



NETWORK COOPERATION PLAN | D5.2.

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1. ABOUT SMARTSET

Transport of goods, both on long distances and within cities contributes to a substantial part of the total emissions generated from the transport sector, as well as congestion. Up to 20% of traffic, 30% of street occupation and 50% of greenhouse-gas emissions are generated by freight.

The SMARTSET project will develop and show how freight transport in European cities and regions can be made more energy-efficient and sustainable by a better use of freight terminals. To reach this overall goal, the project will provide examples of good practice that can support cities, regions and countries to contribute to the European Union „20-20-20“ targets¹ for reduction in carbon dioxide emissions and improvement in energy-efficiency.

SMARTSET targets	Reduction by 2016	Reduction by 2020
Reduction of CO ₂ emissions in tonnes	9,051 tonnes per year	23,418 tonnes per year
Reduction of energy consumption in toe	3,104 toe per year	8,056 toe per year
Reduction of energy consumption in GWh	36 GWh per year	94 GWh per year

Table 1: SMARTSET targets during project duration (by 2016) and beyond (by 2020)

SMARTSET is structured around three core aspects for creating successful and attractive terminals:

- **Market based business models** provide an outline for various strategies and distribution solutions to be implemented through organizational structures, processes and systems.
- In order to make city centres more attractive, the **introduction of clean and energy-efficient vehicles** for last mile distribution and the use of intermodal transports are facilitated as well.
- **Incentives and regulations** improve the possibility to make the business models profitable and financially sustainable.

SMARTSET is a project, co-funded by the Intelligent Energy – Europe programme of the European Union (IEE) and is composed of 14 partners, coming from Austria, Germany, Italy, Sweden and the United Kingdom. It will run from 01.05.2013 until 30.04.2016.

¹ The climate and energy package is a set of binding legislation which aims to ensure the European Union meets its ambitious climate and energy targets for 2020. These targets, known as the "20-20-20" targets, set three key objectives for 2020:

- A 20% reduction in EU greenhouse gas emissions from 1990 levels
- Raising the share of EU energy consumption produced from renewable resources to 20%
- A 20% improvement in the EU's energy efficiency

2. ABOUT THE NETWORK COOPERATION PLAN

The SMARTSET-application sites, for implementation work and engagement for long-term solutions in energy-efficient city logistics, strongly depend on actors and stakeholders from different sectors (e.g. transport, spatial planning, and economy) and levels (regional, national, EU-level).

For direct and ongoing implementation support within WP 2 Local Freight Committees were formed as a kind of permanent “Task Force”. Additionally, in order to fully exploit the potential of city logistics, WP 5 identifies and directly addresses the need for additional (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 involves creating the conditions and the specific opportunities for widespread communication, and interactive cooperation.

Therefore, WP 5 promotes the establishment of networks of stakeholders in the application sites, as well as on national and trans-national levels. Through this, the project will be able to positively influence informed policy development and implementations in the field of city logistics.

The establishment of networks follows 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.

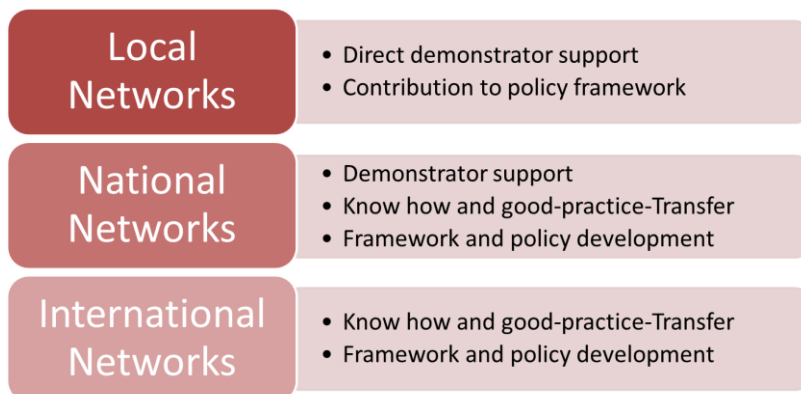


Figure 1: Tasks of networks on different levels

2.1. Structure of the Network Cooperation Plan

This Network Cooperation Plan outlines modalities and tools for setting-up and operating networks in each of the application sites (chapter 3) as well as on national and international level (chapters 4 and 5). It also contains details of the stakeholders relevant for the networks on the different levels and an initial planning of their actions.

