



## D 5.5.Final Report on Networks and Trans-Network Cooperation | Lessons from Participation

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## TABLE OF CONTENTS

<b>1. ABOUT NETWORKING IN SMARTSET.....</b>	<b>3</b>
<b>2. REFLECTION ON RESULTS ON NETWORKING BY APPLICATION SITES.....</b>	<b>4</b>
2.1. City of Gothenburg .....	4
2.2. City of Sundsvall.....	6
2.3. City of Graz .....	8
2.4. City of Berlin .....	10
2.5. City of Forli.....	13
2.6. City of Rome .....	15
2.7. Interporto Padova .....	17
2.8. Newcastle University .....	19
<b>3. CONCLUSIONS.....</b>	<b>21</b>
3.1. Local Networks .....	21
3.2. National Networks.....	21
3.3. Transnational Network .....	21

# 1. ABOUT NETWORKING IN SMARTSET

In order to fully exploit the potential of city logistics, WP 5 identified and directly addressed the need for (political) support on all levels, as a way of developing improved awareness, participated debate and of enabling a profound and widespread take up of energy efficient urban freight solutions. This involved creating the conditions and the specific opportunities for widespread communication, and interactive cooperation.

Therefore, WP 5 promoted the establishment of networks of stakeholders in the application sites, as well as on national and trans-national levels.

The establishment of networks followed a three level-approach:

- Local level as a starting point for integrated, cross-sectoral networking;
- National networks;
- Transnational network cooperation;

with various tasks as described in the following figure.

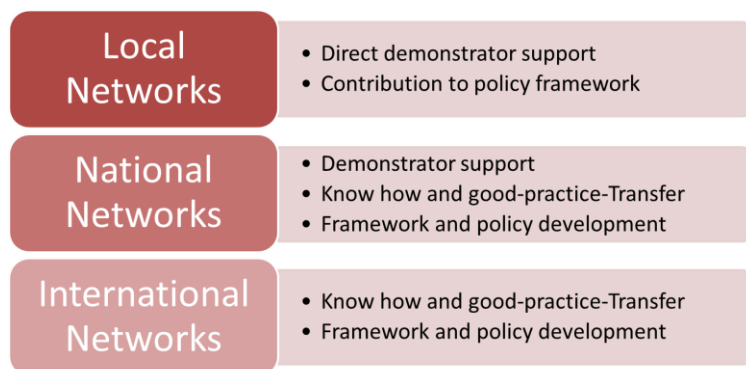


Figure 1: Tasks of networks on different levels

Activities in setting-up the networks were steered and closely monitored by the leader of Work Package 5 and reflected in the consortium meetings.

## 2. REFLECTION ON RESULTS ON NETWORKING BY APPLICATION SITES

In the following for each application site a reflection on networking activities on local, national and trans-national level is presented.

### 2.1. City of Gothenburg

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes, continuous information and discussions on the measures and initiatives.
<i>Find common solutions for common problems identified?</i>	Yes, through discussions.
<i>(Influence on) informed policy development?</i>	Yes, development of policies, regulations and incentives have been discussed.
<i>Setting local/regional legal framework in terms of urban freight?</i>	Yes, issues have been discussed, and opinions gathered
<i>Setting local/regional funding framework in terms of urban freight?</i>	No
<i>What other results did your local networking activities achieve?</i>	Continuous information and updates on actual issues. Sharing of knowledge and experience between different stakeholders.
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	Hard to obtain a broad representation from retailers/shops. In general freight issues have low priority among shops.
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Yes, continuous information and discussions on a large number of themes and initiatives
<i>Discussion of current policy and framework conditions?</i>	Yes, included in the themes discussed
<i>Development of policy recommendations?</i>	No
<i>What other results did your national networking activities achieve?</i>	Forming a base for raising city logistics issues to a national politics level

<p><i>Which relevant players could not be included /addressed into your national networking activities? Why?</i></p>	<p>-</p>
<p><b>Transnational Network Meetings/Final Conference</b></p>	
<p><i>What could you learn from these two meetings? What was especially interesting for your application site?</i></p>	<p>ITS-solutions and experiences from different regulation measures</p>
<p><i>Did you make new contacts that you will/might follow up further on?</i></p>	<p>Yes</p>

