

# **C-LIEGE - Clean Last mile transport and logistics management for smart and efficient local Governments in Europe**

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**OUTPUT n. 7.2**

**Establishing of guidance to avoid negative duplication and replication of such cases**

**Dissemination level: PUBLIC**

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## 1. INTRODUCTION

### 1.1 Objective

This report describes part of the activities undertaken under Work Package 7, C-LIEGE Action Plan and Transferability Plan - Output 7.2.

The negative aspects that constitute barriers to the transferability of measures were identified in Output 7.1, and the objective of Output 7.2 is to establish a plan to avoid the duplication and replication of “aspects” that might lead to failures, that is, a city transferring a practice that was successfully applied elsewhere, without achieving the same positive results.

To this end, this document establishes a guidance plan that highlights what has failed in each particular and ways to overcome those barriers or difficulties found. This guidance plan will look at the barriers and enablers encountered during the pilots’ implementation phase, ways to overcome these barriers (if they appear), as well as the conditions of applicability for each measure and the critical issues when transferring its implementation to other sites/urban establishments.

This can be seen as a “lessons learning” approach to minimise the risk of implementing in the same manner a measures (or package of measures) that needs certain conditions to be applied in a successfully way, so that it achieves the same good results. What sometimes is called an unsuccessful measure or a failure case doesn’t actually mean that the measure itself is not successful, it means that the cities are just trying to apply measures that do not fit their city contexts and objectives. To avoid that most of the cities continue doing a copy paste process without an assessment of the city context in terms of city features, problems and objectives, as well as urban logistics related problems, C-LIEGE recommends a routine to follow so that a careful assessment of whether transferability conditions are ensured is made, as this has been evidenced in other EU projects as well, as the key enabler for a successful transfer of a measure. Following a step by step approach when transferring a measure contributes to a better assessment of the city context and the implications of the problems identified, so that the measures selected are the ones better targeted to that specific context, rather than generalised measures that “will work everywhere”.

The approach adopted in C-LIEGE is generally based on the transferability methodology adapted and applied in the FP7 project TURBLOG\_ww<sup>1</sup> on how to select and transfer a good practice on urban logistics, which was successfully adopted elsewhere. The particular approach, which will be described in detail in Deliverable D7.1, follows 10 steps presented in Figure 1.

