
  - the extent to which the **contents** of the Deliverables meet the corresponding specifications (structure, completeness, innovative character, explicit representation of inputs into - and outputs from - other project tasks and activities)
  - the quality of the **form and presentation** (language, readability, clarity)
- *External expert review*, to be performed on-demand by a panel of experts in the different thematic areas (i.e. communication, evaluation, dissemination, practice and policy experts). The external review will concentrate on the evaluation of the **effectiveness** and **usefulness** of Deliverables in the overall framework of the CIVITAS initiative. It will critically assess the extent to which deliverables bring **added value** to the ultimate CIVITAS objectives. To this end, external reviewers will be provided with an evaluation frame, or template, allowing for the systematic appraisal of the concrete contribution of each Deliverable to the attainment of the main CIVITAS objectives (both overall and specific to CIVITAS CATALIST). The frame, which will be originally devised by the Steering Committee, will be based on a hierarchised set of objectives, and will allow for the distinction between short, medium and long term effects to be expected from the exploitation and diffusion of the project Deliverables.

It is worth mentioning that the work of CIVITAS CATALIST will be continuously reviewed also by the CIVITAS Advisory Committee, a body already established at the time of CIVITAS I by the European Commission (EC) to form the external strategic quality control of the CIVITAS Initiative. This independent group advises the EC on the strategic development of CIVITAS acting as a ‘friendly advisor’ and as an ‘independent monitor’ in order to assure that the CIVITAS Initiative creates an added value to the local implementations.

### Consortium Agreement

The project has drafted, approved and signed a Consortium Agreement, and internal document binding all partners, which addresses the following main issues:

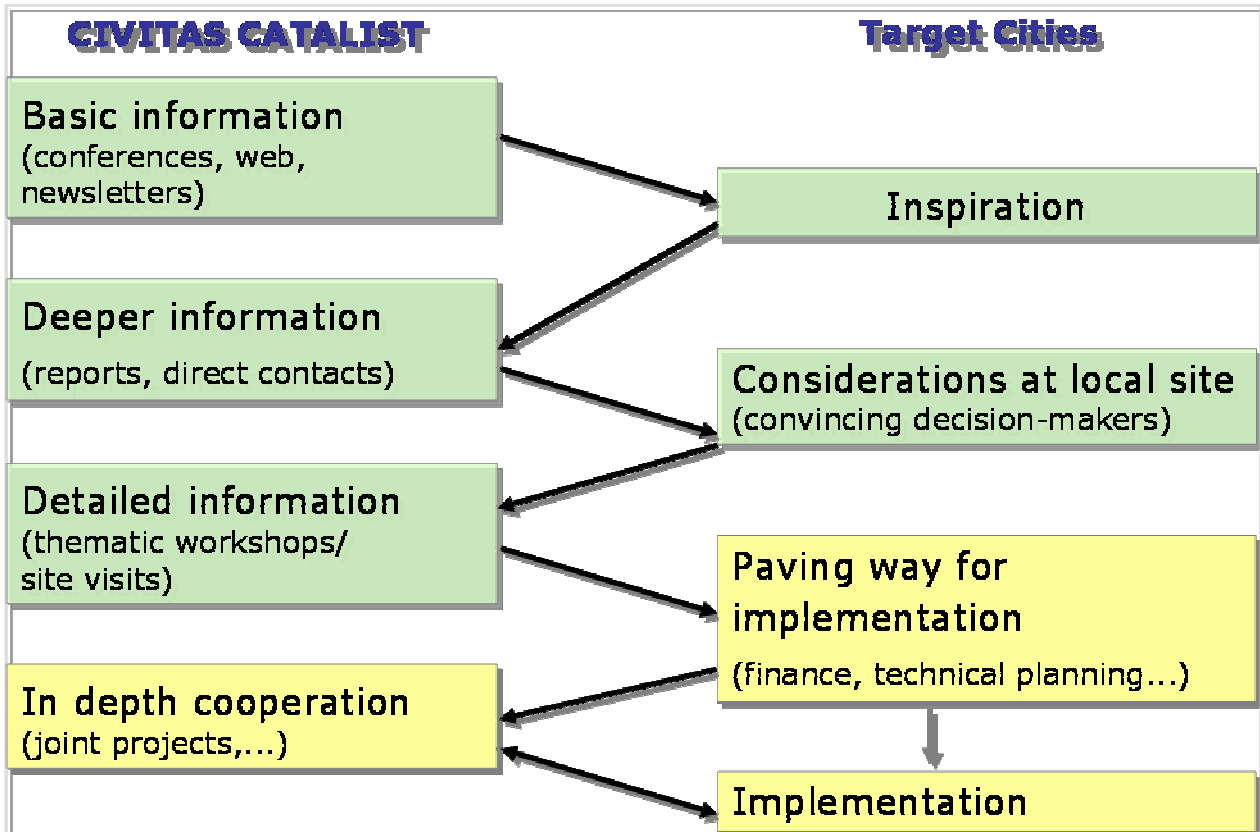
- Internal organisation and management of the consortium
- Intellectual property and confidentiality arrangements
- Settlement of internal disputes
- Detailed management of financial resources

as well as other issues deemed relevant, provided they do not contradict the form and substance of the contract between the EU and the consortium, which will ultimately prevail in any instance.

## Detailed Implementation Plan

### Introduction

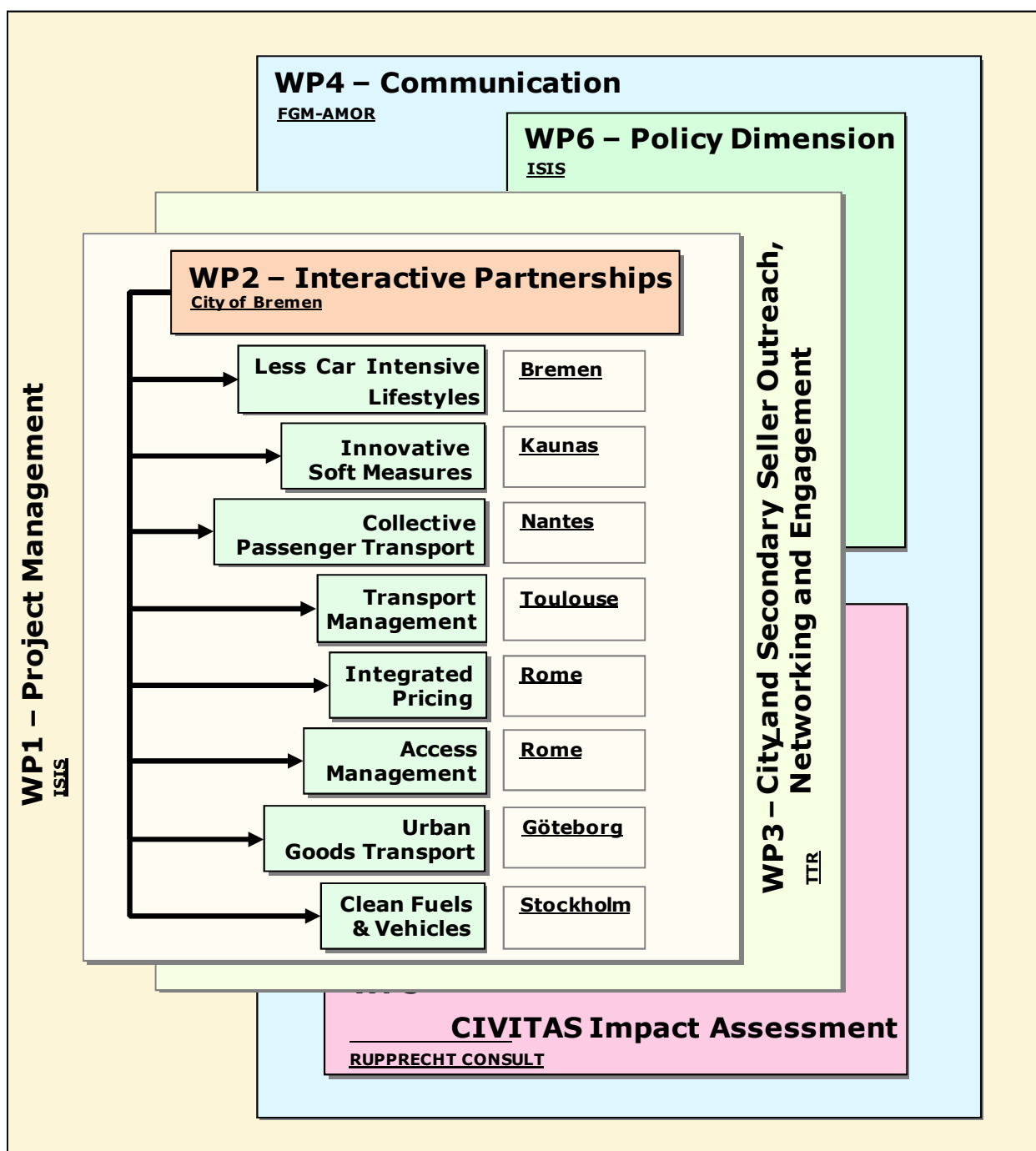
The work plan of CIVITAS CATALIST is inspired by the following **outreach approach**.



Cities and local stakeholders must be reached through a variety of means, as there are no all-purpose instruments effective in all situations. What is needed is the production of a spark, a source of **inspiration** that will generate interest and trigger reaction. To this effect, CIVITAS CATALIST brings together the vast experience of the partners, which will work toward the elaboration of increasingly detailed **information** and structured **events**.

As shown in the above flow chart, information (good as well bad experience) will be supplied in various forms (reports, workshops, site visits, etc.) to catch the interest of cities and to help them promote sustainable energy and transport policies, possibly to the point of undertaking full size project implementations. So to speak, the “institutional” role of CIVITAS CATALIST is thus that of a **motivator**, **information provider** and **facilitator**, while further concrete steps (i.e. actual local and/or joint project realisations) inevitably depend on the circumstances. CIVITAS CATALIST will however also work toward these more tangible outputs, following their developments and building upon the results thereof in an iterative process.

The sequence of workpackages unfolds accordingly.



WP2 – Interactive Partnerships supplies a rich **knowledge base** to the project (together with WP5) and acts as the centre stage for numerous types of **information exchange**. Furthermore, it functions as a direct and accessible **inspirational nexus** for take-up cities, which have the opportunity to continuously interface with those inside CIVITAS CATALIST.

WP3 – City and Secondary Seller Outreach, Networking and Engagement is the “diplomat” of the project, trying to **liaise with**, **inspire** and **convince** an ever growing number of cities to be actively involved in the activities of the project. In doing so, the WP strives to open new channels and cooperates with existing local, national and international networks.

WP4 – Communication and Dissemination works on the more tangible and visible “image” of the project, looking after the tools used to communicate with the external world. It will thus produce, among others, online and paper based **information**, such as leaflets, articles and reports to be stored in web libraries, ensuring that the project activities are easily recognisable (branding), and making CIVITAS the synonym of clean urban transport and of a new mobility culture.

WP5 – CIVITAS Impact Assessment ensures the scientific validation of the CIVITAS I and eventually CIVITAS II project results, providing **information** on policy effectiveness drawn from on-field results.

WP6 – Policy Dimension seeks to fuel a **political spark** into the making of clean urban transport, promoting discussion amongst politicians at EU, national and local level.

The next pages present a summary description of each workpackage.

## WP2 – Interactive Partnerships

As underlined repeatedly, CIVITAS CATALIST brings together ambitious cities that have gained much experience in the various fields of clean urban transport, being composed in an integrative way of several thematic areas. This workpackage deals with the involvement of further cities (take-up cities) in a transfer programme based on discussion, participation and joint initiative development. The assumption is that much of the experience accrued by the CIVITAS CATALIST cities is transferable, providing a well planned *adaptation process*.

**Horizontal Enlargement:** The starting point of getting new actors into the CIVITAS process is to deliver basic information in an adequate way to cities that are so far less active at the European level – and specifically to their stakeholders. Initially, the information should be synthetic and down to the point, in order to trigger some kind of reaction. CIVITAS CATALIST aims to animate a comprehensive promotion strategy, starting with a global dissemination effort to progress toward a direct exchange and eventual concrete cooperation. The need for specific media and communication means thus becomes essential. The principles of the media-theory (in terms of communication channels, instruments, signs, etc.) are helpful and can be effective when used. A key point is the language barrier, which CIVITAS CATALIST will have to minimise by an intensive use of multimedia material (pictures, videos, brief translated brochures, etc. – all part of the Multimedia Library).

Furthermore, a sound communication theory must depart from the needs and conditions of the receiving end, which shall be seen as the beacon of an efficient information process. In this respect, the CIVITAS CATALIST partner cities, which come from different background and geographical contexts, and which in some cases went through a similar learning process not so long ago, will be the driving and insightful force of the process.

Clearly, the project will on occasions rely on an already fair level of existing information (e.g. public transport), whereas in other thematic areas (e.g. ITS or goods distributions) it will have to adopt a more proactive approach.

**Vertical Deepening:** as explained before, the objective of CIVITAS CATALIST is also to find ways to attract more actors at the national and local level – in order to avoid communicating once again to the European “in crowd”, avoid preaching to the already convinced. A crucial role is the involvement of national organisations in the field of transport. Vertical deepening plays also a role in enhancing the integrative aspect of sustainable transport strategies at the local level, where CIVITAS cities have not yet covered all thematic areas.

In addition, the cities of CIVITAS CATALIST will use their national and local contacts to establish and enhance information channels for exchanging CIVITAS philosophy and results.

### The Thematic Coordinators & and the Ambassador Cities

The *Thematic Coordinators* are forerunners and well-experienced cities in specific areas of sustainable transport strategies, which can be seen as a source of inspiration for other cities. They will work throughout

the project to *capture interest, trigger reflection* (“...why don’t we have we such a good measure...”) and to *support an interactive process* that will hopefully lead to potential joint implementations (“...what do we have to do to implement such a good measure...”).

Thematic Coordinators and Ambassador Cities are also fact providers. Because of that they can be “living examples” with the highest potential for convincing politicians, decision-makers and stakeholders in other cities.

The objectives of this workpackage can however be best achieved with an additional theme-transversal involvement of partner cities, which allows for a full exploitation of their ranging experiences. This is why the project also identifies *Ambassador Cities*, which are expected to supply insights to the eight CIVITAS thematic areas (or policy fields). There are as well specific experiences of Ambassador Cities due to peculiar technical experiences, to location, etc.

The figure below provides a quick glance of the proposed roles.

### **CIVITAS CATALIST Interactive Partnerships**

| Theme                          | Coordinator | Ambassador   |
|--------------------------------|-------------|--|
| Less Car Intensive Lifestyles  | Bremen      | Berlin, Bristol, Göteborg, Graz, Rotterdam                           |
| Innovative Soft Measures       | Kaunas      | Berlin, Bremen, Bristol, Graz, Krakow, Nantes, Rotterdam             |
| Collective Passenger Transport | Nantes      | Berlin, Bremen, Bucharest, Graz, Kaunas, Rome                        |
| Transport Management           | Toulouse    | Bremen, Bucharest, Rome  |
| Integrated Pricing Strategies  | Rome        | Bristol, Genoa, Graz, Krakow, Nantes, Rotterdam, Stockholm, Toulouse |
| Access Management              | Rome        | Bristol, Genoa, Graz, Krakow, Nantes, Rotterdam, Stockholm, Toulouse |
| Urban Goods Transport          | Göteborg    | Berlin, Bremen, Bristol, Genoa, Rotterdam                            |
| Clean Fuels & Vehicles         | Stockholm   | Berlin, Bremen, Bucharest, Graz, Rotterdam                           |

As remarked, the theme ambassadors will provide additional and/or very specific knowledge and experience, something that the project deem very beneficial for other European cities and heir stakeholders.

The promotion campaign motioned by CIVITAS CATALIST (a more detailed overview of these activities is included later in the tabular description of WP2) seeks to undertake: i) the creation of theme twinning partnerships, ii) the development of thematic platforms for bringing together experience, expertise and interests, iii) the organisation of workshops and study tours for politicians, managers and technicians, iv) the facilitation of staff in-depth knowledge exchanges, v) the organisation of expert level activities to mainstream the CIVITAS activities at the European and national level in coordination with the existing networks, vi) and the pro-active involvement of stakeholders in the discussion, both industry, transport/energy companies and citizens.

This is surely a broad and ambitious task, which requires full use of the rich and complementary expertises brought into CIVITAS CATALIST. Thus not only the Thematic Coordinators and Ambassador Cities, but the rest of the partnership, research/consultants and networks will contribute in “ensemble” to this action, adding on-field experience, inside and outside perspective, scientific, organisational and motivational skills.