Activities in setting-up the networks will be steered and closely monitored by the leader of Work Package 5 (see chapter 8) and reflected in the consortium meetings to allow timely steering if necessary.

2.2. Challenges and Solutions in setting up Networks

The formation of the networks within Work Package 5 encountered several challenges that are summarized below:

- **Local Networks:** The first months of SMARTSET implementation at application sites showed that there exists a variety of framework conditions that influence the composition and setting for meetings of Local Network members. This issue was discussed in the course of the 2nd consortium meeting in November 2013. Please see chapter 3.1.1. for proceedings and solutions found.
- **National Networks and partly Local Networks:** For some application sites it was difficult to identify all possible stakeholders in this project and they requested to let the list evolve as the project proceeds. **Therefore this Network Cooperation Plan will not be considered as final yet but rather will be a “living document” that will be fed by progress in the formation of networks and submitted in a second updated version in the SMARTSET Progress Report.**

3. LOCAL NETWORKS

In the course of implementation activities every application site will establish its Local Network, with the following guiding objectives:

- Direct application support, by getting to know the various positions within a city in terms of sustainable logistic solutions
- Find common solutions for common problems identified
- (Influence on) informed policy development
- Setting legal framework
- Setting funding framework

To cover these objectives a variety of stakeholders need to be addressed, who also benefit by the contact in finding a possible solution for current problems. The following table shows which stakeholder involvement shall contribute to what objective in the local networks:

Overall objectives	Specific objectives	Organisations to be involved	Why to involve these organisations/institutions?
<ul style="list-style-type: none"> • <i>Direct application site support</i> • <i>(Influence on) informed policy development</i> • <i>Setting legal framework</i> • <i>Setting funding framework</i> 	<i>Raise the profile of energy-efficient urban logistics</i>	<ul style="list-style-type: none"> • Political decision makers 	<ul style="list-style-type: none"> • Political decision makers will be involved and convinced of the profile and the benefits from sustainable urban logistics in order to support publicity work, citizen's awareness, support change of legal, fiscal and organisational obstacles (in their frame of competence) and support informed policy development as well as to raise the interest on the issue on national level (ministries, city's associations, chambers of commerce, etc.) • Representatives from public administration contribute to the concrete steps of implementation of the pilot activity from their sectoral point of view in order to achieve a comprehensive consideration of all aspects needed (see departments mentioned in the left column). Additionally they advise on legal, fiscal and organizational framework conditions and on the feasibility to influence them according to the project goals. • City managers and representatives of the chambers of commerce are the link to inner-city business people to
	<i>Focus on overarching benefits from optimised distribution of goods in city centres</i>	<ul style="list-style-type: none"> • Representatives from public administration (transport, spatial planning, economy, finance and funding departments, public relation) 	
	<i>Address persisting legal, fiscal and organizational obstacles</i>	<ul style="list-style-type: none"> • City managers 	
	<i>Ensure media attention and citizen's awareness</i>	<ul style="list-style-type: none"> • Representatives of inner-city businesses 	
	<i>Attract interest also in national level organisations</i>	<ul style="list-style-type: none"> • Chambers of commerce • Logistic service providers (if applicable) • Representatives of goods receivers 	

		NGO/interest groups (e.g. inner-city residents, heritage representatives, environmental and car-related interest groups, etc.)	<p>raise awareness and to support the direct implementation and follow-up measures.</p> <ul style="list-style-type: none"> • Logistic service providers support the implementation process and advice on feasibility of follow-up measures. • Representatives of shopkeepers are invited to contribute with their experiences and (further) needs. <p>NGOs/interest groups contribute in the alignment of interests and support in awareness raising.</p>
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Table 2: Interrelation of networking objectives and stakeholders to be involved

3.1.1. Approaches to Local Network Formation

In Annex I the formation of Local Networks was foreseen by the organisation of three network meetings for each application site. Working experience in the first months of the SMARTSET-implementation showed that there are different framework conditions to be considered in the applications sites when addressing stakeholders. Thus, what would be feasible for one application site might not be convenient for another.