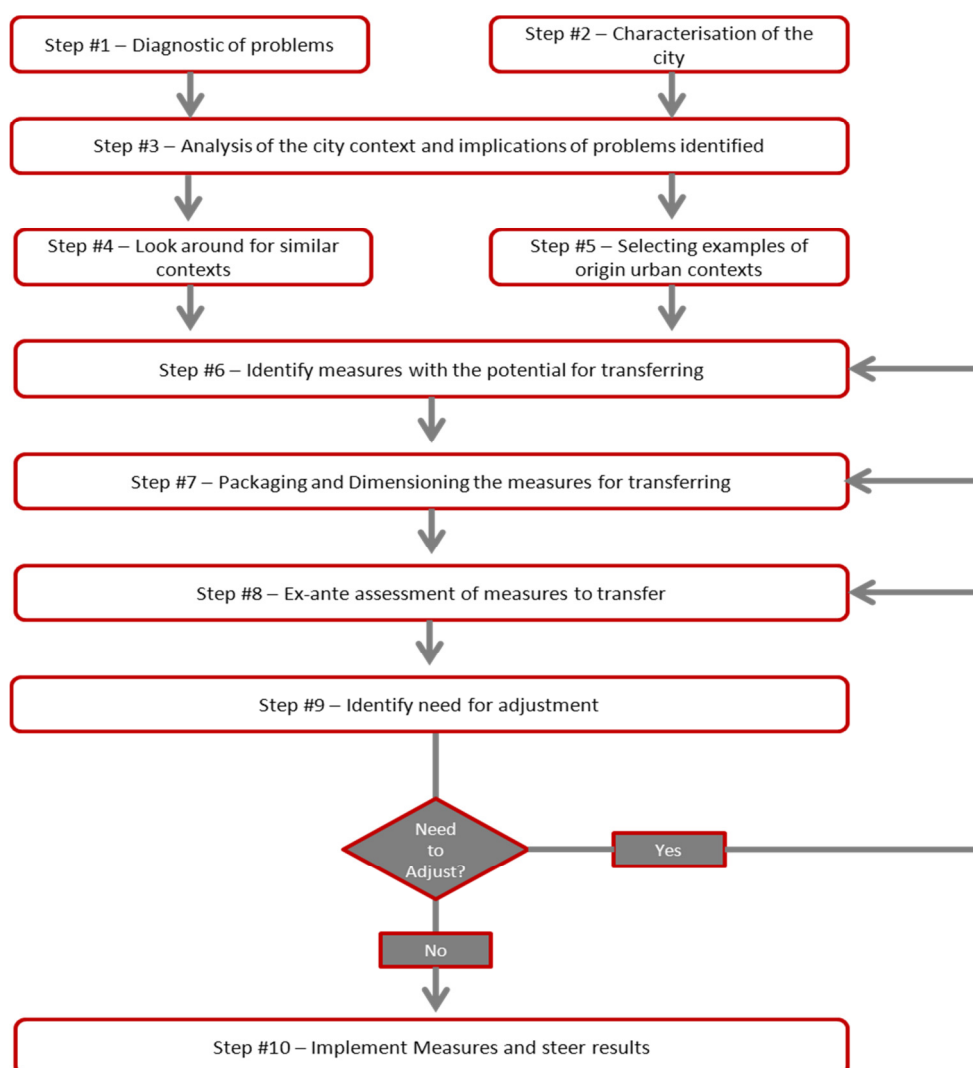


Figure 1– Transferability methodology (Source: TURBLOG 2011)

<sup>1</sup>TURBLOG\_ww: Transferability of urban logistics concepts and practices from a worldwide perspective.

## **2. GUIDANCE TO AVOID DUPLICATION OF FAILURE CASES**

### **2.1 Introduction**

The process followed in C-LIEGE for the measures selection and implementation, such as the roundtables, local joint strategic exercise, workshops were key success factors for the adequate selection of measures to implement in each pilot city.

The purpose of the roundtables and workshops was to a) identify and validate problems and barriers related to urban freight transport; b) understand the needs, motivations and behaviours of the different actors/stakeholders; c) discuss the potential of transferability, success factors and barriers of the measures and their acceptability.

The transferability process starts with a detailed analysis of the urban context of the pilot city, so that it will enable the selection of measures adopted in similar urban contexts with:

- a) similar problems;
- b) similar city area features; and
- c) similar objectives/targets.

During the roundtables, the implementation phase and the pilot monitoring activities, it was possible to identify the barriers that have appeared and/or might appear per measure and pilot site. Several ways to overcome those barriers were identified in each case, together with the conditions of applicability for the measures, as it is presented in chapter 2.5, establishing this way a guiding plan to avoid negative duplication of failure cases. For example, if one measure requires a high amount of money for implementation and it is known in advance that the city doesn't have that budget, any attempt to apply the measure will fail and won't achieve the same type of results, since the city doesn't have the entire budget to implement it properly.

C-LIEGE intends to show the problems that might come up and the solutions to solve these in a successful way as shown in the Figure 2 below.



Figure 2 - Process followed in the pilot's measures analysis

## 2.2 Barriers and enablers

As detailed in Output 7.1, there are barriers that can undermine the successful implementation of a transferred measure in a 'receptor' city. These barriers were already classified in Output 7.1 as financial, physical, technological, cultural, political, legal and security, as described in the Table 1.

Table 1 - Type of barriers that might appear during the implementation of a measure

Type of Barriers	Description
Financial	The financial cost of the measure is considered to be too high
Physical	The natural and/or built aspects of the receiver city make the transferred measure inappropriate
Technological	The transferred measure has technological elements that are unavailable in the receiver city or are inconsistent with the technology currently operating in the receiver city
Cultural	The traditional culture operating in the receiver city makes the transferred measure seem 'strange' and/or difficult to implement
Political	The transferred measure has a perceived negative impact on one or more sections of the population, thus leading to political conflicts
Legal	The national and/or local legal system operating in the receiver city makes elements of the transferred measure illegal
Security	Security problems hinder the implementation of the transferred measure

The specific barriers identified in each pilot site according to the type of measure are presented in chapter 2.5. In the “Transferability Plan for local Government” (D7.1) the type of barriers are generalized according the type of measure but in this output they will be just presented as singular cases.

As addressed in the questionnaires assessment of the impacts of the pilot measures filled in by the stakeholders (from both public and private sector) in the Exploitation Plan (Deliverable 8.6), in terms of transferability, one pilot site replied that all of the measures they put in practice could be replicated elsewhere, two gave a general reply and four sites picked up a range of non-technological measures that could be put in place in another city as well, such as electric vans, freight development plan, limited of access of large vehicles, re-routing, promoting eco-driving, telematics system. Emilia-Romagna’s good practice’s transferability is slightly different from the other sites, since their experience is on moving actions upwards on the public administration scales and harmonising at REGIONAL, not at MUNICIPAL level. This would create a broader frame to put local actions into. This suggestion also counts as a generalist principle-type of transfer.