It is important to note that CIVITAS CATALIST considers equally instructive to share information on good and bad practices. The experience coming from measures that have not been particularly successful are in

fact of great value and will not be withheld. Cities consider it necessary to do so if we are to avoid reinventing the wheel (also that which does not run...).

Obviously the exchange of non-successes or complete failures requires a certain degree of mutual trust, but this is exactly what the project is about – and a meaningful exchange would not be such without it.

## **WP3 – City and Secondary Seller Outreach, Networking and Engagement**

The fundamental purpose of *CIVITAS CATALIST WP3 – City and Secondary Seller Outreach, Networking and Engagement*, is to identify, reach out to and ‘inspire’ potential Take-Up cities (i.e. those cities not currently involved in CIVITAS, but for which involvement could be beneficial) to become involved in CIVITAS and to adopt CIVITAS principles in developing an integrated approach to sustainable mobility.

The primary focus of WP3 will be promotion of CIVITAS to cities within EU Member States, involving contact directly with cities but also, very importantly, promotion through national and trans-national city networks and other appropriate bodies, organisations and programmes, able to act as ‘secondary sellers’ of the CIVITAS messages.

The fundamental strategy in targeting potential ‘Take-Up’ cities will involve:

- making direct contact with cities in Europe;
- using city networks nationally;
- using trans-national European networks;
- engaging with other appropriate bodies, organisations, initiatives and programmes to act as ‘secondary sellers’ on our behalf.

The approach will involve:

- identifying potential Take-Up cities throughout Europe;
- understanding the needs of potential Take-Up cities throughout Europe;
- engaging with potential Take-Up cities throughout Europe, with a view to securing their interest and involvement in CIVITAS and their uptake of the CIVITAS approach to sustainable mobility, ensuring they adopt a broad approach, rather than focusing on a single measure;
- engaging with national and trans-national city networks to encourage Take-up city interaction, through promotion of CIVITAS principles and measures in their own activities (with the potential for development of an eventual ‘Charter of CIVITAS affiliated networks’);
- establishing appropriate links for answering the information and involvement needs of Take-Up cities;
- facilitating closer links between CIVITAS and other appropriate bodies, programmes and initiatives at the national and EU level, to ensure the maximum exploitation of CIVITAS, now and in the future, by establishing dialogue and generating interest in CIVITAS, resulting in local support being provided by relevant bodies and organisations for interested cities;
- undertaking basic liaison with key national and international networks, beyond Europe, to further promote the CIVITAS message.

The success of WP3 will be measured in terms of activity focused on multiple stages of interaction with potential Take-Up cities, from initial city contact, through to facilitating detailed interaction with other CIVITAS CATALIST WPs (predominantly WP2), not just in terms of increased CIVITAS Forum membership.

## **WP4 – Communication**

With its articulated dissemination approach, CIVITAS CATALIST will enhance the CIVITAS Initiative as a significant pan-European programme brand, which will ensure that experiences of CIVITAS I-II are exploited to a maximum level. CATALIST will ensure normalisation of the bold CIVITAS measures for achieving

## CIVITAS CATALIST – D1.1 Inception Report

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sustainable transport and energy use. It will be a crucial element for achieving a major self-sustaining awareness programme with a significant ‘multiplier effect’ for reaching wider audiences.

Major collections of best practices and successful demonstrations of CIVITAS I already exist - however, this is obviously not sufficient to achieve actual change in transport and energy related policies and behaviour and to break the conventional link between transport, energy use and economic growth. Therefore, CIVITAS CATALIST will use a multi-level approach, including tailor made dissemination tools and activities depending on the target audiences;

- tailor made dissemination tools and activities depending on the target audiences;
- communications approaches utilising all senses: rational and informative, emotional, personal experience and self-interest and motivation;
- applying the levels of change of TAPESTRY (travel awareness project) (for setting campaign objectives and evaluation criteria);
- achieving impacts that last beyond the duration of CIVITAS CATALIST;
- geographical spread within and beyond Europe covering all EU member states, new accession countries, US, Asia and MEDA countries (this will entail building a universal manual or specification for best practice with instructions for localisation to the cultures and nationalities of the project);
- provision of best practise examples in 17 languages;
- provision of basic information in up to 17 languages.

The specification of target groups and the definition of appropriate objectives is the first step. These initial stages will draw on the surveys and research of the METEOR/GUARD Consortium as well as from the insights coming from the partner cities. The resulting leads will help to define market segments and audiences, such as.

- citizens – general public in urban areas;
- decision and policy makers inside and outside CIVITAS;
- city and site managers inside and outside CIVITAS;
- technical personnel inside and outside CIVITAS;
- scientists;
- future transport planners and mobility and energy experts;
- journalists and multipliers specialized in transport and energy;
- teachers on all levels of schools;
- car manufacturers and energy suppliers, ITS industry
- new member states;
- accession countries.

Communicating with the public or end-user has all too often been glossed over in favour of investment of resources in physical infrastructure, hardware and management systems.

Identification of target audiences will be critical as will be profiling their needs, ‘language’ and communications preferences. Depending on the target group, CIVITAS CATALIST will develop different tailor-made products.

The work of CIVITAS CATALIST, and that of WP5 in the specific, will be carried out in such a way as to not overlap or conflict with that of other relevant EU Projects such as CIVITAS GUARD and PARAMOUNT (which are also care of CIVITAS CATALIST partners).

## WP5 – CIVITAS Impact Assessment

The general goal of this WP5 is to consolidate and expand the CIVITAS knowledge base to supply the different channels of communication of CIVITAS CATALIST (networking, interactive partnerships, dissemination, and policy recommendations) with richer and scientifically sound information. This will be realised through a continuing validation of selected CIVITAS measures, post assessment of (long-term) measure impacts, and a collaborative mechanism for success identification and transfer ("best practices").

In so doing, WP5 will i) validate the results of CIVITAS I (and eventually CIVITAS II) by assessing impacts of comparable measures across cities, measure integration on city level, and contribution to policy themes, ii) continue the assessment of the most relevant clean urban transport measures of CIVITAS I and II cities in order to increase the knowledge of their long-term effects, iii) develop a collaborative process of review and assessment by experts and practitioners with the aim to identify the most successful and "stable" best practices (to be effectively exploited in all EU Member States and Accession Countries, but also globally), and iv) strengthen the link with the scientific world by involving scientific experts and members of the academic community.

## WP6 – Policy Dimension

The first four years of implementation of the CIVITAS initiative have allowed confirming the need for a strong political dimension. The scope and functioning of this dimension, however, are not clearly defined, and additional efforts are required to ensure that the involvement of local politicians is adequately exploited, notably to achieve the snowball effect repeatedly advocated in the CIVITAS context. It is widely recognised that the success of radical reforms of urban mobility systems largely depends on the existence of "political champions", and on their ability to confer to such reforms the highest possible visibility, at the local, national and international level. In a number of European cities, political champions have emerged spontaneously, and one could say that this directly reflects on the current composition of the CIVITAS family, which currently comes together into a Political Advisory Committee (PAC).

In such a framework, the policy component of CIVITAS CATALIST has two primary inter-related objectives:

- to support the local politicians that have already proved their high level of motivation and commitment to the CIVITAS spirit, so that their current and future achievements are fully recognised
- to foster the emergence of CIVITAS advocates (new political champions) in the widest possible number of European cities.

Accordingly, CIVITAS CATALIST sees its role as "providing ammunition" to achieve these objectives, in various forms such as e.g. targeted surveys among local politicians (to better understand their specific support requirements), dedicated meetings to facilitate the exchange of policy inputs and best practice, preparation of short notes discussing specific policy requirements and concerns.

Although a detailed outline of how such contributions could be concretely staged during the project lifetime is presented in the relevant section of this proposal (WP6), a key success factor in achieving the above objectives will be the capability of *continuously monitoring* the requirements and perceptions of local politicians, so as to adjust the focus of specific actions to the evolving nature of policy priorities. The CIVITAS CATALIST team, and particularly ISIS, the leader of the policy WP, have played a major role in establishing and nurturing the policy dimension of the CIVITAS initiative since its early stages. This has allowed building direct communication channels with many local politicians in the CIVITAS cities and beyond, which will prove a fundamental asset in pursuing the above goals.

Whenever possible and useful (as illustrated in WP6), local politicians will be involved in the political events organised by CIVITAS CATALIST. The actual CIVITAS PAC contains representatives of several CIVITAS CATALIST Thematic Coordinators, such as Göteborg (the current Chair of the PAC), Bremen, Bristol, Kaunas, Krakow, Nantes and Rotterdam.

## CIVITAS CATALIST – D1.1 Inception Report

The following tables show the list workpackages and deliverables for the full duration of the project, while an overview of the project timing is offered by the Gantt chart.

### List of Workpackages

| WP No. | WP TITLE                      | LEAD CONTRACTOR No. | PERSON MONTHS | START MONTH | END MONTH | DELIVERABLE No. |
|--------|-------------------------------|---------------------|---------------|-------------|-----------|-----------------|
| 1      | Project Management            | 1                   | 32,2          | 1           | 48        | D1.1 to D1.5    |
| 2      | Interactive Partnerships      | 3                   | 172,2         | 1           | 48        | D2.1 to D2.8    |
| 3      | Networking & Exploitation     | 22                  | 55,3          | 1           | 48        | D3.1 to D3.4    |
| 4      | Communication & Dissemination | 7                   | 47,9          | 1           | 48        | D4.1 and D4.2   |
| 5      | CIVITAS Impact Assessment     | 19                  | 96,5          | 1           | 48        | D5.1 to D5.3    |
| 6      | Policy Dimension              | 1                   | 17,6          | 1           | 48        | D6.1 and D6.2   |
|        | <b>TOTAL</b>                  |                     | <b>421,7</b>  |             |           |                 |

### List of Official Deliverables

| DELIVERABLE No. | DELIVERABLE TITLE   | DELIVERY DATE     | NATURE | DISSEMINATION LEVEL |
|-----------------|---|-------------------|--------|---------------------|
| D1.1            | Inception Report  | 6                 | R      | PU                  |
| D1.2 to D1.4    | Periodic Activity and Management Reports and Final Report                   | 14, 38, 50        | R      | RE                  |
| D1.5            | Interim Activity Report   | 28                | R      | RE                  |
| D2.1            | Thematic Promotion Material   | ongoing           | O      | PU                  |
| D2.2 to D2.8    | Thematic Fact Sheets  | 16, 32, 48        | R      | PU                  |
| D3.1            | Master City Contact Database  | 4 and ongoing     | O      | PU                  |
| D3.2            | User Needs Analysis and Recommendations                                     | 6 & review        | R      | RE                  |
| D3.3            | Strategic Plan for CIVITAS Expansion  | 2, 12, 24, 36, 48 | R      | PU                  |
| D3.4            | Annual Action Plan for CIVITAS Expansion                                    | 12, 24, 36, 48    | R      | PU                  |
| D4.1            | Dissemination Plan  | 6                 | R      | PU                  |
| D5.1            | CIVITAS Long-Term Evaluation Report   | 16                | R      | PU                  |
| D5.2            | Intermediary Report on Validation of Long-Term Impacts of Mobility Measures | 26                | R      | PU                  |
| D5.3            | Results and Lessons of the CIVITAS Initiative                               | 40                | R      | PU                  |
| D6.1            | Dynamic Policy Makers   | 46                | R      | PU                  |
| D6.2            | A Final Policy Glance   | 48                | R      | PU                  |

### List of Internal Working Documents

| No.   | TITLE  | DELIVERY DATE | NATURE | DISSEMINATION LEVEL |
|-------|--|---------------|--------|---------------------|
| WD5.1 | Success criteria and Transfer guide (“Lead Practices in Sustainable Mobility”) | 25            | R      | RE                  |

### List of Milestones

| WP | MILESTONE   | DATE       |
|----|---|------------|
| 1  | Signature of Consortium Agreement   | 3          |
| 1  | Inception Report  | 6          |
| 1  | Activity Fund   | 6          |
| 1  | Mid-term Assessment Report  | 26         |
| 1  | Production of Project Deliverables and Final Report   | Continuous |
| 2  | Thematic contributions to National, European and International conferences about CIVITAS projects and experiences by CIVITAS CATALIST partners  | Continuous |
| 2  | Thematic seminars, workshops, thematic platform meetings – initiated by CIVITAS CATALIST partners   | Continuous |
| 2  | Study Tours/Site Visits   | Continuous |
| 2  | Person Days of “training on the job” activities;  | Continuous |
| 2  | Multimedia descriptions (e.g. by short videos) of best practice experiences for CATALIST eLibrary;  | Continuous |
| 3  | Network penetration and city engagement targets, with focus on the level of city recruitment for involvement with WP2 – Interactive Partnerships and also in terms of Forum membership. | Continuous |
| 4  | Extended Corporate Design   | 10         |
| 4  | Website   | Continuous |
| 4  | Electronic Database   | 6          |
| 4  | Branding Outputs  | Continuous |
| 4  | Promotion-related Material  | Continuous |
| 4  | Welcome Package   | 13         |
| 5  | Feedback from mid-term validation workshop and interviews   | 24         |
| 5  | Agreement with publishing house   | 30         |
| 6  | Political Survey  | 6          |
| 6  | EU and National Level Political Seminars  | Continuous |
| 6  | EU and National Level Political Meetings  | Continuous |
| 6  | Concluding Policy Insights for Different Target Groups  | 48         |



## WP1 - Project Management

| Workpackage Number | 1    |     |     | Start Date |     |     |     |     | Month 1 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
|--------------------|------|-----|-----|------------|-----|-----|-----|-----|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Participant ID     | 1    | 2   | 3   | 4          | 5   | 6   | 7   | 8   | 9       | 10  | 11  | 12  | 13  | 14  | 15  | 16  | 17  | 18  | 19  | 20  | 21  | 22  | 23  |
| PM Participant     | 18,2 | 0,1 | 2,4 | 0,1        | 0,4 | 0,1 | 3,3 | 0,2 | 0,1     | 0,1 | 0,1 | 0,2 | 0,7 | 0,1 | 0,1 | 0,2 | 0,1 | 0,1 | 2,8 | 0,2 | 0,1 | 2,4 | 0,1 |

### Objectives

- *Internal and external project representation*, including contacts with the EC and all other relevant stakeholders;
- *Scientific coordination* of the project, including continuous appraisal of the appropriateness and effectiveness of the chosen approach versus the set out objectives, and adjustments to best cater to new conditions and/or opportunities;
- *Project and contract management*, including financial management, production of progress/management reports, co-ordination of sub-contracting, so as to ensure effective delivery of project objectives within time, cost and resource constraints, with high quality standards;
- *Quality review* of all deliverables.

### Description of Work

#### Main Project Bodies

CIVITAS CATALIST will be led by a **Project Coordinator** (PC, ISIS), which will ensure the effective administrative management of the project undertaking the following activities:

- Day-to-day management, including the administration of internal communication, monitoring of timely and trouble free project activities, resolution of possible conflicts;
- Maintenance of the main communication channel with the EC research and financial officers, and with any other relevant external party.
- Management of financial, administrative and contractual activities, ensuring that all contractors and subcontractors comply with the EC financial rules for cost accounting and auditing;
- Preparation of annual management reports;
- Negotiation of contractual changes within the consortium and with the EC;
- Regular reporting to the Steering Committee (see below) on main work progress and critical factors;
- Assurance of quality control, and proposal of red flag procedures.

The technical management of the project will be responsibility of the PC together with the **Project Management Group** (PMG), a wide collegial body comprising the full project partnership (23 partners). The PMG will ensure that CIVITAS CATALIST has:

- A sound overall technical management, ensuring a timely and quality production of deliverables and other relevant documents, a fluent coordination of all technical activities, and a seamless communication amongst the broad partnership of the project;
- An accurate activity planning, including the timing, scheduling, allocation of roles and resources;
- A suitable venue for the discussion of problems and opportunities facing the project, and for the exchange of operational and technical aspects relating to knowledge, progress and outputs produced by the workpackages.

The PMG will convene at least twice a year for 1 full day meeting in conjunction with the other main project events.

The PC will chair the **Steering Committee** (SC), which will be composed of workpackage leaders

and a representation of the Thematic Coordinators.

The SC will be primarily responsible for the following:

- Strategic decision making for a solid project course setting;
- Appraisal of the scientific soundness of the project and review of project progress against its original objectives;
- Supervision of timing, scheduling, allocation of roles and resources, contingency plans;
- Implementation of red flag procedures triggered by the Project Coordinator;
- Approval of official project deliverables.

The SC will convene twice a year for half-day meetings in conjunction with the other main project events or at any other time at the request of any SC member.