Therefore at the second project management group meeting (November 2013 in Graz) it was decided that the Local Network meetings shall be considered as a framework and should be handled flexibly and dynamically. All strategic and operational levels shall be possible, always adapted to the local situation. The approach, which fits best to the local situation, should be chosen.

Possible approaches thus are:

- Option 1: Organise three or more local network meetings to discuss different stages and issues related to energy efficient freight transport (this also includes integrating of SMARTSET in existing relevant Local Networks of more advanced application sites)
- Option 2: Approaching stakeholders step by step in a one-to-one manner or in smaller groups and in different settings if considered necessary and more efficient

For both approaches in addressing stakeholders following criteria should be considered; they

- have to be relevant for achieving the goals
- should stay the same during project implementation if possible and have some capacities/resources to participate in meetings
- should be willing to share their thoughts and experiences

The SMARTSET partners from application sites will use a broad range of modalities (including e-mails, invitation letters, phone calls, direct meetings, etc.) to establish and operate the networks and will decide case by case how to approach and engage them.

Meetings (either joint bigger meetings or smaller ones with single/sub-groups of stakeholders) shall take place at least three times in the course of project implementation at each application site – i.e. at least 24 regional network meetings: 3 meetings each in Berlin, Forlì, Gothenburg, Graz, Newcastle, Padova, Rome and Sundsvall

If one application site chooses to organize big network meetings, following points should be considered:

- make use of existing networks and self-organised groups
- the network meetings shall be thoroughly prepared along interesting guiding topics/questions
- underline benefits for invitees to participate
- organisations to be involved get timely information on date and planned content of the network meeting
- a third person should moderate the local/regional network meetings to allow free discussion among the participants

As it might be hard for one or the other stakeholder to be convinced to join a Local Network following contents and “catchers” for promoting them are proposed:

- Vision building at application sites: Project partners from application sites are the ambassadors of the project in their city and in their field of action. When setting up their key-actor group and stakeholder network on regional level they need to transfer the spirits of the application site idea and build a common vision in the city/region. Additionally participants could be informed on examples from all Europe.
- Call for support in the implementation of the application (e.g. for reflection on state-of the art, hindrances for implementation, etc.).

3.2. Site Local Networks

In the following for each application site the situation and approach for forming the local network is described and the (indicative) list of stakeholders including the reasons why they are involved or to be addressed is presented.

3.2.1. City of Gothenburg

Gothenburg already has an established network for efficient freight transport. Thus most of the organisations indicated below are already established network members.

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including job function (if available)
City of Gothenburg	Responsible for strategic freight issues	Magnus Jäderberg,
City of Gothenburg	Responsible for operational freight issues	Anette Thorén
Nordstan	Shopping centre	Klas-Göran Johansson; Operative/logistic manager
Road Cargo, Gothenburg	Large freight company	Bo Hermansson; Area manager
HML	Cooperative haulier company	Lars Hübnette; Environmental manager
Åhlens	One of the largest stores in the inner city area	Magnus Häggström; Department store manager
Posten	National transport company	Thomas Malmqvist; Operative manager for the Gothenburg area
Schenker	Logistic company,	Tony Ekvall; District manager
Hufvudstaden	Hufvudstaden is one of the largest real estate owners in central Gothenburg	Eric Nihlmark; Facility manager
Vasakronan	Vasakronan is one of the largest real estate owners in central Gothenburg	Jesper Örtengren; Business development manager
Åkeriföreningen	Regional haulier association,	Annika Persson; Manager
Fraktkedjan väst	Large cooperative haulier company	Jaana Rankanen; Environmental and quality manager
TGM	Local haulier company, contracted by Schenker	Roger Nilsson; Owner and manager
Innerstaden	Merchant organization in the city of Gothenburg	Marianne Sörling; Manager
Lindome flytt	Local transport company	Erik Vilhelmsson; Manager
Volvo group trucks technology	Research on future drive trains and city logistics	Anders Berger; Research manager
University of Gothenburg	Logistics and Transport Group	Martin Öberg; PhD Lecturer in marketing