One site did not enumerate any obstacle for transferring good practices. The rest of respondents agree on lack of funding, lack of political support or even a possible lack of interest. The coordination with stakeholders can also represent a difficulty, and finally the issue of one size does not fit all, in other words, the differences between cities, the variety of cultures, systems in place could hinder the efficient and successful implementation of a good practice elsewhere. Emilia-Romagna also highlights the challenge of diversity between the municipalities and their needs even within a region.

As key conditions for transferability, partners identify political strategy, the clear definition of needs, a complete technical analysis of the state of play, disposition of resources (both financial and human), and the wide support of stakeholders and citizens facilitated by media.

It is important to see that three major groups of factors are mentioned both as key conditions and obstacles:

- a) Finance (resources/funding)
- b) Political support
- c) Involvement and cooperation of stakeholders



While pilot sites tend to agree on the factors necessary for transferability, when it goes to concrete figures of cumulative investment in pilot measures during the C-LIEGE project duration and by 2020, a quite wide gap can be noticed. It ranges from zero to +/- €590,000 during C-LIEGE project and from zero to €5,000,000 by 2020. On the one hand, this can be explained by the different standards of living and price levels between the sites, on the other hand, it is encouraging for cities to see that traffic, noise and pollution problems related to last-mile delivery can be solved even without any budgetary investment.

## **2.3 How to overcome the barriers?**

Depending on the type of barrier, it is possible to make adjustments so that a measure can be implemented successfully. This can be seen as a solution plan to the identified barriers. These concrete solutions are presented in chapter 2.5.

## **2.4 Conditions of applicability for the measures**

When identifying the barriers and ways to overcome them, it is made clear that when transferring a measure one should understand and carefully analyse the conditions of applicability, as a pre-condition that the city needs to guarantee if they want a successful implementation of a transferred measure. The conditions of applicability can act as a guiding plan to reach similar positive impacts with the measure implementation.

## **2.5 Pilot sites analysis: Barriers, Ways to overcome the barriers and Conditions of applicability**

The following tables are a way of presenting the analysis that was done to pilot sites measures in terms of a) barriers or difficulties encountered in each type of measures in the different pilot sites from C-LIEGE, b) how they have managed or recommend to overcome the barriers identified and finally c) which are the conditions of applicability that each pilot site must guarantee as minimum requirements to apply those types of measures. This process is an output from the discussions held during the roundtables, the pilot's implementation and monitoring phase.

As in some pilot sites the measures adopted were the same type, for those cases, it is presented per type of measure all identified pilot sites aspects allowing a comparison among them. For the remaining cases the measures are presented per pilot site.

Table 2 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Access restrictions” in Hal Tarxien (a) and Leicester (b), and the “Harmonization of the access restrictions at a regional scale in Emilia Romagna (c).

<b>Measure: Access restrictions</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Hal-Tarxien (a)</u></b>	<ul style="list-style-type: none"> <li>• Needed consensus from Transport Malta</li> <li>• Short time frame for measure to be introduced</li> </ul>	<ul style="list-style-type: none"> <li>• Convince the Transport Malta to approve the measure by presenting the expected benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Good consultation with internal and external stakeholders</li> <li>• Appropriate sign posting</li> <li>• Alternative roads through which traffic</li> </ul>
<b><u>Leicester (b)</u></b>	<ul style="list-style-type: none"> <li>• Resistance from groups</li> <li>• Competing priorities – Connecting Leicester</li> <li>• Lack of political support</li> <li>• Short time scales</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed consultation</li> <li>• Agreed plan of action</li> <li>• Work across priorities e.g. air quality, congestion</li> </ul>	<ul style="list-style-type: none"> <li>• Highlighting appropriate areas</li> <li>• Good consultation with internal and external stakeholders</li> <li>• Funding from national government</li> <li>• Appointment of consultants</li> </ul>

<b>Measure: Access restrictions</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Emilia-Romagna</u></b> <b><u>(c)</u></b>	<ul style="list-style-type: none"> <li>•Objections from operators who feel disadvantaged by the new restrictions</li> <li>•Lack of funding for necessary research, consultation and publicity about the new arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Good consultation and communications to explain the justification for the new restrictions</li> <li>• Political support to commit funding based on the region-wide benefits of a harmonized approach</li> </ul>	<ul style="list-style-type: none"> <li>•Political support</li> <li>• Technical capacity to carry out the necessary research into existing arrangements and the best options for harmonization</li> <li>•Funding for research, consultation, new signage (where required) and publicity</li> </ul>

Table 3 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Promotion campaigns for the energy efficient urban freight transport in Szczecin” (a) and Web Promotion of Sustainable City Logistics in Leicester (b).