### **Quality Review**

Each deliverable produced by CIVITAS CATALIST will go through a multilayered internal process of quality review and an external review by a sub-contracted independent expert. The latter will offer i) a general outside perspective, ii) feedback on the technical and formal quality of the documents, iii) suggestions for improvement. The results of the external review, plus the possible corrective actions taken, will be communicated to the Commission at the time of the submission of the report.

The process of quality review is expected to improve the effectiveness of the support and outreach strategies, the monitoring and evaluation processes, and the development of policy recommendations.

### **Budget Considerations**

An innovative, user-driven project as CIVITAS CATALIST is inherently complicated due to the ambition of the mission and the broad participation of actors. A further element is represented by the desired flexibility both in terms of activities and budget, which must be reconciled with the necessary need for a somewhat credible and recognisable structure.

The project should be able to ensure at once solid organisation and continuous adaptation to newly risen needs. This means providing sufficient stability to the partner while retaining a consistent budget portion available to finance the efforts and the involvement of the take-up cities as well as possible evolving roles inside the project (e.g. new Thematic Coordinators or Ambassador Cities, new services deemed beneficial for the success of the project). See additional city-related budget remarks in the description of work of WP2.

The chosen approach calls for a guaranteed budget allocation for all partners, coupled with a substantial Activity Fund (€1.000.000) to be progressively used to finance on-demand activities of the partners and of the take-up cities. Though specific procedures and rules will be worked out at inception phase, it is expected future budget re-allocations may happen through one or more Contract Amendments.

### **Deliverables**

1. **D1.1** – Inception Report (Month 6);
2. **D1.2 to D1.4** - Annual Activity Reports (Months 14, 38, 50);
3. **D1.5** – Combined Mid Term Assessment Report and Annual Activity Report (Month 26).

### **Milestones and Expected Results**

- Signature of Consortium Agreement (Month 3);
- Finalisation of Activity Fund Rules and Procedures (Month 6);
- Inception Report (Month 6);
- Mid-term Assessment Report (Month 26);
- Production of Project Deliverables and Final Report (Continuous).

## WP2 - Interactive Partnerships

### “Making knowledge and experiences available”

| Workpackage Number | 2 |      | Start Date |     |      |   |   |     |     | Month 1 |     |      |      |     |    |    |      |      |    |      |     |    |     |
|--------------------|---|------|------------|-----|------|---|---|-----|-----|---------|-----|------|------|-----|----|----|------|------|----|------|-----|----|-----|
| Participant ID     | 1 | 2    | 3          | 4   | 5    | 6 | 7 | 8   | 9   | 10      | 11  | 12   | 13   | 14  | 15 | 16 | 17   | 18   | 19 | 20   | 21  | 22 | 23  |
| PM Participant     | 4 | 12,3 | 17,9       | 9,1 | 10,5 |   |   | 8,8 | 7,4 |         | 9,1 | 11,3 | 13,5 | 8,8 |    |    | 13,6 | 10,8 |    | 21,3 | 9,3 | 1  | 3,5 |

#### Objectives

- Ensuring a pro-active and successful take up of CIVITAS results and experiences by non-CIVITAS demonstration cities (horizontal extension of CIVITAS);
- Active involvement of cities with knowledge and practical experiences as best-practice cities of CIVITAS;
- Facilitating trustful cooperation – also to share experience about obstacles and barriers (not only “best practice”);
- Providing special focus on New Member States and Candidate Countries;
- Involving further partners on the local and national level in CIVITAS cities (vertical extension);
- Provision of adequate means of communication for different stages of involvement (see communication structure) - steps from inspiration to close cooperation;
- Overcoming language and cultural barriers of communication and cooperation.

#### Description of Work

A strategy aiming to achieve a true chain-reaction aiming at the take up of CIVITAS results and experiences must rely on a comprehensive approach seeking to promote direct exchange and cooperation between cities, and involving specific media and communication channels.

The approach of CIVITAS CATALIST recognises that sharing knowledge and establishing partnerships is the primary way to effectively boost the uptake of results and experiences. Givers and receivers are in this sense going to mutually benefit from an improved “European” urban environment, and ideally they may alternatively find themselves at the receiving and giving end of the process.

CIVITAS CATALIST will consequently encompass both ends, granted that particular emphasis will be placed on the ability to stimulate and involve an increasing number of Take-up Cities. The “promotion” machine set in motion by the project will be steered by **Thematic Coordinators**, a group of leading cities in charge with the animation and coordination of the work under each of the main CIVITAS thematic fields. These cities will be assisted in their quest by a number of **Ambassador Cities**, forerunners and well-experienced cities from CIVITAS I or II in a specific field of sustainable urban transport that will be a source of inspiration and experience for the Take-up Cities.

The thematic areas addressed at the outset of CIVITAS CATALIST are a direct reflection of the policy fields historically adopted by the CIVITAS Initiative, with the exception of “Access Restrictions” and “Integrated Pricing Strategies” that have been merged due to their close interrelations.

CIVITAS CATALIST will offer a range of instruments, tools and services that are further specified in Task 2.1. The User Needs Analysis of WP3 will provide additional insights on the instruments, tools and services of interest to the Take-up Cities. The work plan of CIVITAS CATALIST is flexible and these new indications will become an organic part of the project’s evolution.



All in all, WP2 shall be on the one hand **demand-responsive**, reacting to needs which are defined by the take-up cities, and on the other hand **pro-active**, promoting thematic areas which are not yet adequately represented in urban transport policies (especially innovative goods distribution, car-sharing and soft measures).

### **Thematic Coordinators**

Each Thematic Area will be steered by an experienced city, known as the Thematic Coordinator, which will act as the main contact point, key representative and activity coordinator for anything related to that specific thematic area. These cities have been selected because of their reputation and motivation. It is not simply a matter of having an outstanding record of policy implementation, but also a proactive attitude and achievements in successfully leading team work.

Thematic Coordinators will have the responsibility to constantly feel the pulse of the take-up cities in order to accordingly orientate the activities of the theme. Similarly, it will have to handle the planning of the involvement of Theme Ambassador Cities in order to best cater for the arising needs.

### **Ambassador Cities**

These are forerunners and well-experienced cities in specific fields, which can be seen as a source of inspiration for other cities. They will work throughout the project to capture interest, trigger reflection (“...why don’t we have we such a good measure...”) and to support an interactive process that will hopefully lead to potential joint implementations (“...what do we have to do to implement such a good measure...”).

Theme Ambassador Cities are also fact providers. There is a specific knowledge of both technical measures and implementation procedures. Because of that they can be “living examples” with the highest potential for convincing politicians, decision-makers and stakeholders in other cities.

During the course of CIVITAS CATALIST, new cities, both from CIVITAS and outside, may become Theme Ambassadors due to their renowned experience in high-demand thematic areas.

### **The Take-Up Cities**

There is wide range of cities potentially interested in to taking up the experience of the CIVITAS Initiative. They will be identified and supported in the process of getting involved also through WP3. An illustrative case of how a take up city might get involved is presented in Annex 1.

CIVITAS CATALIST may be confronted with a) cities already searching for a knowledge exchange in very specific areas, b) cities displaying only a general interest in sustainable transport, and c) cities not manifesting any overt interest in EU exchanges either because overly self-centred or because they are oblivious to certain transport-related matters (often owing to a different stage of socio-economic development) or simply not aware about the options of sustainable transport measures.

The challenge will thus be to reach out to the whole spectrum with tailored instruments. A powerful instrument to identify the Take-up Cities and detect their requirements will be the already mentioned User Needs Analysis.

The information flow shall combine long-term CIVITAS experience with the latest technical and political developments (e.g. telematics, clean fuels and vehicles, aspects of the Green Paper on Urban Transport).

### **Budget Availability**

The fundamental point is that a high level of flexibility is required – as there will be some pro-active but fixed dissemination activities as well considerable shares of work “on demand”. The latter will be defined mainly by the needs of Take-Up Cities but as well by the contingent political situation (e.g. in the field of alternative fuels along EU Directives etc.). The planned promotion shall allow a deep exchange covering also the implementation process aspects (participation, political agreements etc.).

The consequence is that the partner cities will have a “basic” budget availability inherently related to their role within CIVITAS CATALIST according to the structure of



*“Thematic Coordination and/or City Ambassadorship”*

However, the more active (in terms of take-up activities) a partner city decides to be, the more additional resources become available through the Activity Fund.

**Task 2.1 - The Reference Framework**

As previously shown, CIVITAS CATALIST will adopt a reach out concept based on a sequence on increasingly engaging steps. From a departing provision of simple information all the way through the creation of tangible project partnership.

The following is a brief presentation of the main steps and some of the work that these will entail.

**Stage A: Basic Information/Inspiration.** Looking at the existing problems of sustainable transport strategies in cities, a starting point for innovative solutions is some inspiration.

The experience already gained inspires experts, stakeholders – which are starting a process of considering a similar measure in the own city. The starting point for this can be on conference presentations, leaflets, websites etc. – so rather disperse media. The production of these media elements is partly carried out in WP4 – and will become as well part of the Activity Fund as far as it is not covered in the budget of the actual work plan.

**Stage B: Deeper Information.** The next level of the process is the interest in deeper information. Here there is a need for reports and other rather in-depth information and first thematic contacts to experts in the Theme Ambassador Cities. Some specific focus can be on specific conditions in the New Member States – where the starting point for implementation activities may differ quite a lot from the old member states - especially in thematic fields like public transport and soft measures,

**Stage C: Detailed Information/In-depth Exchange.** Now, as there is some more interest in the cities for details of existing experience – some in-depth exchange will become necessary. This information is relevant to pave the way for decision-making and detailed planning. The experience of experts within the players in Theme Ambassador Cities is extremely valuable to avoid re-inventing the wheel and also to avoid failures. This detailed information is available with the experts in the Theme Ambassador Cities - including other relevant players (e.g. Public Transport) stakeholders and politicians. The CIVITAS CATALIST process allows some mentorship between a Theme Ambassador Cities and some new partner city – in order to create some joint responsibility for the progress in the take-up city.

**Stage D: Cooperation/Preparing Implementation.** As soon as the political decision is made, technical planning has made some progress. Still the experience of Theme Ambassador Cities is very relevant in that phase. Joint projects could be a result, or a feasibility study. But also the support in the phase of implementation (e.g. by supporting information and awareness campaigns with the experience of Thematic Coordinators, by statements of politicians etc.).

A crucial element of this approach, and particularly of stage C, will be the **Study Visits** (to Ambassador Cities). These are mainly:

- **Technical** study visits;
- **Political** study visits.

In terms of intensity and workload it is foreseen that CIVITAS CATALIST may carry out:

- a) "in-depth study visits", adopting a seminar-like style (duration: average 1.5 days), with preparation at the visiting site, engaging politicians, journalists, policy-makers, etc., with an approximate resource need of 10 workdays;
- b) "light study visits" (duration: average 0.5 - 1 day), which require a less intense preparation by the hosting (CIVITAS CATALIST) cities, for the activity mainly requires of them to show progress and present how it was done with practical examples at the site.

The hosting site can apply for funding with the Activity Fund.

### **Horizontal Aspects**

In order to optimise the exchange of practitioners and politicians on the city-level, a regular meeting of all involved city partners of CIVITAS CATALIST will take place annually. This meeting will be arranged around the annual CIVITAS Forum.

Across the eight CIVITAS thematic areas, the Thematic Ambassadors and Ambassador Cities could undertake, based upon the specific needs of the take-up cities, a range of activities that can include the following:

- *Interactive Partnership Programme*: facilitating the creation of theme-related twinning partnerships;
- *Platform Development*: a continuous thematic activity, bringing together experience, expertise and interest. It includes topic-based presentations, organisation of thematic workshops, participation to external events;
- *Study Tours/Site Visits*: continuous events enabling politicians, managers and technicians to get the flavour of the thematic activities. User-driven site visits and tours, designed and organised by the Theme Ambassador Cities;
- *On-the-Job Training*: staff in-depth knowledge exchange;
- *Feasibility studies*: practical and financial support to feasibility studies undertaken by Take Up cities on measures that have been implemented and tested by CIVITAS cities. The financial incentives will be allocated annually through a transparent award procedure.

These activities will be strongly supported by the European City Networks of POLIS and EURO CITIES who are project partners in CIVITAS CATALIST and will play a crucial role to reach further cities (see WP3). As pointed out elsewhere, the actual number and nature of outputs may vary and will be progressively adjusted during the course of the project lifetime according to the arising needs and opportunities.

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### **Task 2.2 – Thematic Coordination**

The thematic coordination will be organised as follows.

#### **2.2.1 - Promoting “Less Car Intensive Lifestyles”**

**Policy Area: Less Car Intensive Lifestyles**

**Thematic Coordinator: Bremen**

This task aims at promoting the experiences of CIVITAS dealing with less car intensive lifestyles – in particular with car-sharing. The question of regaining public street space is crucial for improving the urban environment. Car-sharing is a form of car-rental, which allows decentralised access to using a car around the hour. Supplementing the sustainable modes of transport, car-sharing is able to replace the role of the private car.

In EU25, we could already have (assuming the same Car-Sharing density as Switzerland today):

- 3,8 million users of car-sharing;
- 50.000 car-sharing stations with more than 100.000 cars available to be picked up at any time;
- more than 500.000 private cars to be replaced without restricting individual mobility;
- reclaiming street space of 2.500 kilometres end-to-end, space which be used to improve urban life-quality by greening or providing more space for pedestrians and cyclists.

Car-sharing is still not well known in many European countries and needs therefore intense information campaign for exploiting the potential to improve the urban environment in European cities.

Bremen (partner in CIVITAS I (Vivaldi project) is the forerunner in the field of car-sharing development in the EU. Bremen has been active in that field for many years – also through

CIVITAS Car-Sharing platform.

**Ambassadors Cities:** Berlin, Bristol, Göteborg, Graz, and Rotterdam.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of car-sharing and other forms of innovative vehicle use(per theme and per city). This catalogue, to the use of start-up cities, will help them identify what CIVITAS CATALIST can offer in this field. Specific tools will then be designed to respond to the take-up cities needs and best match their expectations (e.g. site visits, workshops, staff exchange, etc.).

In order to explain better the function and impacts of car-sharing, this field needs pro-active information activities – embedded in general CIVITAS activities and as well with some specific actions of CIVITAS CATALIST partners and of WP4.

As the information level about car-sharing is extremely low, this element of sustainable urban transport is not yet considered at a number of European Cities – but at the same time it can become an important element to tackle the extreme growth of car-ownership at many places. Within CIVITAS CATALIST, we need some pro-active basic information campaign dedicated especially to decision-makers and disseminators (including journalists) to overcome the extreme low information level. This will include various media (web-information, video sequences, posters). Additionally we offer thematic workshops and thematic contributions to conferences and seminars. Within the twinning scheme we offer in-depth exchange about set-up of car-sharing and the integration with Public Transport and into urban development.

### 2.2.2 – Promoting “Innovative Soft Measures”

**Policy Area:** Soft Measures

**Thematic Coordinator:** Kaunas

Kaunas is an ambitious city in the New Member States, which can show how strategies of sustainable transport can be implemented under the specific conditions of a New Member State. Kaunas has been awarded in autumn 2005 with both the Environmental Award of the Union of Baltic Cities (UBC) and with the CIVITAS award for implementing sustainable transport policies.

**Ambassadors Cities:** Berlin, Bremen, Bristol, Graz, Krakow, Nantes, and Rotterdam.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of soft measures (per theme and per city). This catalogue, to the use of start-up cities, will help them identify what CIVITAS CATALIST can offer in this field. Specific tools will then be designed to respond to the take-up cities needs and best match their expectations (e.g. site visits, workshops, staff exchange, etc.). Due to the variety of potential measures in this Policy Area, the request for information, for workshops and seminars as for twinning etc. will be very demand responsive.

### 2.2.3 – Promoting “Collective Passenger Transport”

**Policy Area:** Public Transport

**Thematic Coordinator:** Nantes

This task aims at promoting all CIVITAS experiences dealing with the stimulation of collective passenger transport, the increase of attractiveness of public transport and the improvement of quality of services. Three main topics will be addressed:

- Network development and co-modality: experiences related to the PT network development or reorganization and inter-modality development;
- Services and quality improvement: experiences related to the improvement of quality, security, multimodal and on-board information, pricing strategies, development of a wide range of

services or innovative ones;

- Public transport infrastructure and performance: experiences related to urban space design and new fleet purchase in order to improve PT accessibility and performance like dedicated lane or priority at crossroads.