DHL	Logistics company	Jörgen Samsjö; Site manager
City of Gothenburg	Strategic planning (traffic environment)	Per Bergström-Jonsson
University of technology	City logistics	Maria Lindholm Closer/Chalmers Project manager and researcher
City of Gothenburg	Physical planning (street environment)	Maria Cavdar
Volvo	Car company	Sofia Löfstrand; Specialist – electrification of transports
Logistics and Transport society	Research & development of the Gothenburg region	John Wedel; Managing director
Movebybike	Cycle based delivery company, Gothenburg	Johan Erlandsson; Manager,
City of Gothenburg	Strategic planning (traffic)	Suzanne Andersson; Department manager
City of Gothenburg	Division on road/traffic	Malin Andersson; Division manager
Actea	for business operations	Anna Rendahl; Senior Logistics consultant, project manager
Schenker Consulting	Consultancy	Sara Ranäng; Senior Logistics consultant, project manager
Logistikutveckling	Logistics enterprise	Christoffer Widegren; Senior logistics consultant, project manager

Meetings take place in regular intervals (three times per year). At present the stakeholders are addressed mainly by the three big annual network meetings. Many of them are however engaged in different projects and frequently addressed regarding specific issues. The table below shows the timing of the network meetings.

Meetings	Timing
M1	Held 13-10-31
M2	14-02-27
M3	14-05-08
M4	14-10-16
M5	Early march 2015
M6	Late May 2015
M7	October 2015
M8	Early march 2016

3.2.2. City of Sundsvall

The City of Sundsvall starts a Local Network from scratch.

At an initial stage Sundsvall contacts already established networks to inform them about SMARTSET, the benefits of networking for a more sustainable and efficient urban area as well as of implementing

the thinking of more sustainable logistics. The local network cooperation will provide benefits for the actors in form of green values.

Since Sundsvall was a bit late in the start-up it has not yet worked with the Local Network more than investigated the interest for it which resulted in positive answers. The future plan is to work hard with the Local Network so the project will lead to closer collaboration and a more attractive urban area.

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including job function (if available)
Logent	Terminal operator	
Van Dieren	Forwarder	
Posten	Forwarder	
Stadsbyggnadskontoret	Traffic planning and regulations	
Näringslivsbolaget (Enterprise company)	Work with strategic networking. Acts as a link between entrepreneurs and organizations in Sundsvall.	
UNIKA Butiker	Existing network for shop keepers - have in common that they have something unique in their collection or in their way to work.	
Köpmannaföreningen (Merchant compound)	Existing network	

The approach for the Local Network that seems to best fit the Sundsvall local situation is to organise several smaller meetings at the beginning step by step and maybe one-to-one if necessary to emphasize the relevance for the goals of the project. The expectancy of the approach to work with smaller groups initially or with shop keepers and actors alone is that they probably will feel more comfortable and that they can participate and share opinions to strengthen the network.

To provide good communication and trust Sundsvall will organise those meetings regularly, approximately every third month. Sundsvall will also include transporters, municipal officials and others to integrate various parties.

Meeting	Timing
M1 – with a network that already are established that are interested in the purpose of SMARTSET.	February 2014
M2 – with a transporter or logistics provider that are interested in to investigate the possibility of alternative vehicle distribution in the urban area of Sundsvall.	February 2014
M3 – with the Enterprise company with the	February 2014

purpose to spread the aim of SMARTSET and strengthen the local network through their support.	
M4 – will continue build up and strengthen the local network	2014
M5 - will continue build up and strengthen the local network	2014
More meetings will be planned continuously	

3.2.3. City of Graz

Graz established a Local Network formed by different stakeholders in order to prepare the pilot project. There have already been some meetings, where additionally some other partners joined upon request.

Before forming this group there were one-to-one discussions with the different parties.

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including function (if available)
Kastner & Öhler department store	This company has already installed a service for customers which should be extended over the whole city centre	Mr. Hoinlechner, CEO of shop in Graz
Technical University of Graz, Inst. for technical logistics	Giving the scientific input to the pilot project	Prof. Norbert Hafner, subst. CEO of the institute
Federal Chamber of Economy Austria – Styrian branch (WKO Stmk.)	Recommended for a good contact to the shops	
Citymanagement Graz	Citymanagement is important for the contact to the shops and for the marketing within Graz	Heimo Maieritsch, CEO
Department of Economy and Tourism Graz	Dep. Of the City of Graz for tourism and economic affairs for establishing the pilot project in Graz	Mag. Andrea Keimel, head of department

The kick-off-meeting of the Local Network took place on 30th October 2013. In this meeting the pilot project in Graz was discussed.