<b>Promotion campaigns</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Szczecin (a)</u></b>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Lack of engagement of the city municipality</li> <li>• Insufficient understanding of the problems</li> </ul>	<ul style="list-style-type: none"> <li>• Support from the external finance sources</li> <li>• Support from city municipality</li> <li>• Media activities</li> <li>• Easy to understand contents (prepared in not to many technical language)</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Eco driving guide for Szczecin</li> <li>• Public actions</li> <li>• Meetings for students, residents and business stakeholders</li> </ul>
<b><u>Leicester (b)</u></b>	<ul style="list-style-type: none"> <li>• Firewalls/internet access policies</li> <li>• Lack of IT specific skilled officers</li> <li>• Irregularity of information – leading to stagnant web presence</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Meeting with IT to identify a single person to upload information</li> <li>• Regular updates</li> </ul>	<ul style="list-style-type: none"> <li>• Need access rights to web</li> <li>• Web/IT literate officer</li> </ul>

Table 4 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Loading/unloading bays in Szczecin (a), “Allocation of designated loading/unloading bays in Hal Tarxien” (b), and “Introduction of differentiated fees for loading/unloading in Montana (c).

<b>Measure: Loading and unloading bays</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Szczecin (a)</u></b>	<ul style="list-style-type: none"> <li>• No space for the creation of loading/unloading bays</li> <li>• Getting approval by residents to change parking spaces into loading/unloading bays</li> </ul>	<ul style="list-style-type: none"> <li>• Information campaign</li> <li>• The surveys</li> <li>• Considering the time windows</li> </ul>	<ul style="list-style-type: none"> <li>• Acceptance from the city municipality</li> <li>• Additional space for loading/unloading bays</li> <li>• Interesting from the stakeholders</li> <li>• Information campaign</li> <li>• Law adjustment</li> </ul>
<b><u>Hal-Tarxien (b)</u></b>	<ul style="list-style-type: none"> <li>• No space for the creation of loading/unloading bays</li> <li>• Getting approval by residents to change parking spaces into loading/unloading bays</li> </ul>	<ul style="list-style-type: none"> <li>• Changing parking spaces into loading/unloading bays during particular time windows</li> </ul>	<ul style="list-style-type: none"> <li>• Authorisation from the Mayor</li> <li>• Additional space for loading/unloading bays</li> </ul>

<b>Measure: Loading and unloading bays</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Montana (c)</u></b>	<ul style="list-style-type: none"> <li>• Difficulties in exercising control by traffic police</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiations for assistance from the traffic police</li> </ul>	<ul style="list-style-type: none"> <li>• Decision of local municipal council</li> <li>• Strict control on the implementation of the measure</li> </ul>

Table 5 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Electric goods delivery by shared van in Stuttgart”.

<b>Measure: Electric goods delivery by shared van</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Stuttgart</u></b>	<ul style="list-style-type: none"> <li>• Low priority by Ludwigsburg Administration</li> <li>• Overshadowed by local KEP service who tests electric vehicles in his regional fleet under another EU project.</li> </ul>	<ul style="list-style-type: none"> <li>• Explicit in the Freight Development Plan</li> <li>• Developing the project as a regional showcase</li> </ul>	<ul style="list-style-type: none"> <li>• Business model</li> <li>• Communication to potential users</li> <li>• Financial and partly organizational backing by town</li> </ul>

Table 6 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “ITS mobile application for re-routing in Szczecin”.

<b>Measure: ITS mobile application for re-routing</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Szczecin</u></b>	<ul style="list-style-type: none"> <li>• Non efficient traffic detection</li> <li>• Inadequate promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of more detectors</li> <li>• Sharing the information and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• Supports from the ITS service operator</li> <li>• Efficient traffic detection</li> <li>• Information campaign</li> </ul>



Table 7 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Location analysis to identify suitable site for new fuelling station for goods vehicles in Stuttgart”.

<b>Measure: Location analysis to identify suitable site for new fuelling station for goods vehicles</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Stuttgart</u></b>	<ul style="list-style-type: none"> <li>• For the soft measure (the planning), there are no barriers</li> <li>• Before putting the measure into practice, there has been a fallout between the land owner and the proposed investor (caused by other matters)</li> </ul>	<ul style="list-style-type: none"> <li>• n/a for the soft measure, which is implemented</li> <li>• For putting the plan into practice, the municipality must stand to it (which it does) and the land owner will need a new investor (which is under way)</li> </ul>	<ul style="list-style-type: none"> <li>• Must be decided by municipality and be part of their planning</li> <li>• Must be part of the land owner’s as well as the investor’s planning</li> </ul>

Table 8 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Enactment of access “time windows” as well as time window restrictions in Montana (a), and “Harmonization at a regional level of the time windows in Emilia <Romagna (b)”.