Nantes Metropole as task coordinator is a relevant example of how to develop and integrate public transport. The conurbation, which includes 24 cities and 580 000 inhabitants, has started to build a strategy on clean and sustainable public transport as early as the 80's. It was the first French city then to re-implement the tram in the city centre, thus reshaping the urban design in order to reduce the use of private cars. Nantes has also updated its bus fleet and integrated urban and regional rail services. Nantes was involved in CIVITAS I – Vivaldi Project.

**Ambassador Cities:** Berlin, Bremen, Bucharest, Graz, Kaunas, and Rome.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of collective passenger transport (per city). This catalogue, to the use of start-up cities, will help them identify what CIVITAS CATALIST can offer in this field. Specific tools will then be designed to respond to the take-up cities needs and best match their expectations (e.g. site visits, workshops, staff exchange, etc.).

#### 2.2.4 – Promoting “Transport Management”

**Policy Area: ITS for Transport Management**

**Thematic Coordinator: Toulouse**

The City of Toulouse – partner within CIVITAS II - has a special reputation for advanced transport technologies. It is not only the main place for the European Airbus development, but plays also a key role in the development of the GALILEO programme.

There are main fields of ITS:

- information systems – especially for sustainable modes (e.g. Real-Time-Passenger-Information);
- electronic ticketing (and related options for integrating PT ticketing with other services and modes);
- operational improvements for Public Transport using ITS (e.g. traffic light priority etc.).

**Ambassador Cities:** Bremen, Bucharest and Rome.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of Transport Management Systems. This catalogue, to the use of start-up cities, will help them identify what CIVITAS CATALIST can offer in this field. Specific tools will then be designed to respond to the take-up cities needs and best match their expectations (e.g. site visits, workshops, staff exchange, etc.).

The ITS thematic area requires a combination of the experience of CIVITAS CATALIST cities with already implemented ITS measures with the options of innovative developments, e.g. represented by ongoing European projects in that area. The practical experience of the CIVITAS CATALIST cities and their local partners – especially public transport - remains the core point of this thematic area.

#### 2.2.5– Promoting “Integrated Pricing Strategies” and “Access Management”

**Policy Areas: Pricing Strategies and Access Management**

**Thematic Coordinator: Rome (ATAC)**

This task combines two of the CIVITAS thematic fields, Integrated Pricing Strategies and Access Management, both playing a key role in improving life quality for citizens and access optimisation in general – with targeted shifts from the car to more sustainable modes. Relevant areas of access management are access restrictions – as well as congestion charging and limited traffic zones. Rome is very active in tackling the severe problems of air quality management with drastic measures. The city restricts access to sensitive areas for high polluting vehicles, and sets up clean zones in the same areas, integrating experimental mobility policies with new ITS technologies. The main objective of Rome’s administration is to achieve a “zero emission area” in the historical centre, and to greatly reduce traffic congestion. The trademark implementation of the largest Access Restriction area in Europe after London is supported by an Automatic Control System (ACS).

Access management includes more than access restriction for cars, as it needs as well to improve access for the other modes of transportation (PT and soft modes) and to create user-friendly conditions (speed limitation, creation of shared spaces, street design, etc.). Access management is a typical integrative field that involves many other thematic areas as it targets the accessibility of cars and all other modes.

Potential CIVITAS take-up measures may include:

- Road reallocation and enhancing street design (Graz, Bristol, Nantes): roads narrowing favours public transport and soft modes, reducing speed and volume of traffic, reclaiming traffic lanes for public transport corridors, creating cycle lanes, sidewalks and shared spaces;
- Parking policies: parking management is a particularly effective instrument in the management of urban mobility and accessibility;
- Pricing policies include all elements of costs for the user from parking management and road-user charging to integrated tariff structures of public transport. An UITP study shows a significant decrease of modal car use when employees do not have free parking places at their work place.

**Ambassador Cities:** Bristol, Genoa, Graz, Krakow, Nantes, Rotterdam, Stockholm and Toulouse. Transport for London (TfL) has also committed itself to sharing its experience in the framework of CIVITAS CATALIST.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of Pricing Strategies and Access Management (per theme and per city). This catalogue, to the use of start-up cities, will help them identify what CIVITAS CATALIST can offer in this field. Specific tools will then be designed to respond to the take-up cities needs and best match their expectations (e.g. site visits, workshops, staff exchange, etc.).

As there is such high interest in the results of the three large examples of Congestion Charges / Clean Zone Management, that workshops at the sites can collect some interest in the issue.

**Task 2.2.6 – Promoting “Urban Goods Transport”**

**Policy Area:** Freight Delivery

**Thematic Coordinator:** Göteborg

Göteborg is an important Swedish harbour city – but also typically for a harbour city suffering under the heavy traffic. Göteborg has designed and introduced incentives for increased load rates in the inner city implemented as a pilot in the most central part of the already existing Environmental Zone.

**Ambassador Cities:** Berlin, Bremen, Bristol, Genoa and Rotterdam.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of innovative urban goods transport solution (per theme and per city). This catalogue, to the use of start-up cities, will

designed to respond to the take-up cities needs and best match their expectations (e.g. site visits and workshops, staff exchange, etc.).

It seems that the issue of urban freight transport is not yet adequately represented in the strategies for sustainable urban transport – although especially the heavy duty vehicles contribute over-proportionally to air quality, noise and safety problems. This task has to be more pro-active to become more visible in conferences, workshops and thematic perception.

This task can be supported by the EC by integrating the theme and the involved CIVITAS CATALIST ambassador cities in relevant events.

### Task 2.2.7 – Promoting “Clean Fuels and Vehicles”

**Policy Area: Clean Fuels and Vehicles**

**Thematic Coordinator: Stockholm**

Stockholm has the political support for making its transport system even more environmentally compatible by substituting conventional vehicles with clean ones and making logistic services more effective. Stockholm has already achieved a high level of clean vehicles and serves as a showcase of what can be achieved by coordinated action on the city level. The developments have been impressive. For 2005 clean vehicles is estimated to have over 5 % the market share of newly sold vehicles.

**Ambassador Cities:** Berlin, Bremen, Bucharest, Graz and Rotterdam.

**Actions to be implemented by the task:** the partners will build together a catalogue with “thematic” and “ambassador” fact-sheets describing their experiences in the field of clean fuels and vehicles (per theme and per city). This catalogue, to the use of start-up cities, will help them identify what CIVITAS CATALIST can offer in this field. Specific tools will then be designed to respond to the take-up cities needs and best match their expectations (e.g. site visits, workshops, staff exchange, etc.).

Three Thematic Topic Guides are planned field – addressing three kinds of target groups defined by vehicle types (buses, passenger cars, transport/heavy duty) – as we can find specific interest and as well specific technical requirement (in terms of vehicles, operation and refuelling requirements). These Guides will be updated in the project duration.

It is obvious that this task has already achieved a high level of awareness. We can state a high number of requests for study visits to some theme ambassador sites.

### Deliverables

- **D2.1** - Thematic Promotion Material for National, European and International conferences for the different Policy Fields (exhibition posters, thematic leaflets, PowerPoint presentations, video and other multimedia contributions for conferences), ongoing
- **D2.2 to D2.8** – “Thematic” and “Ambassador” fact-sheets (Month 16, 32, 48, for the 8 CIVITAS thematic areas); These catalogue of fact-sheets, to the use of start-up cities, will help them identify what CATALIST can offer in this field.

### Milestones and Expected Results

- Minimum 100 Thematic contributions to National, European and International conferences about CIVITAS projects and experiences by CIVITAS CATALIST partners – which is important to gain interest from potential new take-up cities and their local/regional partners (Public Transport, logistics) etc. and to disseminate existing experience;
- Minimum 24 Thematic seminars, workshops, thematic platform meetings – initiated by CIVITAS CATALIST partners (at least 2 per policy area – more on actual specific demand);
- Minimum 60 Study Tours/Site Visits (to be organised on demand); as this is seen as a core

activity to exchange experience on the practical and political level – requiring good preparation by visiting and hosting site;

- Minimum 80 Person Days of “training on the job” activities; this is an activity “on demand” and very much depending on the interest to be raised by the previous activities;
- At least 16 multimedia descriptions (e.g. by short videos) of best practice experiences for the CIVITAS CATALIST eLibrary (in close cooperation with WP4 and technical production costs to be financed through the Activity Fund).

## WP3 - City and Secondary Seller Outreach, Networking and Engagement

| Workpackage Number | 3 |   |   | Start Date | Month 1 |     |     |   |   |     |    |    |    |    |     |    |    |    |    |    |    |    |      |
|--------------------|---|---|---|------------|---------|-----|-----|---|---|-----|----|----|----|----|-----|----|----|----|----|----|----|----|------|
| Participant ID     | 1 | 2 | 3 | 4          | 5       | 6   | 7   | 8 | 9 | 10  | 11 | 12 | 13 | 14 | 15  | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23   |
| PM Participant     | 2 |   | 1 |            |         | 7,6 | 1,5 |   |   | 1,8 |    |    |    |    | 7,4 | 13 |    |    | 4  |    |    |    | 16,8 |

### Objectives

- To reach out to new cities to promote the CIVITAS approach, encourage involvement in the CIVITAS programme (including membership of the CIVITAS Forum) and establish appropriate links for answering city information and involvement needs;
- To facilitate closer links between the CIVITAS initiative and city networks (national and trans-national), organisations, institutions, bodies and other initiatives to ensure the maximum promotion and exploitation of CIVITAS.

### Description of Work

#### CIVITAS CATALIST – Background and Aims

CIVITAS I and II have been widely recognised as being successful in implementing sustainable mobility measures within 36 cities, across Europe.

A wider CIVITAS interest group, the CIVITAS Forum, currently contains approximately 128 member cities, interested both in the development of sustainable mobility policies and implementation of associated measures.

Despite the impact of CIVITAS I and II, there is still a perception by some cities, possibly as a result of language barriers, or due to limited finances, staff resources or other reasons, that it is unfeasible to join in the work of the initiative.

The overall aim of CIVITAS CATALIST is, therefore, to spread the message about sustainable mobility and the potential benefits of implementing CIVITAS measures to a wider city community.

This will aim to show that CIVITAS measures can be applicable to all types and sizes of cities and that implementation really can bring achievable benefits.

#### Core Aims

The fundamental purpose of *CIVITAS CATALIST WP3 – City and Secondary Seller Outreach, Networking and Engagement* is to identify and ‘inspire’ potential Take-Up cities (i.e. those cities not currently involved in CIVITAS, but for which involvement could be beneficial) to become involved in CIVITAS and to adopt CIVITAS principles in developing an integrated approach to sustainable mobility.

It also has a key role to play in promoting the results and benefits of the CIVITAS approach and in maintaining interest among those cities, which have already participated in the initiative but which have become inactive.

#### Focus and Targets

The primary focus of WP3 will be promotion of CIVITAS to cities within EU Member States, involving contact directly with cities but also, very importantly, promotion through national and trans-national

city networks and other appropriate bodies, organisations and programmes.

Cities in Associated States (near-accession Candidate States such as Croatia and Turkey, as well as neighbours, such as Iceland, Switzerland, Norway, Ukraine, Belarus etc) will also be targeted.

The fundamental strategy in targeting potential 'Take-Up' cities will involve:

- making direct contact with cities in Europe;
- using city networks nationally;
- using trans-national European networks;
- engaging with other appropriate bodies, organisations and programmes to act as 'secondary sellers' on our behalf.

This will involve WP3 partners engaging with cities in all EU Member States, as well as Associated States and neighbours, across a range of city sizes (proposed minimum 50,000+ inhabitants), making use of 'networks of engagement' in each country, as well as facilitating active networking on all thematic areas.

Work beyond Europe will involve basic liaison with key national and international networks, to help promote simple core CIVITAS messages.

Some particular emphasis will be given to medium-sized cities in all Member States, where engagement with EU programmes, to date, has been patchy.

Particular emphasis will also be given to New Member States and Associated States.

### **Outreach, Networking and Engagement Approach**

The approach will involve:

- identifying potential Take-Up cities throughout Europe;
- understanding the needs of potential Take-Up cities throughout Europe;
- engaging with potential Take-Up cities throughout Europe, with a view to securing their interest and involvement in CIVITAS and their uptake of the CIVITAS approach to sustainable mobility, ensuring they adopt a broad approach, rather than focusing on a single measure;
- engaging with national and trans-national city networks to act as 'secondary sellers', to encourage Take-up city interaction, through promotion of CIVITAS in their own activities (with the potential for development of an eventual 'Charter of CIVITAS affiliated networks');
- establishing appropriate links for answering the information and involvement needs of Take-Up cities;
- facilitating closer links between CIVITAS and other appropriate bodies, programmes and initiatives at the national and EU level, to ensure the maximum exploitation of CIVITAS, now and in the future, by establishing dialogue and generating interest in CIVITAS, resulting in local support being provided by relevant bodies and organisations for interested cities;
- undertaking basic liaison with key national and international networks, beyond Europe, to further promote the CIVITAS message.

### **Levels of Interaction with CIVITAS, Outreach Process and Measures of Success**

WP3 will involve significant effort to interact with potential Take-Up cities and engagement will happen on a variety of levels. These various levels of interaction will all require resource and, as such, the success of WP3 should be based on a review of interaction at all levels, including (but not limited to) signature of the CIVITAS declaration and resulting Forum membership.

The levels of interaction and WP, with lead responsibility for each, are:

- First contact with potential Take-Up cities (WP3);
- Basic information provided to Take-Up cities (WP3);
- Additional information provided and more detailed contact with Take-up cities (WP2 – with assistance from WP4, in terms of support materials);

- Provision of detailed information and detailed contact with Take-up cities (WP2);
- In-depth interaction and co-operation (WP2).

In simple, practical terms, the early stages of this process (for which WP3 has lead responsibility) will involve WP3 partners identifying and contacting new potential take-up cities/secondary sellers within their geographical areas of responsibility and enquiring if they have a general interest in the CIVITAS approach and the work of the programme.

Basic awareness raising material will be used at this initial stage to help introduce CIVITAS, outline its role and explain its aims and activities (First Contact Material).

If the city/secondary seller responds to say no interest exists, then discussions will be concluded and the database updated to record that, at the current time, no interest has been shown.

If the city confirms an interest in CIVITAS at this initial stage, then WP3 will provide additional basic background information and some material relevant to the specific interests expressed by the city contact, during discussions (Second Contact Material).

On supplying this supplementary Second Contact Material, WP3 will also carry out a simple and informal (i.e. responses will be recorded directly by the WP3 partner during discussions, rather than sending a questionnaire to the contact for completion) mini-User Needs Analysis exercise, to understand where specific interests lie and to help inform further discussions (which will be undertaken subsequently by WP2).

The contact will also be asked in which specific thematic areas or activities they might be interested in being involved.

Once the contact expresses their interest in having further discussions (for example, on specific themes or activities), WP3 will confirm that a '*specialist*' will make contact shortly. At this point, all details and responsibility for subsequent contact will be passed to WP2.

WP2 will then, nearing the point of handover, be copied in on correspondence with the new potential take-up city/secondary seller, confirming specific thematic areas or activities of interest. Details from the mini-UNA process will also be provided to WP2.

Thereafter, WP2 should, in turn, ensure that the appropriate WP3 partner is copied in on all subsequent correspondence, to allow the country-specific component database (for which the relevant WP3 partner will have responsibility) to be updated and activity with the city/secondary seller to be accurately tracked. The responsibility for updating the database will lie with the relevant WP3 partner.

The success of WP3 is to be measured, not only by Forum expansion, but more fundamentally in terms of activity and engagement with cities and 'secondary sellers', focused on the multiple stages of interaction highlighted above.

### **WP3 – Relationships with other WPs**

In its simplest format, WP3 will provide initial contact with potential Take-Up cities and secondary sellers, using material provided by WP4 Communication and Dissemination, engaging with them and then passing them onwards to WP2 Interactive Partnerships for further relationship building.

WP3 will also have a role to play in promoting the outputs from WP5 CIVITAS Impact Assessment and WP6 Policy Dimension.