On the following meeting the intended pilot project was determined: To install a delivery-service for goods bought in the shops in the city centre to the addresses of the customers. The name of this pilot project will be: “Bring mE”. Presently the local working group estimates, that the kick-off of the pilot project will be mid- until end of April.

In order to promote this project it is intended to extend the present group. More shop owners and other interested persons should be integrated in a future network.

Meeting	Timing
M1 – Kick-off-meeting of the Local Network	30 th October 2013
M2 – Meeting of Local Network	3 rd December 2013
M3 – Meeting of Local Network	14 th January 2014
M4 – Workshop for Marketing of pilot project. Local network with additional help by external experts	28 th January 2014
M5 – Local Network Meeting with shop owners to promote the pilot project	February 2014.
M6 – Meeting of extended Local Network	Early March 2014
M7 – Meeting for external promotion of the Local Network	Early April 2014
Further meetings will follow	2014

3.2.4. City of Berlin

Berlin's „Commercial Transport Concept“, adopted by the Senate in February 2006, defined several main action fields, e.g. concerning privileges for urban freight transport (combined bus- and lorry-lanes, delivery zones, low emission zones and enforcement of penalties) or the conservation of necessary urban rail infrastructure and logistic fields. The concept is the result of a consultative planning process, including different stakeholder groups, including actors from all relevant stakeholder groups, including all transport modes, several logistic service providers, Berlin's chamber of commerce, different interest groups as well as Berlin's boroughs, that are responsible for the implementation of measures on a local level.

The „Commercial Transport Concept“ is currently under revision, the members of the process will start up new regular meetings, that will also be used to the discuss SMARTSET issues.

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including function (if available)
Chamber of Commerce and Industry of Berlin (CCI Berlin) (Industrie- und Handelskammer zu Berlin)	The CCI supports business in entrepreneurial commitment in Berlins several districts. CCI advices on subjects such as transport infrastructure, regional and urban development and supports initiatives to increase the attractiveness of shopping precincts and public-private-partnership projects. In case of land use and infrastructure, the CCI Berlin is already involved at the planning stage.	
BEHALA Berlin harbor and storage company	manages Berlin's tri-modal inner-city logistics centre at Westhafen, Berlin's most important centre of logistics and	

	indispensable part of Berlin's economy	
Fraunhofer Institut für Produktionsanlagen und Konstruktionstechnik (IPK Berlin) Transport Management Systems	Well experienced in local consolidation approaches, key player in various local e-Mobility projects	
LNC LogisticNetwork Consultants GmbH	Well experienced in local consolidation approaches, key player in various local e-Mobility projects	
Messenger Courier Service	Local courier service, well experienced in local consolidation approaches	
LogisticsNet Berlin-Brandenburg	Logistics Network of the Berlin-Brandenburg capital region, single point of contact for all matters relating to infrastructure, logistics solutions, and business models and funding opportunities.	
Senate Department for Urban Development and Environment; Environmental department	Urban issues concerning noise, emissions, Berlin's environmental zone (an area where only vehicles which comply with emission standards EURO 4 can drive in the densely inhabited central areas of Berlin, Background: the limits of particles (PM10) and nitrogen dioxide (NO2) have been exceeded on numerous arterial roads. Road traffic is the principal source of these pollutants)	
Fuhrgewerbe-Innung Berlin-Brandenburg e.V	Local guild for truck related businesses	

Currently local network meetings are held on a smaller scale, so not including all probably relevant partners at one meeting, but discussion of preparatory steps with single key partners. This will be transferred the "large scale" meetings in late spring 2014 within the „Commercial Transport Concept" revision phase.

Meeting	Timing
Several meetings on a smaller scale for discussing preparatory steps	Several smaller meetings implemented so far.
Large scale Local Network meetings	From late spring 2014

3.2.5. City of Forlì

The Local Network has been established and the first meeting is scheduled for May 2014.

The first meeting will be open to all stakeholders. The objective of the meeting will be to raise the attention on opportunities offered by managing efficient city logistics within the city centre of Forlì. Thereby, the Local Network meeting will start from the findings of the most recent survey on current freight logistics needs and potential improvements.