<b>Measure: Time windows</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Montana (a)</u></b>	<ul style="list-style-type: none"> <li>• Difficulties in exercising control by traffic police</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiations for assistance from the traffic police</li> </ul>	<ul style="list-style-type: none"> <li>• Decision of local municipal council</li> <li>• Strict control on the implementation of the measure</li> </ul>

<b>Measure: Time windows</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<p><b><u>Emilia-Romagna</u></b> <b><u>(b)</u></b></p> <p>Output 7.2</p>	<ul style="list-style-type: none"> <li>• Rules are often the result of years of stratification of different acts and sometimes it is difficult to make them change</li> <li>• The governance of the group can also be a barrier</li> <li>• The final administrative power remains with Municipalities thus the Region does not exercise a ruling power on cities final decisions on regulations</li> <li>• It is necessary to install the needed signage where time windows and access restrictions have changed as a result of the harmonization. This is not a real barrier as it needs a minor investment</li> </ul>	<ul style="list-style-type: none"> <li>• The elements set out under “Conditions enabling the measure to be delivered successfully” are the possible solutions</li> <li>• Strong political governance can address the fact that the Region does not exercise a ruling power on cities final decisions on regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Political agreement on harmonized time windows and access permissions / restrictions on a significant territorial scale needs a political coordination and efforts</li> <li>• Strong leadership of the wider territorial scale authority is needed, as local interests often differ and the governance of a group of local authorities is not an easy job</li> <li>• Attitude in the governance that the process does not depend on the statutory powers of the single Municipalities, which remain the rulers on city logistics time windows and permissions</li> <li>• Sound technical analysis to deliver proposals which can be accepted by Municipalities including close relations and technical dialogue with Municipalities to understand these rules and the reasons behind them</li> <li>• Setting out clear results so that each stakeholder does not define expected results which are not feasible</li> <li>• Avoiding over-ambitious goals by recognizing that each Municipality had its</li> </ul>

Table 9 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Fleet Operators Recognition scheme in Newcastle”.

<b>Measure Fleet Operator Recognition scheme</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Newcastle</u></b>	<ul style="list-style-type: none"> <li>• Operator scepticism – “what’s in it for us?”</li> <li>• Difficulty in securing widespread take-up</li> <li>• Needs sufficient funding</li> </ul>	<ul style="list-style-type: none"> <li>• Early adopters to encourage participation from others</li> <li>• Use procurement requirements on large contracts to mandate membership</li> <li>• Emphasise benefits for environment, safety etc, to secure support and funding</li> </ul>	<ul style="list-style-type: none"> <li>• Support from Transport for London</li> <li>• Membership promoted through procurement</li> <li>• Local municipalities set example by joining scheme</li> <li>• Funding to provide audits, workshops etc.</li> </ul>

Table 10 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Ad-hoc-routes for commercial traffic in Stuttgart and “Re-routing of private vehicles during loading/unloading periods in Hal Tarxien”.

<b>Measure: Ad-hoc-routes for commercial traffic (Stuttgart) and Re-routing of private vehicles during loading/unloading periods (Hal Tarxien)</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Stuttgart</u></b>	<ul style="list-style-type: none"> <li>• There is a need for a communicator with analytical abilities and knowledge in traffic and transport</li> <li>• That need is more difficult to fulfil than just technical things like data collection or software, because it means to create a new job</li> </ul>	<ul style="list-style-type: none"> <li>• Explanation to municipal assembly</li> </ul>	<ul style="list-style-type: none"> <li>• Specific information must be generated</li> <li>• Specific information must be communicated</li> <li>• Drivers must refer to the information</li> </ul>
<b><u>Hal-Tarxien</u></b>	<ul style="list-style-type: none"> <li>• Approval by Transport Malta</li> <li>• Difficulty in re-routing private vehicles to other roads without creating congestion</li> </ul>	<ul style="list-style-type: none"> <li>• Measure not approved by Transport Malta</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative roads for the re-routed vehicles</li> </ul>

Table 11 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Signposting in Leicester”.

<b>Measure: Signposting</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Leicester</u></b>	<ul style="list-style-type: none"> <li>• Falling priority – Connecting Leicester has taken priority</li> <li>• Small estate – not seen as a major problem</li> <li>• Expenditure outweighs the benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Reminding Mayor that it is a priority measure as it is in the LTP</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Authorisation from the Mayor</li> <li>• Measure identified in the LTP</li> </ul>

Table 12 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “UTMC in Newcastle”.