## 2.2. City of Sundsvall

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes, it contributed by displaying differences in attitude between different key stake holders. It made us rethink the set up and start planning it in a different way.
<i>Find common solutions for common problems identified?</i>	Yes, to some degree we could find common solutions.
<i>(Influence on) informed policy development?</i>	Yes, to some degree.
<i>Setting local/regional legal framework in terms of urban freight?</i>	Yes, by involving the regulatory body into the network we were able to both adjust our set up and also give the municipality feedback on what the stakeholders need.
<i>Setting local/regional funding framework in terms of urban freight?</i>	Yes to some degree, we were able to adjust the business model to probably be self-financing.
<i>What other results did your local networking activities achieve?</i>	Filling the logistic and transport network gap in Sundsvall. Before Smartset there were no logistic networks to speak of in Sundsvall.
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	We have had great difficulties to include the shop owners into the network; we have some but not as many as we wished. Reason is that they do not prioritize this kind of work compared to their core business, selling goods.
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Yes, both on urban freight and long distance transport that was also a part of Sundsvall's project. As an example, through the National network we had the opportunity to see how one can make urban freight self-financing by utilising the recycling companies.
<i>Discussion of current policy and framework conditions?</i>	Yes, through the national networks we have been able to benchmark Sundsvall's set of policies compared to other successful cities of comparable size.
<i>Development of policy recommendations?</i>	Yes, to some degree, by communicating the above mentioned to our policy makers we hope that they will enforce successful policies in Sundsvall that have made a difference in other cities.
<i>What other results did your national networking activities</i>	Through the national networks we have been able to seek references to successful actions that have been

<i>achieve?</i>	tested and proven and also establish contacts that will help improve goods handling in Sundsvall in general.
<i>Which relevant players could not be included /addressed into your national networking activities? Why?</i>	None that we can pin point this far.
<b>Transnational Network Meetings/Final Conference</b>	
<i>What could you learn from these two meetings? What was especially interesting for your application site?</i>	To have the opportunity to listen successful to stories and important lessons learned and to make contacts for future work.
<i>Did you make new contacts that you will/might follow up further on?</i>	Yes, several.

## 2.3. City of Graz

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes, since the group of stakeholders were people from different areas of responsibilities, it was possible to develop "sustainable logistic solutions" from various perspectives.
<i>Find common solutions for common problems identified?</i>	Yes, since freight carriers, the technical university and also the department of economy were part of the stakeholder-group it was possible to directly clarify questions concerning distribution, scientific issues or the cooperation with shopkeepers.
<i>(Influence on) informed policy development?</i>	Yes, all participants of the local network meetings were included in the process of policy development.
<i>Setting local/regional legal framework in terms of urban freight?</i>	Yes, within the local meetings restrictions concerning the delivering times in the inner city were discussed. Furthermore the legal framework concerning e-cargo bikes/vans were explained and additional information about longer loading times and free-parking were given.
<i>Setting local/regional funding framework in terms of urban freight?</i>	No funding framework has been established.
<i>What other results did your local networking activities achieve?</i>	Furthermore, comparisons to other cities were highlighted, for example: Interporto Padova, freight distribution centre Klagenfurt or city-toll for vehicles in the inner city of Maribor
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	None, all important stakeholders have been included.
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Yes, especially during the last national workshop it was possible to exchange best / bad practices from other cities and countries.
<i>Discussion of current policy and framework conditions?</i>	Of course there were discussions about the policy framework in Graz during the meetings. Especially the regulation concerning cycling in the pedestrian zone, that affects the delivery service with e-cargo bikes as well. Cycling in one of the main parts of the pedestrian zone (Herrengasse) still remains forbidden.
<i>Development of policy recommendations?</i>	First recommendations of the adaption of policies in Graz were discussed. The Austrian law needs to be