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including function (if available)
City of Forlì Forlì Integrated Mobility (FMI)	Director of FMI, Municipality of Forlì / in-house company	Claudio Maltoni
City of Forlì	Responsible of Environment Unit	Francesca Bacchiocchi
Confesercenti	Trade Association	Lucchi Fabio, Responsible
Confcommercio	Trade Association	Gabriele Mambelli, Responsible
Unindustria	Industrial enterprises Association	Patrizia Baroncini, Direction
CNA	Medium, small businesses and artisan Association	Riccardo Guardigli
Confartigianato	Small businesses and artisan association	Alberto Camporesi
Confcooperative	Cooperatives Association	Lisa Marianini
Legacoop	Cooperatives Association	Monica Fantini, Director
Coldiretti	Farmers' Association	Anacleto Malara, Director
CIA	Farmers' Association	Mara Biguzzi, Director
Confagricoltura	Farmers' Association	Marco Baldacci, Vice Director
Conad	Supermarket	Romeo Godoli, Director
Oviesse	Clothing Supermarket	
Autoazzurra	Electric cars firm	Tiziano Coveri, Responsible
CGIL	Workers Union	Paride Amanti
CISL	Workers Union	Treossi Vanis, Secretary
UIL	Workers Union	L.Foschi
GASGAS Forlì	Sustainable Consumption	Monica Benini, Responsible
Comac Srl - Concessionaria Renault	Potential supplier of sustainable mobility	Elena Carpeggiani
P.AUTO - Concessionaria CITROEN	Potential supplier of sustainable mobility	Macri Piacentini
CISE – Chamber of Commerce	Special innovation Agency of the Chamber of Commerce	Alberto Zambianchi, President
Province of Forlì- Cesena	Service Road Infrastructures, Mobility, Transport and Roads Management	Edgardo Valpiani, Head of Service
Regione Emilia	Directorate-General for infrastructure	Giuliana Chiodini

Romagna	networks, logistics and mobility systems	
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Starting from a first meeting to be held in 2014, it is likely that dedicated meetings with a smaller number of participants will be held to support specific parts of the project.

Meeting	Timing
M1	Indicative timing May 2014
M2	Indicative timing May 2015
M3	Indicative timing April 2016

3.2.6. City of Rome

Rome has three already established Local Networks:

- Working table with logistics chain operators in the city centre of Rome
- Working table with the producers of freight vehicles
- Working table on the feasibility check to implement Urban Freight Terminals (UFT)

A working table and two networks have been established with the main representative associations of the freight vehicle production sold in Italy and with the world of logistic chains operating in the Rome city centre. This effort led to the identification of their needs and to the signing of a joint Agreement Protocol between City Administration (CA) and stakeholders, approved with the Official Resolution OR 215/12.

Through the establishment of the working table on the feasibility check to implement an Urban Freight Terminal (UFT) the process of defining the new rules was visited by stakeholders with representatives of the specific categories involved in the transport of goods. The task of this working table, directly impacted by the innovation trialling focus of Rome in SMARTSET is also monitoring the results: it continues to meet whenever there is evidence of needs of further information, or to solve problems.

The Ministry of the Environment was involved in this activity because of bad air quality condition in Rome, They were already supporting sustainable mobility projects in urban areas and they made available incentives for funding for a pilot project for the feasibility check in implementing a Urban Freight Terminal (UFT) serving the Rome City Centre the project is monitored by a working committee formed with the involvement of a Logistic Research Centre, the Union of Entrepreneurs, the Ministry of Environment and Roma Capitale, which is following developments in terms of UFT feasibility plans including a possible business model to implement permanently it.