<b>Measure: UTMC centre</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Newcastle</u></b>	<ul style="list-style-type: none"> <li>• Challenge of co-ordinating a range of different information sources</li> <li>• How to disseminate information to road users</li> <li>• Obtaining funding in times of austerity</li> </ul>	<ul style="list-style-type: none"> <li>• Need detailed planning and sophisticated IT resources</li> <li>• Make use of social media (eg Twitter) and also broadcast information via local radio stations</li> <li>• Underline benefits for traffic movement and local economy to secure funding</li> <li>• Progress incrementally to manage costs – add new functionality as resources permit</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from relevant stakeholders</li> <li>• Suitable location to host the Centre</li> <li>• Requires advanced IT facilities</li> <li>• Needs significant funding for facilities and IT</li> </ul>

Table 13 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Relocation of packstations in Szczecin”.

<b>Measure: Relocation of packstations</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Szczecin</u></b>	<ul style="list-style-type: none"> <li>• Getting the approval from the ground operators</li> <li>• The decisions are made by the private operator and depend on the strategic goals of the operator</li> <li>• Lack of political support</li> </ul>	<ul style="list-style-type: none"> <li>• Supports in the negotiations between the packstations operator and city municipality</li> <li>• The surveys and analysis regarding the efficiency of the packstations</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Acceptance from the packstation operator</li> <li>• Signing the agreements between packstations operator and the ground owners</li> </ul>



Table 14 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “City Logistics Manager in all pilots”.

<b>Measure: City Logistics Manager</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>All pilots</u></b>	<ul style="list-style-type: none"> <li>• In an environment of intense austerity, ensuring dedicated funds for the establishment of new personnel within city Administrations holding responsibility for CLM operations only, has proven to be a barrier in most of the pilot cities.</li> </ul>	<ul style="list-style-type: none"> <li>• The solution is to allocate the functions that a CLM should have to someone that has already the responsibility of e.g urban mobility issues</li> </ul>	<ul style="list-style-type: none"> <li>• Definition of functions, roles and training pathways for CLM</li> <li>• Funding for a new position within city Administration or identify the most suited person within city Administration to integrate this functions and roles</li> </ul>

Table 15 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Freight maps in Newcastle, Leicester and Montana”.

<b>Measure: Freight maps</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Newcastle</u></b>	<ul style="list-style-type: none"> <li>• How do we create awareness of the maps so that they are used?</li> <li>• Maps need regular updates</li> <li>• Maps are advisory only, drivers not obliged to follow recommended routes</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion through meetings, trade bodies and journals</li> <li>• Rolling programme to review and update information where necessary</li> <li>• Work with operators to encourage drivers to follow recommended routes</li> </ul>	<ul style="list-style-type: none"> <li>• Web server required to host the maps</li> <li>• Access to appropriate mapping software</li> <li>• Someone to write the package</li> <li>• Accurate information on routes and key freight destinations</li> <li>• Maps need regular updates</li> </ul>
<b><u>Leicester</u></b>	<ul style="list-style-type: none"> <li>• Web restrictions e.g. firewalls</li> <li>• Access to data</li> <li>• Inadequate promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions with web teams from the beginning</li> <li>• Trials with freight operators</li> <li>• Identifying teams with access to data</li> </ul>	<ul style="list-style-type: none"> <li>• Web server required to host application</li> <li>• Free data/access to survey data, google maps</li> <li>• Access to appropriate software</li> <li>• Someone to write the package</li> <li>• Accurate information on stops, routes</li> </ul>
<b><u>Montana</u></b>	<ul style="list-style-type: none"> <li>• Providing funds for periodically producing maps</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporating the costs in the municipal budget each year</li> </ul>	<ul style="list-style-type: none"> <li>• Depth analysis of freight vehicles and routes in Montana</li> </ul>

<b>Measure: Freight maps</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
			<ul style="list-style-type: none"> <li>• Select the suitable route and directing traffic</li> </ul>

Table 16 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Local Freight Development Plan”.