	<p>changed to allow the delivering with (e)-cargo bikes for business reasons, which is a difficult step and not easy to put into practice.</p>
<p><i>What other results did your national networking activities achieve?</i></p>	<p>How different city logistics concepts overcome the total traffic gridlock, innovative concepts from all over the world. Discussions about the real effects of freight distribution in inner cities.</p>
<p><i>Which relevant players could not be included /addressed into your national networking activities? Why?</i></p>	<p>Although several important representatives of bigger cities in Austria were invited to the national meetings personally, only a few attended the meeting. There would have been a wider knowledge transfer and a benefit for all participants if the number of attendants would have been higher.</p>
<p><b>Transnational Network Meetings/Final Conference</b></p>	
<p><i>What could you learn from these two meetings? What was especially interesting for your application site?</i></p>	<p>The international workshop had the title “What tools does a city need to reach CO2 free city logistics” and brought together representatives from policy level, knowledge carriers and cities implementing sustainable city logistic measures or planning to do so from across Europe. Especially interesting for the City of Graz were the different business plans and strategic approaches for CO2-free City logistics.</p>
<p><i>Did you make new contacts that you will/might follow up further on?</i></p>	<p>Yes, for example, the contact to Maribor and the University of applied Sciences Amsterdam will be further expanded and future projects will be planned together.</p>

## 2.4. City of Berlin

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	<p>Yes, particularly involving the borough of Tempelhof, helped to create support on this level.</p> <p>There has been intense discussion with different stakeholders necessary to set up a sustainable business case, that all have been contacted, and part of the discussion. Besides the mentioned borough, an important partner to set up building permission, the work in the Smartset networks included logistics companies, terminal service providers, the infrastructure providers, potential customers.</p>
<i>Find common solutions for common problems identified?</i>	<p>Yes. Especially involving the infrastructure provider (DB Netz) contributed to an electrification of the rail stretch to the site.</p> <p>For a lot of necessary input factors there was a common understanding developed, though not for all a common solution could be developed (so for example who should take over which parts of investments necessary → still some issues to solve)</p>
<i>(Influence on) informed policy development?</i>	<p>The Smartset solution will be integrated in formal planning procedures and political decisions on a borough and city wide level.</p> <p>Besides that the feedback of stakeholders gained in the project were important to shape road map for next steps, including preparations to gain the financial resources necessary in Berlin's official public household, approved by the parliament.</p>
<i>Setting local/regional legal framework in terms of urban freight?</i>	No.
<i>Setting local/regional funding framework in terms of urban freight?</i>	No.
<i>What other results did your local networking activities achieve?</i>	<p>Discussions with potential operators to develop a realistic business model. Prove the importance and capabilities of clean vehicles in urban freight.</p> <p>The Smartset Berlin partners also used this format to promote solutions of other Smartset cities, especially the Gothenburg approach, as the results of this "field test" caused a lot of attention and possibilities for learning (maybe even transformation).</p>
<i>Which relevant players could not</i>	The role and position of Berlin's Senate Department

<p><i>be included /addressed into your local networking activities? Why?</i></p>	<p>for Urban Development and Environment made sure, that all important players/stakeholders could be included. Though depending on the different importance of stakeholders the “degree of contact and integration” differed (though always making sure, that needs are respected and balanced)</p>
<p><b>Did your National Network activities contribute to: ...if yes, how?</b></p>	
<p><i>Exchange of know-how, experience and best-practice on urban freight?</i></p>	<p>As mentioned in D 5.3, national networks have been used on a face-to-face-level, as the specific layout of the Berlin concept was more favorable to discuss under these conditions. Large scale discussions included the risk of negative media reflections or citizen movements that could impact further developments. But even more important was the level of confidentiality that was necessary to establish the reliable business model. The results of discussion included feedback on possible funding for the necessary development, terminal concepts of other cities and harbours, working processes of train service providers and so on.</p>
<p><i>Discussion of current policy and framework conditions?</i></p>	<p>As the relevant policies are bound to Berlin as a federal state (Bundesland) there was no specific need to discuss those issues on the national level. The only exception was the intense discussion with the federal state of Brandenburg, the German federal state that surrounds Berlin and is therefore an important player to discuss local developments. This has been included in formal discussions between the two federal ministries and the work of the joint planning authority (Gemeinsame Landesplanung).</p>
<p><i>Development of policy recommendations?</i></p>	<p>Not so far, but has been set on the agenda for the next phases in the road map to realization.</p>
<p><i>What other results did your national networking activities achieve?</i></p>	<p>Networks, potential customers or at least users of the planned infrastructure, understanding about how other cities try to include the public and balance the needs of neighborhoods with new logistics facilities.</p>
<p><i>Which relevant players could not be included /addressed into your national networking activities? Why?</i></p>	<p>All relevant players have been included, though especially the discussion with the national transport ministry could have been more intense. The responsible parts of the ministry offered further discussions, as soon as the Smartset Berlin solution is going to be built. Therefore general issues have been discussed, but it is just the start of the process.</p>