Rome: Working table 1 on the feasibility check to implement Urban Freight Terminal (UFT)

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including function (if available)
Roma Capitale	City Administration	Arch. Roberto Gabriele

Ministero dell'Ambiente e della Tutela del territorio e del Mare (MATTM)	Responsible of development for sustainable mobility in Italy	Arch. Giovanna Rossi, Dott. Riccardo Simone
Unindustria Lazio	Unione degli Industriali e delle imprese del Lazio - Union of industrialists and businesses in Lazio region	Dott. Roberto Mastrofini Dott. Marco Galluzzo
CTL Università La Sapienza - Roma	Main centre for logistic studies linked to University of Rome	Ing. Andrea Campagna
Roma Servizi per la Mobilità S.r.l.	Mobility Agency of the city – operating arm of the Municipality of Rome	Ing. Stefano Giovenali Ing. Alessandro Fuschiotto Ing. Fabio Nussio

Rome: Working table 2 with logistic chains operators in Rome – impacting WP 3

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including function (if available)
A.I.C.A.I.	Associazione Italiana Commercianti Artigiani E Imprenditori - Italian Association of Merchants and Craftsmen Entrepreneurs	Dott. Federico Fiaschi segretario.generale@aicaonline.it
FEDERLAZIO	PMI association for Lazio Region	Dott. Maurizio Flammini
CONFCOMMERCIO	Confederazione Generale Italiana delle Imprese, delle Attività Professionali e del Lavoro Autonomo - Italian General Confederation of Enterprises, the Professional Activities and Self-Employment	Dott. Cesare Pambianchi segreteria generale@confcommercioroma.it
Unindustria Lazio	Unione degli Industriali e delle imprese del Lazio - Union of Industrialists and businesses in Lazio region	Dott. Aurelio Regina mario.galluzzo@unioneindustriali.roma.it sandro.gobbi@pandatrasporti.it roberto.mastrofini@slogostica.it
CONFCOOPERATIVE LAZIO	Associazione di imprese cooperative e banche di credito - Association of co-operative and credit banks	Dott. Carlo Mitra marioterra@libero.it coopluparomana@libero.it
CONFESERCENTI ROMA E LAZIO	Reti di Impresa per le Piccole Medie Imprese - enterprise networks for small and medium-sized enterprises	Dott. Valter Giammaria info@confesercentiroma.it
CNA ROMA	Confederazione Nazionale dell'Artigianato e della Piccola e Media Impresa di Roma - National Confederation of Crafts and Small and Medium Enterprises of Rome	Dott. Lorenzo Tagliavanti migliaccio@cnapmi.com orlandi@cnapmi.com

LEGA COOPERATIVE LAZIO	Lega delle Cooperative e Mutue del Lazio - League of Cooperatives and Mutual of region Lazio	Dott. Stefano Venditti gbcasula@manutencoop2000.com
CONFARTIGIANATO IMPRESE ROMA	Confederazioni Di Artigianato Imprese Roma - Confederations Craft Business Rome	Dott. Mauro Mannocchi
CONFARTIGIANATO TRASPORTI	Confederazioni Di Artigiani Trasporti - Confederations Crafts Of Transportation	Dott. Gianluigi Bassi
CONFETRA	Confederazione Generale Italiana Dei Trasporti E Della Logistica - Italian General Confederation Of Transport And Logistics	Dott. Francesco D'Amato alas@alas.it
CONFTRASPORTO	Confederazione Trasporto-Spedizione- Logistica - Confederation Transportation-Shipment- Logistics	Dott. Francesco Colucci

Rome: working table 3 with associations of the producers of freight vehicles impacting WP 3 & 5)

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including function (if available)
UNRAE		Dott. Gianni Filippini
ANFIA		Dott. Guido Rossignoli
Federauto		Dott. Gian Franco Saronna
Romana Diesel		Dott. Massimo Campilli
Roma Servizi per la Mobilità	Mobility Agency of the city – operating arm of the Municipality of Rome	Ing. Stefano Giovenali stefano.giovenali@agenziamobilita.roma.it
Roma Capitale	City Administration	Arch. Roberto Gabriele roberto.gabriele@comune.roma.it
Assessorato Mobilità e Trasporti	City Department in charge for mobility issues	Dott. Carlo Medaglia medaglia.c@gmail.com

It is foreseen that a minimum of one meeting per year will be arranged for all the three tables, normally in July and, if necessary, another at the beginning of December. One Local Network meeting was already carried out in 2013.