This 'spearheading' role for WP3, acting as an initial conduit for more detailed interaction by WP2, is illustrated in the diagram below:

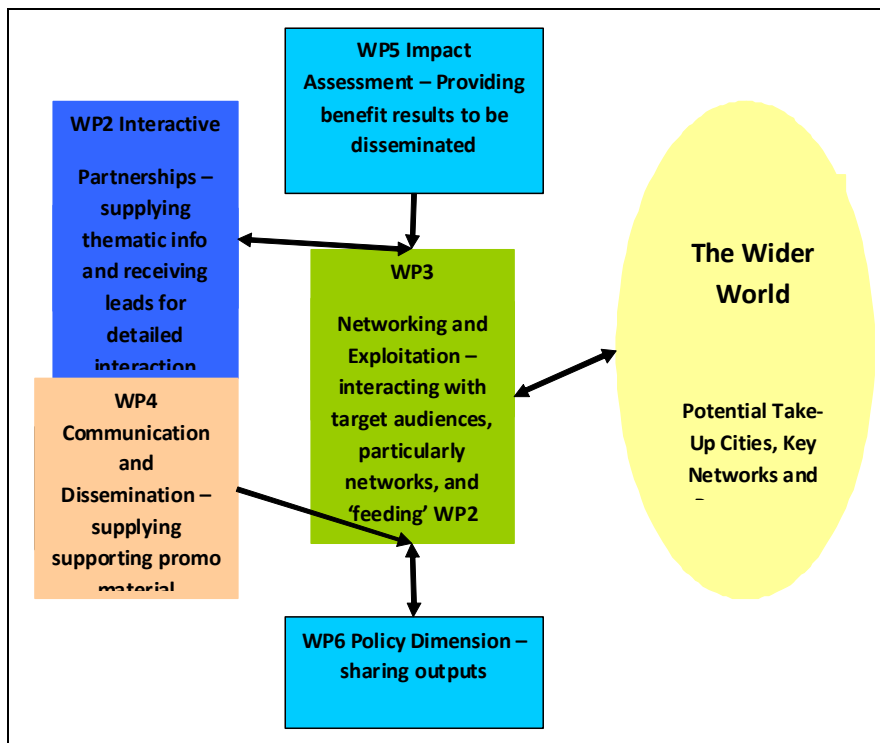


Figure 1: Illustration of the key roles and relationships between WP3 and other WPs.

### WP3 – Tasks

TTR is work package leader for WP3. This role involves co-ordinating and reporting on the collective work of all of the WP3 partners.

Effective WP3 delivery will be the result of a collective effort, undertaken through shared responsibility by all WP3 partners.

Specific geographical responsibility has been outlined below, for each partner, for the WP’s primary activity of networking contact with cities and secondary sellers in various EU countries.

In terms of the key deliverables from WP3, TTR will lead on development of the Master City Contact Database and the User Needs Analysis.

Specific responsibilities have been allocated to REC, in terms of development of the Strategic Plan for CIVITAS Expansion (and its annual review), along with its associated annual Action Plan.

The total resource allocation for each partner and the proposed split of resource, across WP3 tasks is provided in the table below:

#### Task 3.1 – Supporting Tools

Management of a detailed contact database and identifying the interests and needs of new cities, through User Needs Analysis at the early stages of the project and during initial discussions, will provide essential support throughout WP3’s ongoing outreach, networking and engagement activity.

TTR will lead on the development of a Master City Contact Database of cities with greater than 50,000 inhabitants, which will also include supporting organisations in each country.

This database is to be completed, in its initial format, by month 4.

The Master Database will be controlled and maintained by TTR. It will include detailed information on the company’s own city contacts.



The Master Database will also contain the names of cities to be contacted by other WP3 partners and a record of which partner has responsibility for contact with which city.

Some partners will be unable to provide specific contact details for individuals within cities (due to restrictions on sharing network member information, for example) and hence, in some cases, city names only will be stored on the Master Database. Each partner will maintain their own sub-database of country specific contacts.

Each individual partner sub-database will contain the same headings as the Master Database, along with specific detail about the individuals to be contacted.

The Master Database will contain the names of all cities contacted/to be contacted, drawn from regular updates of the sub-databases provided by WP3 partners.

The Master Database will include CIVITAS I and CIVITAS II cities, as well as PAC and Forum member cities.

The database will cover all EU countries and will list cities by country.

The database will be developed and supplemented, using additional sources of city contact information, including 'Urban Audit' ([www.urbanaudit.org](http://www.urbanaudit.org)) and 'European Municipal Directory' (published by Newmedia Publishing Ltd, London).

The database will include headings to cover contact details, status of and conditions for liaison, specific city interests and aspirations, proposed actions from CATALIST, across WP2, 4, 5 and 6 and monitoring and success indicators.

The database will be available for use by all consortium partners.

All consortium partners, including WP3 partners, will send city names to TTR for inclusion on the Master Database, when new contact is made. This will ensure that the TTR Master Database remains up-to-date and will include all cities specified within the individual partner databases.

TTR will periodically circulate updated versions of the Master Database for consortium partners to review and to provide additional contacts, throughout the duration of CATALIST.

Likewise, details of those cities requesting further contact, following networking activity by WP3 partners (or other consortium partners), will be sent to TTR for onward distribution to WP2 and updating of the Master Database.

A subsection of the Master Database will also contain information on supporting organisations, networks and programmes, to which CIVITAS results and experiences are to be provided, with a view to them acting as 'secondary sellers' on behalf of the initiative.

### **User Needs Analysis**

The aim of the User Needs Analysis work is to understand the needs of potential Take-Up cities, identify their aspirations and areas of interest, with a view to providing follow-up contact and support.

The UNA will help to assess cities' needs for implementing a CIVITAS-oriented programme.

An initial User Needs Analysis Questionnaire (UNAQ) will be developed and sent to a sample of city contacts, including known existing participants in CIVITAS, via the individual contact points, particularly by the networks POLIS and EUROCITIES, as well as by REC.

POLIS, EUROCITIES and REC will play a critical role in circulating the UNAQ to their member cities (in the case of the city networks) and to key city contacts (in the case of REC).

The first UNAQ (in English, French, German, Spanish, Italian, Polish and Romanian versions) will be circulated in October 2007, for submission of responses at the beginning of December 2007.

The initial UNAQ will be reviewed, in draft form, by WP3 partners and piloted on trial cities in England.

UNAQ responses will be reviewed and resulting recommendations will be made on facilitating CIVITAS take-up, to be included in the Inception Report at the end of January 2008.

The results of the UNA may influence the approach of WP3, as well as other WPs.

The formal UNA process will be repeated, prior to the project mid-term report.

In practice, initial contact with potential take-up cities, ongoing throughout the duration of the project, will involve a simple form of User Needs Analysis to understand the needs and aspirations of the individual city being contacted and to determine the best way to further engage with them (with detailed information to be passed to WP2 for follow-up).

The results of this mini-UNA process will be recorded by WP partners in their individual sub-databases and the collective results will be reviewed on a regular basis, as necessary. This will help to ensure, on an ongoing basis, the continued relevance of CIVITAS CATALIST activity.

For the future UNA exercises, review of the UNAQ will be carried out collectively by WP3 partners. Responsibility for subsequent UNAQ issue, response chasing and analysis, by country, will be allocated to the individual WP3 partners, responsible for their individual countries.

### **Task 3.2 – Awareness Raising for CIVITAS expansion (Cities & Secondary Sellers)**

A key aspect of WP3 is to have access to a network of city contacts, across Europe, using existing contacts and new ones, to be developed by the WP3 partners.

Exploitation of contacts with national and trans-national networks will be crucial in this awareness raising activity.

An initial activity will involve a review of existing and soon-to-be established networks, understanding their role, what they have to offer and which cities participate in their activities. This will help to identify knowledge 'gaps', which CIVITAS can help to fill, specifically in relation to providing information and support on sustainable mobility policies and measures.

The responsibility for building contacts across Europe (EU Members and Associated States) will be borne by all WP3 partners. Contact will be carried out according to a geographical split of responsibility allocated to partners.

An initial split of geographical responsibility for WP3 partners will be:

- TTR – UK, Ireland, France, Cyprus, Malta, Turkey
- POLIS – Membership cities, Denmark, Sweden, Finland, Norway, Iceland
- Eurocities – Membership cities, Spain, Portugal
- REC – Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia and Associated State neighbours
- Rupprecht Consult – Germany (and, importantly, countries beyond EU through PARAMOUNT and other contacts – see global networking section below)
- Goudappel – Netherlands, Belgium and Luxembourg
- ISIS – Italy, Greece
- FGM Amor – Austria, Switzerland

Responsibility for contact with other countries not yet identified, nor named, will be allocated to project partners as work progresses.

The approach to be adopted by WP3 partners in reaching out to potential take-up cities will include weekly/monthly planned activity to make contact with cities within designated countries using basic material provided by WP4 and a mini-User Needs Analysis to understand needs and aspirations, before passing on to others (predominantly WP2) for more detailed interaction.

Monthly activity reporting will be undertaken by all WP3 partners to update progress with take-up city contact.

### **Interlinks Services**

A CIVITAS CATALIST email address will be established for collation of all city/secondary seller inquiries and for onward distribution, internally within CATALIST, to the correct contact.

TTR will host this email address and an appropriate link to it, on the CIVITAS website, will be established by FGM-Amor under WP4.

The process for dealing with inquiries to this central email contact address will involve messages being received by TTR, in the first instance, which will then be forwarded to the relevant country partner in WP3 and to WP2 for action and follow-up contact.

Contact details of the inquirer will be recorded on the CATALIST database, with a record of the inquiry.

Once contact has been made by WP2/WP3 country partner, an update will be provided to TTR, to enable the contact database to be updated and settlement of the inquiry to be recorded. This will be included in the WP3 partner's monthly activity report.

WP3 activity will also involve establishing contact and organising collaboration with appropriate national and international bodies, institutions, initiatives and programmes for CIVITAS exploitation in local, regional and national frameworks.

This will include identifying, establishing dialogue and networking with supporting bodies and organisations, able to provide assistance at local/national levels, such as EU structural funds, national Ministries of Transport and others. Increasing awareness, amongst these types of bodies, of the existence of CIVITAS and its work is expected to help those cities seeking assistance with local implementation of measures.

Contact with national bodies in each country will be undertaken by the relevant WP3 partner with appropriate geographical responsibility.

### **Strategic Plan for CIVITAS Expansion**

This Strategic Plan will provide a framework for outreach, networking and engagement activity, to increase awareness of CIVITAS amongst potential take-up cities and appropriate secondary sellers.

The Strategic Plan will encourage use of national 'networks of engagement'. A key strategy will involve CIVITAS promotion to national and trans-national networks, as well as to cities themselves. Through this promotion to city networks, CATALIST can potentially achieve significant return on invested resource, through liaison with city networks able to pick up on the core CIVITAS messages and promote them on our behalf.

An initial review of existing and soon-to-be established networks will provide essential intelligence on their role, what they have to offer and their city membership profile. This initial review will help to develop the strategy in terms of how CIVITAS can help 'plug' specialist knowledge gaps within networks, relating to sustainable mobility.

Networking activity of CIVITAS I and II will be reviewed and, where appropriate, built upon.

The Strategic Plan will be reviewed annually.

The initial Strategic Plan will be developed by REC, once the initial UNA report is produced.

### **Annual Action Plan for CIVITAS Expansion**

The Strategic Plan will be supported by an annual Action Plan, containing tactics for delivery of the strategy, covering a programme of work for the following year, including the potential exploitation of contact with networks, institutions and bodies, which can assist at national and international levels, with the further take-up of CIVITAS measures.

REC will lead on the development of the Annual Action Plan.



The initial Annual Action Plan will be produced once the Strategic Plan (D3.3) has been completed and approved.

A SWOT analysis of work done in the previous year will be carried out, to provide guidance for the programme being planned for the year ahead.

Following this annual review, the Action Plan will be revised to take account of any changes in the reviewed Strategy and necessary amendments to previous tactics used.

The Action Plan will also take into account conclusions from previous and ongoing CIVITAS Specific Support Actions (SSAs).

All WP3 Partners will have an input into the development of the Strategic Plans and Action Plans, as well as their subsequent practical delivery.

### **Global Networking**

The primary focus of CIVITAS CATALIST, as outlined above, is promotion of CIVITAS measures to cities within Europe and also to cities in Associated States.

The geographical split of responsibility for work within the EU and Associated States is specified above.

There will also be some merit in promoting CIVITAS to key target audiences (in the form of a limited number of significant city networks and programmes) in major countries outside of Europe and the Associated States.

For example, CIVITAS measures could be promoted in North America through the U.S. Department of Energy's Clean Cities Network and, in Asia, through the Clean Air Initiative for Asian Cities.

The limited amount of work to be undertaken outside the EU will focus on establishing contact and liaising with national and international network organisations, rather than on individual city contact.

A split of major international markets, across selected WP3 partners, is outlined below:

- Rupprecht Consult – Asia, South America, Russia;
- TTR – North America (USA and Canada), Australia;
- POLIS – support in liaising with wider international city networks;
- EUROCIITIES – support in liaising with wider international city networks.

Networking and exploitation activity, including attendance and exhibition at international conferences, undertaken outside of the EU, will be funded using additional resource from the CIVITAS CATALIST 'common activity fund'.

A key output from the global networking activity will be an events diary, produced to schedule annual attendance at a limited number of critical international conferences, again, with attendance and potential CIVITAS exhibition to use additional financial resource drawn from the 'Activity Fund'.

Clear and simple support material will be crucial in promoting CIVITAS to wider markets, particularly beyond Europe.

Commencement and delivery of this activity is, therefore, dependent, primarily, on the production of appropriate CATALIST support material by WP4 and the CIVITAS ongoing SSA.

### **Deliverables**

- **D3.1** - Development of the Master City Contact Database (month 4, ongoing updating throughout the project);
- **D3.2** - User Needs Analysis and Recommendations to Facilitate Take-Up (month 6 and mid-term review);
- **D3.3** - Strategic Plan for CIVITAS Expansion (Months 2, 12, 24, 36, 48);
- **D3.4** - Annual Action Plan for CIVITAS Expansion (Months 12, 24, 36, 48).

### **Milestones and Expected Results**

- The success of WP3 would be measured by network penetration and city engagement targets, essentially focusing on the level of city recruitment for involvement with WP2 – Interactive Partnerships and also in terms of Forum membership.



## WP4 - Communication and Dissemination

| Workpackage Number | 4 |   |   |   | Start Date | Month 1 |      |   |   |    |    |    |    |    |    |     |    |    |    |    |    |    |    |  |
|--------------------|---|---|---|---|------------|---------|------|---|---|----|----|----|----|----|----|-----|----|----|----|----|----|----|----|--|
| Participant ID     | 1 | 2 | 3 | 4 | 5          | 6       | 7    | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16  | 17 | 18 | 19 | 20 | 21 | 22 | 23 |  |
| PM Participant     |   |   | 3 |   |            |         | 36,6 |   |   |    |    |    |    |    |    | 7,3 |    |    |    |    |    |    | 1  |  |

### Objectives

WP4 will enhance CIVITAS as a significant pan-European programme brand, which will ensure that experiences of CIVITAS I are exploited to a maximum level. CIVITAS CATALIST dissemination activities will set a focus on new member states and accession countries.

1. to achieve a multiplier effect towards potential follower cities;
2. to make CIVITAS the showcase and motor of future radical changes;
3. to achieve wide acceptance and normalisation of bold clean urban transport measures;
4. to leave "sustainable footprints" in cognition and emotion;
5. to inform at the right moments to the right target groups via the right channels;
6. to highlight solutions and provide access to know-how, in order to tackle the typical entry barriers facing newcomers;
7. to supply experienced forerunners with new findings and innovations;
8. to ensure the success of the CIVITAS initiative (lesson from CIVITAS I-II);
9. to expand a common vision and a corporate CIVITAS identity;
10. to encourage shared experiences about barriers to implementation and how to overcome them;
11. to make CIVITAS the leading brand for clean urban transport information (common vision and corporate identity), with an excellent recognition rate.

### Description of Work

#### Task 4.1 – Dissemination Plan (FGM-AMOR, REC, TTR)

The Dissemination and Awareness Plan will be set up at the beginning of CIVITAS CATALIST and will integrate insights of the marketing analysis undertaken by the CIVITAS METEOR project. Its main focus will be to clearly define dissemination and exploitation activities by CIVITAS CATALIST complementary to dissemination activities by CIVITAS GUARD.

Additionally the dissemination plan has to ensure that all dissemination activities are performed in a satisfactory and timely manner. In order to fulfill these requirements in the most proper way, the aims of the dissemination plan are:

- to describe and define dissemination activities to be performed
- to describe the work division between different CIVITAS CATALIST dissemination partners
- to describe the work division between the different CIVITAS Initiative dissemination levels (CIVITAS CATALIST level, CIVITAS GUARD level)
- to specify dissemination means and communication channels

During its course, CIVITAS CATALIST will check progress of dissemination and awareness activities against the Dissemination Plan.



#### **Task 4.2 - Brand recognition (FGM-AMOR, REC)**

##### ***CIVITAS Brand***

CIVITAS CATALIST will trigger further development of CIVITAS as a distinctive brand by picking up well established instruments and enhance them by new instruments.