### Transnational Network Meetings/Final Conference

<p><i>What could you learn from these two meetings? What was especially interesting for your application site?</i></p>	<p>Business concepts of other partners gave interesting inputs for the future development of the Berlin business model.</p> <p>The Graz meeting provided intense practical experience about valuable approaches realized by different partners of the project, but also partners working on the same issues.</p> <p>The Gothenburg meeting provided input from the EC, but also outcome of Smartset partners and beyond. This included detailed insight in processes and companies approaches to handle the current economical requirements as well as the “urban needs”. Good and intense discussion in both meetings, especially to provide knowledge for a public authority.</p>
<p><i>Did you make new contacts that you will/might follow up further on?</i></p>	<p>The Smartset Berlin Team made a lot of valuable contacts that already have been used or will be further used in future. This includes for example the Austrian Research Company (Forschungsförderungsgesellschaft/ FFG), the Austrian Transport Ministry, the Swedish transport ministry, local companies, French research units and many more.</p>

## 2.5. City of Forlì

Dir your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes, by creating dedicated discussion events
<i>Find common solutions for common problems identified?</i>	Yes, partially, as the work of the SMARTSET network progresses into the Urban Mobility Plan network
<i>(Influence on) informed policy development?</i>	Yes, the results of the discussion will influence the Urban Mobility Plan
<i>Setting local/regional legal framework in terms of urban freight?</i>	No, no official legal framework has been set
<i>Setting local/regional funding framework in terms of urban freight?</i>	No, the funding framework will be considered after the Urban Mobility Plan approval
<i>What other results did your local networking activities achieve?</i>	They contributed to highlight the freight deliveries needs in the city centre and to place the subject into the agenda
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	Small distributors because of lack of group representatives
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Yes, making it possible to show that a different way of clean delivery is possible
<i>Discussion of current policy and framework conditions?</i>	Yes, working examples support new policies
<i>Development of policy recommendations?</i>	Yes, for the Urban Mobility Plan
<i>What other results did your national networking activities achieve?</i>	Network among experts
<i>Which relevant players could not be included /addressed into your national networking activities? Why?</i>	-
Transnational Network Meetings/Final Conference	
<i>What could you learn from these two meetings? What was especially interesting for your application site?</i>	The operational side of working schemes and the agreements between the private operators and the public administration

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<i>Did you make new contacts that you will/might follow up further on?</i>	Yes, the working schemes will be useful for supporting similar schemes in Forlì
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## 2.6. City of Rome

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes, Local Network activities support SmartSet application for identifying sustainable logistics solutions and for understanding how to locate and organize a UFT. Through the exchange of experiences and the opportunity to study an experiment.
<i>Find common solutions for common problems identified?</i>	Yes, they were able to find common solutions to joint problems. Thanks to the exchange of experiences and discussion continuous between the Public Administration and logistics operators have been able to initially locate the problems and at the same common solutions.
<i>(Influence on) informed policy development?</i>	Yes, it can be said that has been influenced in a certain way the policy development.
<i>Setting local/regional legal framework in terms of urban freight?</i>	Yes, thanks to the contribution of the local network activities and the thus resulting continuous interaction between logistics and Public administration operators it was possible to implement and improve the regulatory system in terms of rules and incentives as part of a sustainable urban distribution of goods, up to the drafting of PGTU Goods and local plan.
<i>Setting local/regional funding framework in terms of urban freight?</i>	Yes, they have been earmarked for incentives for the purchase by operators of sustainable vehicles. Also, are the costs been established permits for goods vehicles within the LTZ according to the degree of pollution of the vehicle precisely to support the use of sustainable vehicles.
<i>What other results did your local networking activities achieve?</i>	Other results achieved regard the involvement of the sector operators and traders.
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	In our opinion, the main relevant players were involved.
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Yes, it has contributed to the exchange of know-how and best practices on urban freight through meetings in which various issues were exposed.
<i>Discussion of current policy and framework conditions?</i>	Yes, it has contributed to the discussion of current policy and framework conditions, as through the exchange of experiences to improve the rules and