<b>Measure: Local Freight Development Plan</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>

<b>Measure: Local Freight Development Plan</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Szczecin</u></b>	<ul style="list-style-type: none"> <li>• The present approach of the municipalities to the UFT problems (municipalities do not feel the responsible for the UFT)</li> <li>• The difficulties to achieve a political consensus</li> <li>• Requires a lot of time to prepare, including additional meetings.</li> <li>• Requires multiple stakeholder in put</li> <li>• Covers public transport, cycling, private transport as well as freight (no single priority for freight)</li> <li>• Lack of the surveys</li> </ul>	<ul style="list-style-type: none"> <li>• The surveys and analysis</li> <li>• Additional meetings and consultations</li> <li>• Subgroup monitoring</li> <li>• Stronger political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Support from the local government</li> <li>• National requirement</li> <li>• Led by strategic officers</li> <li>• Correlation with the other strategic documents</li> <li>• Sets out key priorities for the future</li> <li>• Has allocated resources</li> <li>• Preparation through committees and subworking groups</li> <li>• Data regarding to the UFT functioning at the city area</li> </ul>

<b>Measure: Local Freight Development Plan</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Stuttgart</u></b>	<ul style="list-style-type: none"> <li>• Needs political consensus.</li> <li>• Requires a lot of time to prepare, including additional meetings</li> </ul>	<ul style="list-style-type: none"> <li>• The additional time is a barrier only in a formal sense. Practically, this does add quality.</li> </ul> <p>Thus, it will be best for the final plan to recognize the time frame.</p>	<ul style="list-style-type: none"> <li>• Inclusion of relevant measures on a broad base</li> <li>• Referring to the competences of a local government</li> <li>• Decision of local municipal council</li> </ul>
<b><u>Hal-Tarxien</u></b>	<ul style="list-style-type: none"> <li>• Needs political consensus</li> <li>• Requires a lot of time to prepare</li> <li>• Requires multiple stakeholder input</li> <li>• Covers public transport, cycling, private transport as well as freight (no single priority for freight)</li> </ul>	<ul style="list-style-type: none"> <li>• Presenting this plan as an alternative strategy for better transport management in Tarxien</li> <li>• Adequate awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement by Tarxien Local Council and public bodies</li> <li>• Identifying activities and competences of the LFDP without imposing legal and financial obligations</li> </ul>
<b><u>Leicester</u></b>	<ul style="list-style-type: none"> <li>• Needs political consensus</li> <li>• Requires a lot of time to prepare</li> <li>• Requires multiple stakeholder input</li> <li>• Covers public transport, cycling,</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback through consultation</li> <li>• Subgroup monitoring</li> <li>• Strong political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• National requirement</li> <li>• Led by strategic officers</li> <li>• Sets out key priorities for the future</li> <li>• Has allocated resources</li> <li>• Preparation through committees and</li> </ul>

<b>Measure: Local Freight Development Plan</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
	private transport as well as freight (no single priority for freight)		subworking groups • Links to other cross cutting themes • Public document
<b><u>Montana</u></b>	<ul style="list-style-type: none"> <li>• Needs political consensus</li> <li>• Requires a lot of time to prepare</li> <li>• Requires multiple stakeholder input</li> </ul>	<ul style="list-style-type: none"> <li>• Hard work in promoting the measures</li> <li>• Regular meetings and stakeholder awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of measures applicable to Montana</li> <li>• Political will of the administration</li> </ul>

Table 17 – Identification of the barriers, guidance to overcome the barriers and definition of the conditions of applicability for the measure “Freight Quality Partnership”.

<b>Measure: Freight Quality Partnership</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Szczecin</u></b>	<ul style="list-style-type: none"> <li>• Lack of financial resources</li> <li>• Lack of private sector engagement</li> <li>• Feeding into current policy and influencing decisions</li> <li>• Difficulties with the planning according to the requirements of all stakeholders group</li> </ul>	<ul style="list-style-type: none"> <li>• Search for the financial support</li> <li>• Early planning</li> <li>• Cooperation between stakeholders</li> <li>• The proper identify the needs and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from relevant stakeholders</li> <li>• Requires some financial support</li> <li>• Strong leadership from the Local authority</li> <li>• Needs regular meetings</li> </ul>
<b><u>Stuttgart</u></b>	<ul style="list-style-type: none"> <li>• No barriers identified</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from relevant stakeholders</li> <li>• Strong leadership from local institutions, including Stuttgart and the Chamber of Commerce</li> <li>• Needs regular meetings</li> <li>• Ability to foster concrete actions of its</li> </ul>

<b>Measure: Freight Quality Partnership</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
			members
<b><u>Hal-Tarxien</u></b>	<ul style="list-style-type: none"> <li>• Lack of private sector engagement</li> <li>• Finding venues for the FQP meetings</li> <li>• Being heard by senior decision makers</li> <li>• Feeding into current policy and influencing decisions</li> </ul>	<ul style="list-style-type: none"> <li>• CLM needs to chair the FQP and structure the meetings on the LFDP</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from relevant stakeholders</li> <li>• Strong leadership from the Local Council</li> <li>• Needs regular meetings</li> <li>• Ability to take concrete actions rather than only discussions</li> </ul>