##### ***CIVITAS Storytelling***

The CIVITAS Storytelling principle is based on the word of mouth approach and will be utilized within CIVITAS CATALIST to spread most interesting CIVITAS “legends” to certain target groups. E.g. decision and policy makers will transfer a CIVITAS “legend” mostly dealing with transport policy issues to a respective stakeholder, whereas technical personnel will mostly focus on technical issues. To this end a pre-selection of potential CIVITAS “legends” has to be identified as worthy of distribution by appropriate message-givers. Such legends can of course not only be created orally. This approach can be used in other media like for example text, film, pictures etc

##### ***CIVITAS Stand***

In order to achieve good dissemination to a broad audience, CIVITAS CATALIST will actively pursue international conferences with a unique CIVITAS Stand. CIVITAS Identification products will provide materials for the CIVITAS Stand and will help to establish CIVITAS as a brand. CIVITAS CATALIST will be responsible for the shipment and manning of the stand after the end of the CIVITAS GUARD project in the period 07/2009 – 07/2011.

##### ***CIVITAS Identification Products***

CIVITAS Identification Products will enhance the more traditional dissemination media. Special products, for instance addressing the numerous employees that are directly or indirectly involved in CIVITAS at the local level, will be designed during the course of CIVITAS CATALIST. These products are for the creation of awareness among the CIVITAS working staff. The aim is to generate pride in being a member of the “CIVITAS Family”. CIVITAS CATALIST will design, produce and organise the shipment of CIVITAS Identification products especially for the needs of New Potential Take Up Cities and CIVITAS Forum Member Cities, therefore, no overlap with CIVITAS GUARD will occur.

##### ***Extended CIVITAS Corporate Design***

Name, logo, design and colour were established during CIVITAS I and improved in CIVITAS II. This design will be kept up and only changed for internal CIVITAS CATALIST management tasks (template for minutes, etc.). This way the CIVITAS Initiative can be presented to the public as a uniform enterprise. The CIVITAS-basic-corporate-design will furthermore be extended to CIVITAS Forum Member Cities to give these cities the opportunity to have their measures for sustainable, clean and energy efficient urban transport implemented and marketed under the CIVITAS Initiatives’ logo and spirit. The CIVITAS-basic-corporate-design will be part of the Welcome Packages (see Task 4.6).

#### **Task 4.3 – Website & Electronic Newsletter (FGM-AMOR, TTR, REC)**

##### ***Website***

There will be a new section on the CIVITAS website dedicated to the CIVITAS Forum Member Cities. Cities will be listed and links will refer to the relevant CIVITAS Forum Member City. Short but precise information on demographic and transport related figures of the cities are given and persons responsible for CIVITAS can be contacted directly.

Apart from the CIVITAS Forum City Information, this CIVITAS CATALIST section will provide a library, sections for training and know-how transfer and information about how to become a member of the CIVITAS Forum. Further content will be provided according to the needs of other partners in CIVITAS CATALIST (e.g. online version of the User-Needs-Assessment, or an online questionnaire).

This new section will be supported by an internal part – restricted area, which can be entered by password and enables the CIVITAS CATALIST partners to update relevant CIVITAS Forum Member Cities templates. There will be also contact information and a CIVITAS stand registration-tool for all CIVITAS CATALIST partners. This internal part will also include a CIVITAS CATALIST management board for internal information exchange among consortium partners of CIVITAS CATALIST, such as the possibility to up- and download documents, reports etc.

CIVITAS CATALIST will be responsible for the technical maintenance of the whole CIVITAS web site after the end of CIVITAS GUARD project in the period 07/2009 – 07/2011.

#### **CIVITAS CATALIST Electronic Newsletter**

This newsletter, which will consist of 2-3 pages and will be issued 2 times a year and in case of urgent and important news or announcements to be made. It will be sent specifically to the New Potential Take Up Cities, CIVITAS Forum Member Cities and CIVITAS CATALIST partners via e-mail list of the CIVITAS CATALIST people data base. The CIVITAS CATALIST Electronic Newsletter will contain the latest news, announcements of trainings, workshops and will take care of the individual needs of all partners.

#### **Task 4.4 – Good Experience Database (FGM-AMOR, Bremen)**

##### ***Good Experience Database***

The “Good Experience Database” will be based on the Dissemination Measure Fact Sheets from CIVITAS I and CIVITAS II. The Dissemination Measure Fact Sheets (DMFS) are the core product for dissemination activities of CIVITAS. In order to achieve knowledge transfer between experts, each measure is described in one page and consists of a heading, picture, picture text, measure objective, measure results, measure implementation, expected results, contact details and related measures.

The task will predominantly consist of updating contacts and results of measures and translating contents from English in up to 6 languages (French, Italian, German, Spanish, Polish and Romanian) by means of an online translation tool. This is to guarantee the dissemination of DMFS regionally, to attract a wide public and to provide a database of best practices in urban transport. CIVITAS CATALIST will expand selected measure descriptions of CIVITAS I cities by adding a section named “Read more” dealing with lessons learnt, obstacles to overcome and recommendations. CIVITAS CATALIST will expand selected measure descriptions of CIVITAS II cities as soon CIVITAS II ends.

#### **Task 4.5 – Promotion, Scientific & Educational Publications (FGM-AMOR, REC)**

A CIVITAS leaflet will be produced at the beginning of the project with special focus on the CIVITAS Forum membership and the benefits for a city participating in the CIVITAS Forum Network. A final booklet summarizing the achievements of CIVITAS CATALIST will be produced. This leaflet and the brochure will be available in English and in up to the 6 main European languages (French, Italian, German, Spanish, Polish and Romanian). The brochures will be distributed at international conferences (especially when a CIVITAS Stand is on site), national conferences with a special interest of CIVITAS, and also with the assistance of all CIVITAS CATALIST partners. It aims to promote the CIVITAS Initiative as a whole, to get initial information about CIVITAS CATALIST and to attract new members for the CIVITAS Forum.

#### **Task 4.6 - CIVITAS Welcome Package (FGM-AMOR)**

As soon as New Potential Take Up City has signed the CIVITAS Declaration and their membership has been approved by the EC, this city becomes a CIVITAS Forum Member City. To introduce them to the “CIVITAS Family” they receive a “Welcome Package” to underline the value of membership in this exclusive club. The Welcome Package consists of a leaflet which will have a special focus on the CIVITAS Forum membership (see Task 4.5) and printed information, identification products and a CD containing the CIVITAS-basic-corporate-design (see Task 4.2). Cities can use this design when planning and implementing measures for sustainable, clean and energy efficient urban transport. A membership certificate to the CIVITAS Forum signed by the chair of the CIVITAS Policy Advisory Committee will be part of the Welcome Package.

### **Deliverables**

- **D4.1** - Dissemination Plan (month 6).

### **Milestones and Expected Results**

- Branding Outputs;
- Extended corporate design;
- Website;
- Electronic Database ;
- Promotion-related Material;
- Welcome Package.

## WP5 - CIVITAS Impact Assessment

| Workpackage Number | 5   |     |   |     | Start Date |   |   |     | Month 1 |     |     |     |     |     |    |     |     |     |      |     |     |    |     |  |  |  |
|--------------------|-----|-----|---|-----|------------|---|---|-----|---------|-----|-----|-----|-----|-----|----|-----|-----|-----|------|-----|-----|----|-----|--|--|--|
| Participant ID     | 1   | 2   | 3 | 4   | 5          | 6 | 7 | 8   | 9       | 10  | 11  | 12  | 13  | 14  | 15 | 16  | 17  | 18  | 19   | 20  | 21  | 22 | 23  |  |  |  |
| PM Participant     | 8,5 | 3,3 | 4 | 3,3 | 3,3        |   |   | 2,8 | 3,3     | 9,2 | 3,3 | 2,8 | 2,8 | 3,3 |    | 2,3 | 3,3 | 3,3 | 28,3 | 3,3 | 2,8 | 3  | 0,3 |  |  |  |

### Objectives

The general goal of this workpackage is to consolidate and expand the CIVITAS knowledge base as an input for new knowledge development, networking, dissemination and policy recommendations. It will be realised through a continuing validation of selected CIVITAS measures, post assessment of (long-term) measure impacts, and a collaborative mechanism for success identification and transfer ("best practices").

The new CIVITAS CATALIST knowledge base will serve as a resource pool for stakeholders and experts who are working towards sustainable transport and mobility in cities – eventually well beyond the scope of CIVITAS.

The specific objectives of the workpackage are:

- To validate the results of CIVITAS I (and eventually CIVITAS II) in an integrative view: impacts of comparable measures across cities, measure integration on city level, contribution to policy themes;
- To continue the assessment of the most relevant clean urban transport measures of CIVITAS I and II cities in order to increase the knowledge of their long-term effects;
- To develop a collaborative process of review and assessment by experts and practitioners with the aim to identify the most successful and "stable" best practices (to be effectively exploited in all EU Member States and Accession Countries, but also globally);
- To strengthen the link with the scientific world by (a) involving scientific experts in validating the CIVITAS CATALIST impact assessment and (b) involving members of the academic community to convert the large amount of assessment information to articles on scientific journals.

These objectives depend on each other and will produce concrete contributions towards the networking, dissemination and policy formulation tasks of CIVITAS CATALIST.

### Description of Work

In this WP, CIVITAS CATALIST partners will perform a comparative scientific validation of CIVITAS measures in the wider urban policy context in Europe and establish a post project evaluation and "monitoring" mechanism, especially of long-term impacts (after closing the project) and secondary ("rebound") measure effects. These activities will interact with and build on the general evaluation process of the CIVITAS initiative, but will reach beyond its current scope.

CIVITAS I cities finalised their evaluations at the end of 2005 whereas CIVITAS II cities will have evaluated their measures by mid-term of CIVITAS CATALIST (end 2008/ early 2009). Evaluation is performed at measure and city levels<sup>1</sup>. The CIVITAS CATALIST partners will examine the long-term impacts of these measures.

<sup>1</sup> In CIVITAS I and II the site evaluation managers – with the support of the project evaluation managers – consolidate the information in project level evaluation reports which are being analysed at the European level by the CIVITAS accompanying projects METEOR and GUARD. This includes the analysis of barriers and drivers for implementation which are being used to study transferability mechanisms of individual measures and packages of measures.



The approach in this WP will concentrate on integration aspects and cross-site issues; it will compare individual measures and integrated policy packages across cities and analyse how these could contribute to policy goals on a city-wide level. This will add value and relevance to existing evaluations especially for the benefit of those cities wishing to learn from CIVITAS experiences.

The approach offers the rare opportunity to assess the long-term effects of CIVITAS measures and to integrate "late implementations"<sup>2</sup> into the evaluation process. A dedicated budget is set apart to offer incentives for these further evaluation activities.

### **Task 5.1 – Update of the Cross-site Evaluation Results of CIVITAS I & II**

The objective of this task (led by Rupprecht Consult) is to perform an update of the cross site evaluation results of CIVITAS I as well as CIVITAS II once available in early 2009 through joint work of the CIVITAS CATALIST partners and city-representatives. Results of late implementations and of the validation of the results in the CIVITAS METEOR cross site evaluation report will be taken into account. In addition, this work will add qualitative evidence at measure/cluster level and incorporate the results of further analysis and comparison of the CIVITAS I & II evaluation results.

Selected CIVITAS I and II cities (from the CATALIST partnership) will prepare "post project" evaluation reports on specifically selected measures. These reports will be cross-analysed and conclusions laid out in a "CIVITAS Long-Term Evaluation Report". The CIVITAS CATALIST partners will jointly develop an evaluation framework which allows for an effective continuous evaluation of these measures. The emphasis will be initially on CIVITAS I cities but will (towards the end of CIVITAS CATALIST) also include some "post project" results from CIVITAS II cities.

The methodological framework is based on the current CIVITAS evaluation guidelines, but is complemented by components relevant for such long-term assessments. The assessments take into consideration dynamic framework conditions and prepare potential scenarios for long-term effects of CIVITAS measure.

The validation of results requires specific external expertise. Draft validation results will be subject to the validation activities in task 5.2, involving scientific experts, but also policy makers from CIVITAS cities as well as potential take-up cities.

### **Task 5.2 – Making "Good Practice" Work**

The aim of this task (led by Rupprecht Consult) is to establish a participatory reflection process and dialogue between cities (within and outside CIVITAS) and scientific experts in order to:

- continuously evaluate and assess the impacts of core measures beyond the lifetime of the CIVITAS projects;
- assess their transferability potential.

Emerging results from the scientific validation in task 5.1 will be presented and the relevant key players from CIVITAS I and II, and from potential take-up cities will scrutinise them from their real world policy making perspective. Based on a mix of methods, CIVITAS CATALIST will extract "stable" good practises and, through existing CIVITAS structures such as the annual Forum meeting and the PAC, discuss strategies of transferring practices from one context to another:

- structured feedback from reach out activities and interactive partnerships (WP2);
- specific interviews with successful and prospective implementers of CIVITAS measures;
- results of dedicated "focus group" meetings discussing experiences from practical implementation.

<sup>2</sup> Particularly CIVITAS I cities have started a number of innovative transport measures, which, due to their political sensitivity or technical complexity, have experienced considerably delayed in their realisation. Some of these highly relevant measures could not be evaluated within their respective project lifetime.



The policy recommendations of the CIVITAS I cities referred to considerable influence of external framework conditions and their changes, such as political elections, lifestyle of people, development of fuel prices, advancements in technology etc. Further investigations into the problems of understanding and describing framework conditions and understanding the transferability of measures will be undertaken with the aim to identify patterns and communalities. This will be related to the integrative character of certain measures and fed into the existing “knowledge base” inside CIVITAS.

It is planned to hold focus group meetings in seven different CIVITAS CATALIST cities, namely the thematic coordinator cities of the WP2 thematic areas, i.e. new forms of vehicle use & ownership (Bremen), innovative soft measures (Kaunas), collective passenger transport (Nantes), integration of TMS (Toulouse), integrating pricing / access restriction (Rome), urban goods distribution (Gothenburg), and clean fuels and vehicles (Stockholm).

Face-to-face interviews of selected individuals held in conjunction with focus group meetings and, in other cases, involving actual visits of the interviewees are part of the methodological mix. Interviews will follow a common interview structure.

The result of task 5.2 will be case studies, including guidance for transferability, following a common structure which will be disseminated through established structures, such as ELTIS and other relevant portals.

### **Task 5.3 – Determining Success**

With this task (led by Goudappel Coffeng), CIVITAS CATALIST will aim to determine the most successful practices by combining results from the scientific (task 5.1) and participatory (task 5.2) validation elements, and making use from partners’ experiences in previous research projects like MAESTRO and UTOPIA. Through its quantitative and qualitative methods, and by concentrating on practical relevance, the partners will extract the essential success criteria for implementation and with a high probability for transfer to other cities. These practices will be tagged as “lead practices in sustainable mobility” and will be integrated in the new ELTIS portal.

Success itself will be measured in the following way:

- Developing of a success rating methodology. This methodology will be based on previous work as it is developed and applied in the UTOPIA project. It foresees that per project success is defined by different indicators, and not one success indicator. Success can for instance be measured for the following aspects: environment, technical aspects; social and mobility aspects and economic aspects.
- Rating of all projects by the project partners. This will be done based on a survey. As much as possible existing evaluation data will be used, to prevent that site managers have to fill in questions which they have already answered before. Focus of the survey is to gather, in a structured way, information of the success of the project. Success is measured by comparing the results of the project in comparison with the most important competitor.
- Analyzing all data in such a way that relations can be made between the relative success and explanatory variables. Since a lot of quantitative data is available, the outcomes can be tested for a number of hypotheses. Examples are: success of the project is related to the size of the project, different projects in one city do lead to more success and the involvement of the technology provider in the project has a positive influence on the success of the project.
- The results of the analysis will function as input for the different focus groups (see task 5.2)

### **Task 5.4 - Scientific Dimension**

The CIVITAS initiative is primarily focussing on the urban transport professionals and decision makers. During the course of the initiative it has been recognised that the achievements of CIVITAS could be well exploited at the scientific and academic level. These actions imply a two-way knowledge transfer:

- the transfer of the practical experiences from the CIVITAS cities towards the academic world and
- stimulation of the use of existing scientific knowledge by CIVITAS cities.

To do this, the task (led by Goudappel Coffeng), will perform three actions:

1. At the end of CIVITAS CATALIST, a (scientific) book will be published
2. Over the coming four years, one session annually at a major European transport-focused conference (appr 500 participants) will be dedicated towards the evaluation of the CIVITAS cities and
3. A special prize will given to young academics for their work on studying the impact of the different policy actions in the CIVITAS cities.

Ad1: An academic book on stimulating sustainable transport within European cities

In partnership with a scientific publication house and a group of (scientific) experts, a book will be published on the results and lessons of the CIVITAS initiative, focussing on the impacts and the processes inside the demonstration cities and the supportive frameworks that have been set up at the level of the CIVITAS initiative.