	incentives.
<i>Development of policy recommendations?</i>	Yes, to provide valid policy recommendations
<i>What other results did your national networking activities achieve?</i>	It has been supporting the development of policy recommendations, as with the exchange of experiences it was possible to know and study cases useful for a sustainable delivery of goods in urban areas.
<i>Which relevant players could not be included /addressed into your national networking activities? Why?</i>	
<b>Transnational Network Meetings/Final Conference</b>	
<i>What could you learn from these two meetings? What was especially interesting for your application site?</i>	It was possible to get to know the shipping activities of goods in other countries, knowing the various difficulties and the solutions adopted as an example to be able to study and perhaps adapt to our needs.
<i>Did you make new contacts that you will/might follow up further on?</i>	Yes, we could learn from other experiences with the desire to contact them, if possible.



## 2.7. Interporto Padova

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes, the implementation of Cityporto activities in Smartset resulted from the discussion with our Stakeholders
<i>Find common solutions for common problems identified?</i>	See above
<i>(Influence on) informed policy development?</i>	Yes, we had some meetings in the framework of local network activities focused on updating the situation of Cityporto services to city managers.
<i>Setting local/regional legal framework in terms of urban freight?</i>	See above
<i>Setting local/regional funding framework in terms of urban freight?</i>	The public funding was received in a step previous to the implementation of Smartset. Unfortunately nowadays there is a lack of public resources.
<i>What other results did your local networking activities achieve?</i>	They contributed to promote and disseminate the results in events and meetings.
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	All players considered interesting for the present level of discussion of the local networking activities were involved.
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Yes, three application sites introduced their own experiences on city logistics solutions to the audience attending the National Meeting. We had three different approaches, of which Padova, as a Smartset site leader, is considered a best practise of city logistics at European level, Rome displayed the regulations recently approved in the Tridente Zone and Forlì presented the current situation of Local Network.
<i>Discussion of current policy and framework conditions?</i>	During the National Meeting we had a round table with city logistics associations and consultants to present the current framework
<i>Development of policy recommendations?</i>	The Italian Ministry of Environment was invited and we asked for a revamping of the White Paper on Transportation Policy with new addresses on guidelines and financing sources for city logistics issues.
<i>What other results did your</i>	The National meeting held in September 2015 was

<i>national networking activities achieve?</i>	the occasion to analyse the state of the art of city logistics policy in Italy and to launch the idea of a future collaboration in other projects between the players involved in Smartset and their own stakeholders.
<i>Which relevant players could not be included /addressed into your national networking activities? Why?</i>	All players considered interesting for the level of discussion of the national networking activities were involved.
<b>Transnational Network Meetings/Final Conference</b>	
<i>What could you learn from these two meetings? What was especially interesting for your application site?</i>	Different approaches to city logistics issues resulted in a proposal of valuable model applicable to situations from the one in which they are implemented.
<i>Did you make new contacts that you will/might follow up further on?</i>	It was interesting to meet an important transport operator already involved in the development of eco-friendly vehicles powered by LNG.