<b>Measure: Freight Quality Partnership</b>			
<b>Pilot</b>	<b>Barriers</b>	<b>How to overcome the barriers</b>	<b>Conditions of applicability</b>
<b><u>Leicester</u></b>	<ul style="list-style-type: none"> <li>• Lack of financial resources</li> <li>• Lack of private sector engagement</li> <li>• Finding venues for the FQP meetings</li> <li>• Being heard by senior decision makers</li> <li>• Feeding into current policy and influencing decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Identify resources e.g. projects</li> <li>• Meet and invite private sector groups individually</li> <li>• Get the Council to lead and provide venues</li> <li>• Get a senior officer to chair</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from relevant stakeholders</li> <li>• Requires some financial support</li> <li>• Strong leadership from the Local authority</li> <li>• Needs regular meetings</li> <li>• Ability to take concrete actions</li> </ul>
<b><u>Montana</u></b>	<ul style="list-style-type: none"> <li>• Lack of interest from freight operators</li> </ul>	<ul style="list-style-type: none"> <li>• Organizing meetings and discussions with freight operators so that their needs are identified and addressed</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment from relevant stakeholders</li> <li>• Strong leadership from the Local authority</li> <li>• Needs regular meetings</li> <li>• Ability to take concrete actions rather than only discussions</li> </ul>

### 3. GENERAL REMARKS

The recommended guidance to avoid negative duplication of failure cases is to follow the step by step transferability approach described in the Transferability Plan for local Government (Deliverable 7.1). This process minimise the risk of implementing in the same manner a measures (or package of measures) that needs certain conditions to be applied in a successfully way that sometimes cities don't have, leading to a failure case. Those conditions must be identified through an assessment that the city will do, if they follow the transferability methodology, in the firsts steps of the process.

After this, the following three selection criteria should be considered to ensure that the city selects the most adequate measure(s) to its individual context:

- a) similar problems;
- b) similar city area features; and
- c) similar objectives/targets.

Only the combination of the above three critical aspects indicates that cities are looking at measures with high transferability potential, as the non-compliance of one of them would compromise the success of transfer. The latter is one of the reasons for failures when transferring measures that a) don't solve the cities problems because they were not correctly identified; b) don't work in the destination city as the city area's features are not the same and c) the local and regional authorities don't have the same objectives and targets and therefore the measure does not contribute to their achievement. This is the reason why following this step by step approach "forces" the city and relevant key stakeholders to think in advance on all of these issues and understand how similar cases have successfully solved their problems

Another critical issue that has been considered by C-LIEGE is the necessity to define the conditions of applicability for each measure and to examine whether the destination city has those conditions. If the city doesn't have a way to ensure that it will abide to those conditions, the replication of that measure will most probably be a failure. To avoid the replication of

such cases, the type of barriers that have come up and/or might appear with regard to a certain measure have been identified, together with the way that the pilot city has solved in most cases those barriers/difficulties encountered. This process helped to define the conditions of applicability of each measure considering the context within which they have been applied.

As described in Output 7.1, although feedback received is often specific to the particular pilot measure, three common themes do emerge, which represent barriers to the introduction of either 'vertical' or 'horizontal' measures, namely: a) Financing, b) Political support and c) Involvement and cooperation of stakeholders.

These three barriers are interlinked. Without political support, it will be difficult to secure financing. Without financing, operators and other stakeholders may see little purpose in giving up their time to become involved.

Even the political support does not guarantee the availability of funding. Local authorities in many parts of Europe are facing intense financial pressures resulting in the need to cut spending on a range of services. It cannot be expected that urban freight will be exempt from this process. Moreover, despite its economic importance, urban freight may not be regarded by local residents as a high priority for investment, compared, for example, to public transport, schools or old people's care.

In general, organising meetings and discussions with freight operators, service providers, residents, retailers and local authorities is a good solution to overcome the barrier related to the lack of involvement and cooperation of stakeholders, as they can express their problems and needs and also feel part of the solution. If these meetings are hosted by the local authority, there is a bigger commitment that will also work the other way around, meaning that the local authority becomes aware of urban freight stakeholders problems and gets more committed to finding a solution and secure funding.

A good solution to obtain funding is to incorporate the costs in the municipal budget every year. Nevertheless, political support is required to achieve the latter.

In addition to the above, having Freight Quality Partnerships with private and public stakeholders and having someone (within the local authority) in charge of urban freight related issues i.e the City Logistics Manager, works as sound base to start engaging people, understand the problems and needs, get committed to finding solutions to the identified problems and take actions towards an energy efficient urban freight transport demand management and planning.

Finally, the conditions of applicability of each measure are the minimal key issues that must be guaranteed when transferring measures, otherwise that might lead to an implementation failure or fewer impacts than expected could be reached.