Ad 2: Sponsoring a session within Sustainable planning and transport on the European Transport Conference

By sponsoring one session annually at major European transport-focused conference a platform will be developed on which outcomes of evaluation studies within CIVITAS cities can be presented. The ETC has a reviewing procedure to guarantee a high level of the contributions. CIVITAS CATALIST will adopt one session and will invite different people to present their work on the ETC conference.

Ad 3: CIVITAS Award for young academic professionals

Involving students and trainees (as future urban transport professionals) in the concepts and operations of CIVITAS will positively influence the overall goal of developing new mobility thinking. In addition, two times budget will be made available for a scientific award scheme for young experts from within/linked to the CIVITAS Forum cities to prepare scientific papers and present these at the CIVITAS forum meeting. A transparent award procedure will be set up. Based on written papers the best three participants will be asked to give a presentation on the CIVITAS forum meeting. A scientific committee will select the best paper on that meeting. The prize will consist of: free participation of the CIVITAS forum meeting and money prize for the best paper (e.g. €2.500).

### Deliverables

- **D5.1** CIVITAS Long-term Evaluation Report (month 16; initial long-term evaluation overview in month 10);
- **D5.2** Intermediary Report on Validation of Long-Term Impacts of Mobility Measures (month 26);
- **D5.3** Results and Lessons of the CIVITAS Initiative (month 40)

### Internal Working Documents

- **WD5.1:** Success criteria and Transfer guide ("Lead Practices in Sustainable Mobility") (month 25).

### Milestones

- Feedback from mid-term validation workshop and interviews (month 24);
- Agreement with publishing house (month 30)

## WP6 - Policy Dimension

### “Increasing political involvement”

| Workpackage Number | 6    |   |     |   | Start Date |     |   |   | Month 1 |     |    |    |    |    |     |    |    |    |     |    |    |    |    |
|--------------------|------|---|-----|---|------------|-----|---|---|---------|-----|----|----|----|----|-----|----|----|----|-----|----|----|----|----|
| Participant ID     | 1    | 2 | 3   | 4 | 5          | 6   | 7 | 8 | 9       | 10  | 11 | 12 | 13 | 14 | 15  | 16 | 17 | 18 | 19  | 20 | 21 | 22 | 23 |
| PM Participant     | 10,4 |   | 1,5 |   |            | 1,3 |   |   |         | 1,6 |    |    |    |    | 1,3 |    |    |    | 1,5 |    |    |    |    |

#### Objectives

- Support the CIVITAS political network(s), within the framework of the activities of the PAC and the CIVITAS Forum;
- Reach out to politicians Europe-wide and involve them in coordinated high profile events linked to the PAC and the CIVITAS Forum;
- Assess political acceptance and expectations;
- Assess the contribution of CIVITAS to EU policy and develop target group tailored policy recommendations.

#### Description of Work

##### Background

In the context of the EC Framework Programmes, CIVITAS CATALIST is set to operate during a crucial juncture seeing the crossing from 6FP to 7FP, and the transition from CIVITAS II to the possible continuation of CIVITAS. Hence, the project must be able to work on two levels, always adding value to, based upon guidance from and ensuring output via the PAC and the CIVITAS Forum:

- Enhance the political outreach of CIVITAS, propelling a range of initiatives able to attract, involve and expose an increasing number of European politicians in the CIVITAS initiative (leading to increased membership of the Forum);
- Closely follow the policy developments in CIVITAS II, liaising with and providing the necessary assistance to the existing and future support action(s).

By all means, the enlargement of the political basis is considered a pre-condition for the uptake of CIVITAS-like measures. Traditionally CIVITAS has kept a reference in the wider European picture, setting sight on Europe’s strategic goals and gauging how the local level could be able to contribute toward those policy ambitions. It has indeed proven a very effective advocating instrument in that local policy makers felt part of something bigger and virtuous, something necessary both at the local and global level.

However, a project whose primary ambition is to promote the transfer and take up of CIVITAS results can only benefit from a better understanding of local policy conditions and expectations, especially if one considers that a natural target group of CIVITAS CATALIST, politicians in New Member States and Candidate States, face different problems and need increased exposure if they are to effectively communicate with their constituencies and build support.

CIVITAS CATALIST therefore committed to complement the approach adopted traditionally with an alternative logic, which reverts viewpoints by focussing directly on the receiving end, which are the politicians, CIVITAS veterans and newcomers alike.

##### Task 6.1 - Political Outreach

The target of the activities of WP6 are the local politicians. More specifically, and in line with the overall objective of CIVITAS CATALIST - i.e. to attract new cities in the “CIVITAS Forum club” -

most of the efforts deployed in WP6 will be directed towards elected politicians representing cities that have not so far been involved with CIVITAS-like actions. These may fall in one or the other of the following categories:

- A. Politicians who know little or nothing about CIVITAS, or/and underestimate the potential benefits of adopting the CIVITAS approach;
- B. Politicians who would like to join but don't know where to start from;
- C. Politicians who have already started devising plans to adopt a CIVITAS approach but have encountered obstacles that they don't know how to overcome.

The first task will thus be to identify the target politicians and understand in which of the three categories they belong. This will be the primary objective of a *Political Survey* whose design and administration will be coordinated with the *User Need Assessment* of WP3 and validated by the PAC.

The results of this survey, to be finalised around mid first year of CIVITAS CATALIST, will supply fundamental thematic insights to the communication shape acquired by the future political activities of the project. Whilst an exhaustive menu is at this time premature, CIVITAS CATALIST can envision a number of options to choose from (mostly drawn from the extensive experience accumulated in the past years working side-by-side with the CIVITAS policy makers):

- Organisation of and facilitation of national political seminars, whereby the CIVITAS CATALIST Thematic Coordinators, Theme Ambassador Cities and Take Up cities could invite other city and national politicians, as well as national Members of the European Parliament (MEPs);
- Organisation of and facilitation of regular EU level meetings, whereby CIVITAS mayors and MEPs can meet in Brussels to discuss crucial urban issues;
- Organisation of and facilitation of political staff tours, whereby the CIVITAS CATALIST Thematic Coordinators, Theme Ambassador Cities and Take Up cities would promote in a coordinated and regular way trans-national visits of political staff to present and discuss approaches, policies and future collaborations.
- Preparation of short publications to be used as illustrating testimonials from CIVITAS politicians. This will complement WP4's story-telling with paper based material.

These and other activities will be accurately planned and organised by ISIS, which has gained extensive experience during CIVITAS I as facilitator of the activities of the PAC, together with WP2 and WP3 to ensure a continuous flow of events throughout the project. For initiatives of this ambition, which involve high profile policy makers, require a strict and timely scheduling, CIVITAS CATALIST will kick-off this task at project outset.

#### **Task 6.2 - Link with the CIVITAS Policy Advisory Committee**

WP6 will cooperate with the CIVITAS II and prospective support actions for the maintenance and reinforcement of the existing CIVITAS project-based political networks, namely the Policy Advisory Committee (PAC) and the CIVITAS Forum.

It is expected that CIVITAS CATALIST will hold two-yearly meetings with CIVITAS GUARD (and the possible future Support Action) to assess the possibilities for mutual exchanges in terms of discussion orientation, recommendations elaboration and policy-makers interaction. CIVITAS GUARD (and the possible future Support Action) are and will remain end-responsible for the PAC, the Forum and political activities in the framework of CIVITAS.

#### **Task 6.3 - Policy Inputs of CIVITAS CATALIST**

From a political perspective, the ultimate goal of the CIVITAS CATALIST is to maximise the diffusion and exploitation potential of the experiences accrued by CIVITAS, to produce in turn a decisive change in the way European cities are planned and managed, curbing the current unsustainable trends. In the medium/long term, durable and widespread impacts can only be attained if CIVITAS CATALIST, and other projects with a similar drive, are able to affect the cultural values of politicians, decision takers, local stakeholders and citizens.

When it comes to policy formulation, CIVITAS CATALIST will thus strive to synthesise the wealth of information produced by CIVITAS I-II and the output of the workpackages outlined in this work plan.

Furthermore, valuable and more “transversal” inputs will be supplied by the activities of this workpackage.

In addition, this task will synthesise how policy recommendations have influenced policy formulations at local level or even at national and European levels, and how they are perceived to have helped the continuity and success of measures.

### **Deliverables**

- **D6.1** – Dynamic Policy Makers: An overview of the many activities promoted by Task 6.1 throughout the project (Month 46);
- **D6.2** – A Final Policy Glance: A look at the main policy conclusions, with reference to the EU, national and local level (Month 48).

### **Milestones and Expected Results**

- Political Survey;
- EU and National Level Political Seminars;
- EU and National Level Political Meetings;
- Concluding Policy Insights for Different Target Groups.

## Annex 1: an Illustrative Case

This illustrative showcase is based on some experience in the European exchange, where for instance a key politician of a city which had not yet considered Car-Sharing as something interesting saw a presentation in a European conference about this.

He thought about the options for his city and contacted the experienced city to give a dedicated presentation in his city.

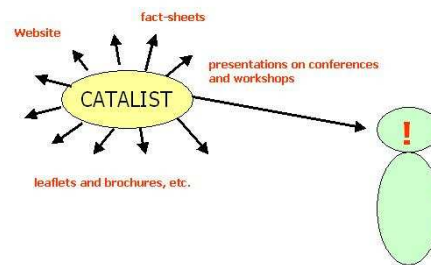
With the growing debate, some expert and stakeholder exchange with a site visit was organised.

Finally the take-up city prepared a programme to implement Car-Sharing in this city – based of the experience of the Theme Ambassador.

In order to clarify the process that the CATALIST project expects to set in motion, we see at first the process of sending out information. This may be quite open (as with websites etc.) or rather targeted (e.g. on workshops, with dedicated leaflets, articles etc.).

This process is the more important the less we have already some awareness of basic acceptance of certain measures. For instance, cycling has not yet reached a high level of acceptance; many European cities are not yet aware about the potential of Car-Sharing, etc.)

### CATALIST Processes

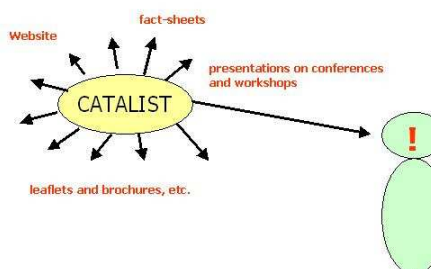


1. CATALIST and other give targeted / open information

The open or targeted information shall create some reaction of the receiver (take up-city expert or decision-maker etc.)

The most important point is that the information is considered as useful and creates some thinking...

### CATALIST Processes

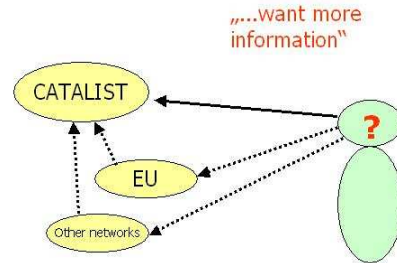


2. Receiver considers information as useful

...and there starts an interest in further information. There are questions like: 'how does it work in practice?', 'how to implement this', 'what are procedural aspects of political decision-making, participation etc.?', 'what did it cost' and finally: 'who can help us...?'

The Take-Up City expresses some interest either at the EU, the CATALIST coordinator or the Thematic Coordinator.

### CATALIST Processes



3. Reaction: could be interesting for my city...

The Thematic Coordinators will bring the contacts along and may forward the contacts to those cities being experienced in more specific details of the Thematic Area (e.g. for specific alternative fuels or type of clean vehicles; with specific elements of Public Transport like tram planning, or for regional PT integration; etc.). Also the aspects of thematically orientated political promotion and participation will be covered. In some areas, a more integrated approach might become necessary which can also be guaranteed by those cities which have covered a rather integrated approach.

### CATALIST Processes



4. CATALIST defines appropriate Theme Ambassador via Thematic Coordinator

Now an interactive exchange is going on – starting with sending information, giving presentations, expert exchanges, site visits and maybe preparing even joint projects.

The information flow, the used channels and media depend on the level of awareness and information and on the needs of the user.

### CATALIST Processes



5. Interactive exchange between Take-up City and Theme Ambassador(s)

## Annex 2: Framework for the Activity Fund

This document presents the framework governing the procedural matters of the Activity Fund (AF). It is the result of several iterations carried out with the contribution of the European Commission (EC) and the project partners.

Once approved by the EC, this framework will serve as a basis for the development of the appropriate managerial tools (e.g. Call for Application, eligibility rules, application templates, evaluation templates, financial planner, reporting templates, etc.).

### Activity Fund: context and definition

*CIVITAS CATALIST* is the project of the *CIVITAS Initiative*<sup>3</sup> family responsible for ensuring that the experiences of the programme are exploited up to a maximum level and up-taken by as large a community of cities as possible.

Accordingly, three main objectives are pursued:

- *Demonstrate the added value and feasibility of CIVITAS* to (i) provide measurable feedback to the current CIVITAS cities (to maintain their high level of motivation and commitment) and to (ii) attract new cities on the basis of concrete evidence of the benefits they can expect from the CIVITAS family;
- *Add value to CIVITAS* by developing inspirational initiatives at the national and local level;
- *Maintain and expand the CIVITAS network* to ensure its durability.

An innovative, user-driven project as *CIVITAS CATALIST* is inherently complicated due to the ambition of its mission and the broad participation of actors. The total requested budget is € 4.292.927 distributed among 23 partners across 4 years of project lifetime. The budget of the Project Coordinator (ISIS – *Istituto di Studi per l'Integrazione dei Sistemi*) incorporates an “Activity Fund” of €1.000.000 to be progressively disbursed to finance on-demand activities undertaken both by *project partners* and *take-up cities*<sup>4</sup>.

Purpose: the AF intends to both (i) ensure participation to the activities designed, organised and handled by the project partners (e.g. technical workshops, study tours, etc.) and (ii) finance activities promoted by take-up cities (cities and regions which are not partners in *CIVITAS CATALIST*), through dedicated Calls for Application (e.g. feasibility studies, on-the-job training, etc.).

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<sup>3</sup> CIVITAS Initiative helps cities to achieve a more sustainable, clean and energy efficient urban transport system by implementing and evaluating an ambitious, integrated set of technology and policy based measures.

<sup>4</sup> Take-up city: cities potentially interested to taking up experience of the CIVITAS Initiative.

Whatever the nature of these activities, the common denominator is that they are always undertaken for the **benefit of the take-up cities**.

There is a broad range of activities funded by the AF, and notably: political and technical seminars and workshops, study tours, training on-the-job, international conferences, student awards, book publication, and other activities that can conceivably benefit the take-up cities.

Granted that CIVITAS CATALIST must strike a balance between “security of planning” and “flexibility of action”, an efficient management of the AF requires a minimal degree of expenditure forecast by type of take-up activity. Consensus was found on the following threefold repartition:

- **Small Initial Interactions** (e.g. site visits) between take-up cities and Thematic Coordinators (group of leading cities in charge with the animation and coordination of the work under each of the main CIVITAS thematic fields) and/or Ambassador Cities (forerunners and well-experienced cities from CIVITAS I or II in a specific field of sustainable urban transport);
- **Inspirational and support take-up activities** (e.g. staff exchanges, interviews, technical workshops, etc.) organised by partners of CIVITAS CATALIST in order to involve take-up cities in the activities of the project and to stimulate them to apply to the Calls for Applicants;
- **Take-up activities proper** (e.g. studies, plans, small projects, as well as visit to a Thematic Coordinator and/or Ambassador City or on-the-job training) proposed by the take-up cities via the Calls for Application.

The next table provides an overview of the typologies of activities eligible for AF funding according to what is outlined in this Inception Report. Please note that figures are however **indicative**, for the flexible nature of CIVITAS CATALIST allows for possible adjustments during the course of the project.