## 2.8. Newcastle University

Did your Local network activities contribute to: ...if yes, how?	
<i>Direct support for SMARTSET application, by getting to know the various positions within a city in terms of sustainable logistic solutions?</i>	Yes. It was soon clear that different stakeholders have different ideas about what sustainable logistics actually means, as well as how to solve 'the issues'; this increases massively when the network expands to cover a whole region.
<i>Find common solutions for common problems identified?</i>	Yes, for sure. Our networking has resulted in our being formally approached by 2 different organizations that wish to join in the University's consolidation initiative, going forward.
<i>(Influence on) informed policy development?</i>	Yes. As a direct result of our work, the local city council has invited us to present our work to their freight policy committee
<i>Setting local/regional legal framework in terms of urban freight?</i>	One of the key aspects of the recently published Northern Transport 2016 Strategy Report is the Northern Region freight and logistics strategy. We are invited to be a part of this body.
<i>Setting local/regional funding framework in terms of urban freight?</i>	We shall also be a part of "Transport For The North" – part of the so-called "Northern Powerhouse" currently being created in the UK, by devolution of funding from central government.
<i>What other results did your local networking activities achieve?</i>	Interest from our immediate neighbours in the city – the NHS, the City Council and another University, to hear more about our consolidation initiative and how they might join in. Our local partner Clipper Logistics is also fronting a campaign to bring other potential 'customers' into the service and has appointed a business development manager to focus specifically on this.
<i>Which relevant players could not be included /addressed into your local networking activities? Why?</i>	N/A
Did your National Network activities contribute to: ...if yes, how?	
<i>Exchange of know-how, experience and best-practice on urban freight?</i>	Definitely yes. The opportunity to network with people involved in other, similar projects was particularly important. Also, the chance to hear from – and influence - people from outside of projects, such as industry experts, vehicle manufacturers, freight forwarders, customers, consultants, logistics operators.
<i>Discussion of current policy and</i>	Yes. Of particular interest was the huge variation in

<i>framework conditions?</i>	the current state of the art
<i>Development of policy recommendations?</i>	Yes. A session in our first meeting focussed specifically on this issue. What was interesting was to find that policy is not always the required starting point for achieving change, though in other cases it is a pre-requisite. The key learning point is to know your network and to understand who values what, as well as who can actually influence a specific set of required actions or changes.
<i>What other results did your national networking activities achieve?</i>	Cross fertilisation between projects, between cities and between experts and stakeholders with diverse points of view
<i>Which relevant players could not be included /addressed into your national networking activities? Why?</i>	None we can think of
<b>Transnational Network Meetings/Final Conference</b>	
<i>What could you learn from these two meetings? What was especially interesting for your application site?</i>	What we learned most what a huge amount of work had actually taken place within the project, particularly at the application sites. It was really the first opportunity to see, clearly set out, the achievements of the project – as a WHOLE.
<i>Did you make new contacts that you will/might follow up further on?</i>	Yes, particularly at the Sundsvall application site.

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## 3. CONCLUSIONS

### 3.1. Local Networks

Replies from the different application sites show that the achievement of results also largely depends on the status as either lead or follower application site.

While the Local Networks were an important aspect for getting direct support for the application site implementation, for finding common solutions, not all could get to the stage of setting up new incentives or even regulations resp. a legal framework.

This clearly is a matter of time and for newly established Local Networks the time span often was not enough to set up both a legal and a funding framework.

But for all application sites' Local Networks (no matter if they followed a one-to-one or group meeting approach) it can be stated that the importance for an integration of all stakeholders on local networks was recognized, frameworks for exchange set-up, joint approached developed and the policy level be made aware of challenges in sustainable urban freight as well to some stages already influenced. With continuation of the Local Network with is planned in all application site, the influence on policy development and funding/regulatory frameworks certainly can be further extended.

For those application sites working in direct contact with shopkeepers, it will also stay an ongoing-task and challenge to further integrate them as clients in the distribution scheme.

### 3.2. National Networks

National Network Meetings organised by the application site contributed to an extension of the knowledge base on what is going on in urban freight among the participants. Bringing together different views and experiences contributed to a cross-fertilisation between projects and different players and stakeholders working on sustainable urban freight.

While, e.g. Gothenburg already had an established National Network, other application sites had to start from scratch. For some application sites it was difficult to integrate other cities into the national networks as it was felt that many cities are not yet fully aware of the challenges that lay ahead of them in terms of urban delivery. In other application site countries the policy level could be fully integrated up to joint considerations of policy recommendations (e.g. Italy). For the National Network in Great Britain it was interesting to find that policy is not always the required starting point for achieving change, though in other cases it is a pre-requisite.

Still, by further communication with established contacts and setting new ones the policy level as well as further cities in other application site countries will likely to be integrated into this future challenge eventually.

### 3.3. Transnational Network

With the established exchange among the SMARTSET application sites and two transnational network meetings a network of transnational contacts and exchange could be established. Although

not always all application sites could participate in the transnational network meetings, they were experienced as important for learning, for getting to know different approaches and solutions from other projects/initiatives/companies as well as from research and (EU)-Policy level. Some contacts could already be followed up or are considered to be important for having them to address if need be.