**Table 1: typologies of eligible AF activities**

|                             | Expected Events No. | Expected Participants | Reference WP | Short Description  |
|-----------------------------|---------------------|-----------------------|--------------|--|
| Small Initial Interactions  | 27                  | ≤ 2                   | 2-3          | Quickly released budget to support small initial activities meant to inspire and involve potential take-up cities  |
| Thematic Workshops in CCC   | 10                  | 15-30                 | 2            | Initial inspirational/knowledge transfer workshops taking place in CIVITAS CATALIST cities   |
| Thematic Workshops in TUC   | 10                  | 20                    | 2            | Technical workshops (some of which with a specific transferability focus) taking place at a later stage of the project in take-up cities (in order to reach more people) |
| Focus Group Meetings in TUC | 7                   | 20                    | 5            | Validation of results, identification of good practices and transfer potential (CIVITAS CATALIST partners + TUC)   |
| Site Visits                 | 56                  | ≤ 3                   | 2            | TUC staffs (politicians and practitioners) visiting (half day) CC and events taking place thereof  |
| Training on the Job         | 56                  | 1                     | 2            | Training sessions, either in CCC or TUC  |
| Interviews                  | 12                  | 12                    | 5            | Interviews with experts.   |
| Student Awards              | 4                   | 4                     | 5            | Awards presented to young academics for their work on studies on the impacts of integrated transport/energy policies.  |
| E-booklet                   |                     |                       | 5            | Editing and publishing a book on the results and lessons of the CIVITAS initiative   |
| Networks                    | 3                   |                       | 3            | Networks adding value to local authorities' efforts to move towards sustainable mobility by using the experience gained in CIVITAS                                       |
| Conference Support          |                     |                       | 5            |  |
| Take-up Cities Funds        |                     |                       | 2            | Budget apportioned to winning take-up proposals (responding to Calls for Applications)   |

As mentioned before, a fundamental characteristic of the Activity Fund is the high level of *flexibility* required by its handling. To give an example, throughout WP2 there will be dynamic but fixed take-up activities (foreseen in the work plan) as well as actions “on demand” (thereby unpredictable in form, extent and timing).

At the same time, the need for *transparency* points at effective rules and procedures for the administration of the Activity Fund. We need to know how, when and to whom resources will be allocated, as well as for what kind of activities. Good management of resources entails determining:

- an *ex-ante*, *in-itinere* and *ex-post* budget;
- an efficient handling of the process of resource disbursement; and
- a regular bookkeeping of the financial record.

This way the entities in charge with the AF (the EC and the Steering Committee) can have constant and informed access to the Fund’s status-quo. This document is thus the first attempt to outline the process of selecting, awarding, and monitoring the Fund’s resources, just as the EC does in any EU funded project.

The general rule calls for the AF to be distributed through “Calls for Application” to take-up cities, in order to assure clarity, transparency and equality of treatment. Activities meant to ensure the success of the work plan (e.g. participation of take-up cities delegations to technical workshops in CIVITAS CATALIST cities), will on the other hand be funded prior approval of the EC and via direct reimbursement of incurred costs. The next table provides a summary of application to AF moneys.

**Table 2: AF application typologies**

| Typology of Activity                                | Rough % of AF | Application Modality  | Payment Modality  |
|---|---------------|---|---|
| <b>Small Initial Interactions</b>                   | <b>10%</b>    | ⇒ Civitas Catalist partner to apply with Coordinator and EC | ⇒ Direct reimbursement to beneficiary upon receipts submission          |
| <b>Inspirational and Support Take-up Activities</b> | <b>30%</b>    | ⇒ Civitas Catalist partner to apply with Coordinator and EC | ⇒ Direct reimbursement to beneficiary upon receipts submission          |
|   |               | ⇒ Take-up applicant to apply via Calls for Application      | ⇒ Direct reimbursement to beneficiary upon receipts submission          |
| <b>Take-up Activities Proper</b>                    | <b>60%</b>    | ⇒ Take-up applicant to apply via Calls for Application      | ⇒ Direct reimbursement to beneficiary upon receipts submission          |
|   |               |   | ⇒ Up-front disbursement to beneficiary upon notification of winning bid |

## Calls for Application

### Purpose and activities

The Activity Fund aims to support already planned (e.g. support) and on-demand activities for the benefit of take-up cities. Eight thematic priorities, in line with the classical CIVITAS Initiative approach, are identified:

1. Promoting *Less Intensive Lifestyles*;
2. Promoting *Innovative Soft Measures*;
3. Promoting *Collective Passenger Transport*;
4. Promoting *Transport Management*;
5. Promoting *Integrated Pricing Strategies*
6. Promoting *Access Management*;
7. Promoting *Urban Goods Transport*;
8. Promoting *Clean Fuels and Vehicles*.

It is the objective of CIVITAS CATALIST to achieve a balance for all thematic areas. At least, all thematic areas should be given equal access opportunities, the final success depending on the grass-root interest and/or the ability of the Thematic Coordinator/Ambassador Cities to inspire action.

If after the first Call for Application requests are unbalanced across themes, it may be announced that the following Call “gives priority to thematic area x or y”, without however excluding proposals from other areas.

### Calls for Application Beneficiaries

Take-up cities, individually or teamed-up, can submit Applications. In order to add value to previous experiences, the Calls are only opened to cities (and actors located therein) that have not been/are involved in projects of the CIVITAS Initiative (though cities having unsuccessfully applied are eligible). An exception is envisioned for existing CIVITAS cities applying for funding for a network (see appropriate item in Table 4) established and managed directly for the benefit of new take-up cities.

Parties established in a Member State or Associated Country can submit Applications.

To avoid possible interferences with other CIVITAS CATALIST Initiative (e.g. CIVITAS PARAMOUNT), parties established in countries other than those mentioned above are not eligible.

## Financial Regime

Only eligible costs will be reimbursed. The Call text shall specify if other forms of reimbursements can be contemplated for ad-hoc situations.

The Project Coordinator draws the moneys from the AF and disburses them to the beneficiary *within 10 (ten) days* of bid awarding or receipts reception.

The allocated budget per Call for Application shall be utilized by the beneficiary (to undertake and report on activities) within 12 (twelve) months of money disbursement, else the outstanding amount will be returned to the AF.

Take-up cities applying for the AF will be required to match 50% of the funded activities with own funds (thus enacting a *50% co-financing system*). The rule applies to all typologies of activities, be them (e.g.) staff costs, travel and subsistence, costs for venues, costs for translation/interpretation, external staff/consultants, etc.

Conversely, support activities administered by project partners will receive 100% funding as explained above.

## Deadlines

The consortium will announce **up to 5 Calls** during the lifetime of the project (08/2007-07/2011). Deadlines will be rigorously enforced. Applications sent after deadlines will not be considered and will be moved back to the next Call (thus ca. *six months* later).

## Evaluation criteria and procedures

### Eligibility and Evaluation Criteria

It is expected that eligible Applications will contain:

- Information about the *applicant*;
- *Scope* of the activity, *objectives* and the *problems* to be addressed;
- *Timescale* of the activity (starting and ending date);
- *Cost assessment*: costs must be identifiable and verifiable, to ensure that the budget is coherent with the activity proposed;
- *Cost co-financing*: applicants, except, project partners (who can apply for 100% funding outside the Call), shall indicate the share of requested fund and the share of own funding;
- *Identification of targets* (or “end products”) of the activity, so as to provide a benchmark against which assessing the outcomes;

- *Relation with principles and objectives of CIVITAS and/or other EU programmes, and with the goals of the White and Green Papers on Urban Transport;*
- *Demonstration of political support, including signature of the CIVITAS Declaration;*
- Detailed *activity planning*, outlining how the activity is organised and managed, who is responsible for carrying out which actions, who is responsible for receiving and managing the fund, etc. If the activity is a multi-partners one, then the Application must clearly indicate roles and identify a leader.

Once the eligibility criteria are verified, the Application will be evaluated against the following **selection criteria**:

- *Overall application quality* (clarity of objectives and quality of the concept; plausibility and effectiveness of the methodology, etc);
- *Activity relevance* (with the aims of CIVITAS CATALIST, the CIVITAS Initiatives, the strategies of the EC);
- *Financial soundness*: reasonable estimation of the resources;
- *Management procedures*: appropriateness of the management structure and procedures.

## Application Submission

Applications will be submitted via the CIVITAS website (<http://www.civitas-initiative.org/main.phtml?lan=en>) and will be evaluated by a Selection Committee<sup>5</sup> through a standard Application Form. The upload data will be securely stored on a server with limited access to preserve confidentiality. Applications shall be filled in English (official language of the project).

The Project Coordinator (ISIS) will pre-scan all received Applications to make sure that those relayed to the Selection Committee are eligible.

Proposal evaluation will be carried out directly after Call closure, thus ca. every six months.

Each Call will be publicised on the CIVITAS website (which will also include a set of guidelines to help applicants in submitting their proposals), and will be promoted through a variety of media, such as personal and network contacts, publications, e-mails, conferences, etc. These communications will illustrate the expectations from the activities funded by the project and the procedures required thereof (e.g. eligibility criteria, action priorities, maximum budget, timetable and deadline).

## Selection of Applications

An *Acknowledgement of Receipt* will be immediately sent to applicants. Having confirmed eligibility, the Project Coordinator will evaluate the applications together with the Steering Committee, in a Pre-Selection stage.

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<sup>5</sup> European Commission and CIVITAS CATALIST Steering Committee, with possible consultation of the CIVITAS PAC.

Decisions are made by the Selection Committee on each Application at *simple majority*. A recommendation for funding is then sent to the EC within *10 (ten) working days* of pre-selection. In case of similar proposals, a merger will be taken into consideration.

**The cities with a real need of assistance will be prioritised in the selection phase.**

A *Formal Consent* of the European Commission to the Project Coordinator, within further 10 (ten) working days will close the loop and set in motion the awarding.

The Project Coordinator will send a notification of fund award to successful applicants and a notification of rejection to unsuccessful applicants. The letter will contain a detailed explanation of “why” it was refused and “how” it could be improved, with an “encouragement” to re-apply.

A **Grant Agreement**, indicating the technical and financial terms of reference, will be signed by the Project Coordinator and the awarded party within 10 (ten) of notification.

*“All in all, the proposal-related paperwork shall allow for transparency and accountability, without resulting overly cumbersome. Simplified templates will be drawn from existing formats”.*

The next is a summary overview of the Calls for Application’s expected budget disbursement rate.

**Table 3: AF estimated AF disbursement progression**

| Call Number | Open Date      | Deadline      | Awarding Date | Estimated Budget |
|-------------|----------------|---------------|---------------|------------------|
| 1           | September 2008 | November 2008 | December 2008 | €120.000         |
| 2           | February 2009  | April 2009    | May 2009      | €130.000         |
| 3           | September 2009 | November 2009 | December 2009 | €130.000         |
| 4           | February 2010  | April 2010    | May 2010      | €120.000         |
| 5           | September 2010 | November 2010 | December 2010 | €100.000         |

## Financial Planning and Monitoring

The Project Coordinator will issue six-monthly reports containing an overview of the Applications received and those awarded, with full details. The report, which includes a regular updates of the financial status of the AF, will be circulated with the partners of CIVITAS CATALIST and with the EC.

A procedure must be foreseen to evaluate the results of the activities in relation to their initial objectives, to verify the efficacy of the grants. This could be done in a yearly ad-hoc meeting between the EC and the Steering Committee.

To facilitate that, CIVITAS CATALIST has drafted a **tentative** budget pre-allocation per Year and per Workpackage. In order to do so, WP have identified bottom-up their support take-up activities<sup>6</sup> not directly funded by the contract of CIVITAS CATALIST, forecasting the associated expenditures (see section Workpackage Activity Estimations). This will facilitate proper financial planning/monitoring, ensuring that the Activity Fund is always able to support take-up activities, without running thin on resources.

The next table provides an overview of the expected budget expenditures according to the above typologies of activities and to the work plan outline in the Inception Report of CIVITAS CATALIST. Please note that the estimations for each cost item, both in terms of number and budget, must be deemed flexible.

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<sup>6</sup> CIVITAS CATALIST intends take-up activities as initiatives of various types (e.g. workshops, study-visits, awards, studies, etc.) that may be undertaken by project partners and/or take-up cities to the benefit of the latter. In this sense, workpackage-related take-up activities are actions that share an affiliation to the goals and nature of that workpackage. Depending on the type of activity, funding will be disbursed directly to the beneficiaries (e.g. awards, studies, etc.) or handled by the workpackage partners for service organisation (e.g. study visits, workshops, etc.).

## CIVITAS CATALIST – D1.1 Inception Report

**Table 4: AF estimated budget**

|  | Expected Events No. | Expected Participants | Reference Budget |                |                | Reference WP     | Short Description  |
|--|---------------------|-----------------------|------------------|----------------|----------------|------------------|--|
|  |                     |                       | € (10%)          | € (30%)        | € (60%)        |                  |  |
| <b>Small Initial Interactions<sup>1</sup></b>  | 27                  | ? 2                   | 81.000           |                |                | 2-3              | Quickly released budget to support small initial activities meant to inspire and involve potential take-up cities  |
| <b>FUNDED TOTALS</b>                           |                     |                       | <b>81.000</b>    |                |                |                  |  |
| <b>Thematic Workshops in CCC<sup>2</sup></b>   | 10                  | 15-30                 |                  | 100.000        |                | 2                | Initial inspirational/knowledge transfer workshops taking place in CIVITAS CATALIST cities   |
| <b>Thematic Workshops in TUC<sup>3</sup></b>   | 10                  | 20                    |                  | 60.000         |                | 2                | Technical workshops (some of which with a specific transferability focus) taking place at a later stage of the project in take-up cities (in order to reach more people) |
| <b>Focus Group Meetings in TUC<sup>4</sup></b> | 7                   | 20                    |                  | 21.000         |                | 5                | Validation of results, identification of good practices and transfer potential (CIVITAS CATALIST partners + TUC)   |
| <b>Site Visits<sup>5</sup></b>                 | 56                  | ? 3                   |                  | 56.000         | 224.000        | 2                | TUC staffs (politicians and practitioners) visiting (half day) CC and events taking place thereof  |
| <b>Training on the Job<sup>6</sup></b>         | 56                  | 1                     |                  | 33.600         | 134.400        | 2                | Training sessions, either in CCC or TUC  |
| <b>Interviews<sup>7</sup></b>                  | 12                  | 12                    |                  | 9.000          |                | 5                | Interviews with experts.   |
| <b>Peer Support</b>                            | cancelled           |                       |                  |                |                | 5                |  |
| <b>Academic Awards<sup>8</sup></b>             | 4                   | 4                     |                  | 16.000         |                | 5                | Awards presented to the academic world for studies on the impacts of integrated transport/energy policies.   |
| <b>E-booklet</b>                               |                     |                       |                  | 2.500          |                | 5                | Editing and publishing a book on the results and lessons of the CIVITAS initiative   |
| <b>Networks<sup>9</sup></b>                    | 3                   |                       |                  | 31.500         |                | 3                | Networks adding value to local authorities' efforts to move towards sustainable mobility by using the experience gained in CIVITAS                                       |
| <b>Conference Support</b>                      |                     |                       |                  | 2.500          |                | 5                |  |
| <b>FUNDED TOTALS</b>                           |                     |                       |                  | <b>332.100</b> | <b>179.200</b> |                  |  |
| <b>Take-up Cities Funds</b>                    |                     |                       |                  |                | 815.400        | 2                | 50% of this budget will be apportioned to winning take-up proposals through Calls for Applications   |
| <b>FUNDED TOTALS</b>                           |                     |                       |                  |                | <b>407.700</b> |                  |  |
| <b>GRAND TOTAL</b>                             |                     |                       | <b>81.000</b>    | <b>332.100</b> | <b>586.900</b> | <b>1.000.000</b> |  |

1. Ca. 27 activities, max. €3.000 per activity. Lower expenditures result in additional events or can be transferred to other activities.

2. Ca. 10 events, max. €10.000 per event. Lower expenditures result in additional events or can be transferred to other activities.

3. Ca. 10 events, max. €6.000 per event. Lower expenditures result in additional events or can be transferred to other activities.

4. Ca. 7 events, held in conjunction with Thematic Workshops in TUC, max. €3.000.

5. Ca. 56 events, max. €5.000 per event. Shared by CIVITAS CATALIST partners (20%) and winning take-up proposals (80%, funded 50%).

6. Ca. 56 events, max. €3.000 per event. Shared by CIVITAS CATALIST partners (20%) and winning take-up proposals (80%, funded 50%).

7. 12 interviews, €750 per interview.

8. 4 awards, €4.000 per award.

9. 3 networks, max. €10.500 per network.

As repeatedly recalled, CIVITAS CATALIST partners' labour costs are financed by the CIVITAS CATALIST contract, including those necessary to undertake the take-up activities outlined in the table above. What remains excluded are the ancillary costs connected with the handling of these activities, and namely: partners and attendees travelling and accommodation and logistics-related expenditures.

Financial forecasting and monitoring represent a challenge that requires a reliable management framework. In particular:

- There is the need to develop and create timely reports so that those managing the moneys can make informed financial decisions and always know whether they are meeting, exceeding or failing the intended budget;
- As said, six monthly and yearly reports will facilitate the process of monitoring expenditure (in their reports, beneficiaries could highlight problems encountered, solutions, opportunities, etc.);
- Contractors will be required to submit financial statements reporting on all costs. They could also be the subject of an audit or an evaluation visit.