Meeting	Timing
Working table 2 (WT2) with logistic chains operators in Rome; and Working table 3 (WT3) with associations of the producers of freight vehicles	July 2013
Working table (WT2) with logistic chains operators in Rome; and	Meeting once per year – envisaged for July 2014 and 2015

Working table (WT3) with Network of associations of the producers of freight vehicles	
Working table (WT1) for common analysis of the innovative solutions in the city centre	April 2012 (before official SMARTSET-start) (minutes attached)
Working table for common analysis of the innovative solutions in the city centre	March 2014

3.2.7. Interporto Padova

Regarding the Local Network for Padova it has to be considered that this is a very experienced Lead City in the SMARTSET consortium.

Interporto Padova has managed Cityporto, the local service of urban freight distribution with eco-friendly vehicles, since 2004, now developing new areas of activity within SMARTSET.

In the years after the start-up in 2004 contact with stakeholders and public associations were continuously made and technical meetings with stakeholders attended.

Now in a very mature stage of operation stakeholders are rather updated on the development of the activities and on the results so that they are aware that the service really works and most importantly to make them feel that the service is their service (created by a protocol of agreement shared with them).

At the same time it is considered important not to involve them anymore in the operating management to avoid a risk of confusion in the decision making process, and rather work on the parameters of efficiency of delivery operations with which Interporto is compared by the medium-large transport companies that give their goods to deliver only provided their efficiency performance parameters are respected.

Moving from these assumptions, and considering the development of Cityporto Padova activities within SMARTSET: 1) enlargement of area of delivery to the spa cities of Abano/Montegrotto; 2) enlargement of the range of product delivered (including now express parcel and drinks and foresee a possible further future step with perishable foods) 3) adoption of new IT system for tracking and tracing, 4) integration of city logistics with intermodal terminal activities, the members of our potential Local Network shall be: the manager of the service (our company), the mobility department of Padova and Abano Terme, entrusted with the policy of the city access regulations, and some of the most important (for number of deliveries) customers of the service, the Chamber of Commerce of Padua (Padova Promex, Special Agency for businesses promotions) and a local journalist engaged for the dissemination of the project activities on the media channels.

The Local Network will be organized with two different approaches, depending on the kind of topics to discuss:

- a) in form of meetings with institutional/public stakeholders to discuss the different stages of the project activities and/or other issues related to environmental results achieved with the adoption of a more energy efficient freight transport;
- b) one-to-one approach with the logistic services providers, as considered more efficient when discussing the steps of project involving their goods delivered to the UFT.

Institution/ Organisation	Reasons for involvement in the Local Network	Contact person including job function (if available)
Municipality of Padua	It make regulations to the city access for freight vehicles and so it contributes to the concrete steps of implementation of the Cityporto activity	Daniele Agostini City mobility manager mobilita@comune.padova.it
Municipality of Abano Terme	It set up regulations to the city access for freight vehicles and so it contributes to the concrete steps of enlargement of the Cityporto activity in new areas.	Mobility and technical department segreteria.vicesindaco@abanoterme.net
Sebmandi: Express courier who have high performance efficiency parameters to satisfy	It supports the implementation process and advice on feasibility of follow-up measures.	Gianluca Trevisan Local Director
Fercam: One of the most important customers in terms of quantity of packages to be delivered	It supports the implementation process	Andrea Paparella Local Director
Artoni: One of our most important customers in terms of quantity of packages to be delivered	It supports the implementation process	Fabrizio Piovan Local Director
Franco Tanel: Journalist	He takes care of the project dissemination on company's web site and local newspapers to increase media attention and citizen's awareness	Franco Tanel ftanel@gmail.com
Padova Promex: (Special Agency of the local Chamber of Commerce for promotion of local enterprises)	It promotes the project objectives at level of local enterprises with the aim of raising awareness of inner-city business people.	Franco Conzato Director info@pd-promex.it

It is foreseen to arrange from at least three to five/six meetings:

Meeting	Timing
M1	March 2014

M2	September 2014
M3	February 2015
M4	November 2015
M5	March 2016

3.2.8. Newcastle University

Newcastle University will form its Local Network based on the Tyne and Wear Freight Partnership (TWFP) formed seven years ago with the purpose and objective to deliver safe, sustainable and efficient freight for Tyne and Wear (Metropolitan County, also comprising the City of Newcastle). It seeks to understand the problems and issues relating to freight movement in the region and to provide a mechanism through which they can be addressed. It also has the role of facilitating improved efficiency, safety and sustainability of freight movement. Therefore, SMARTSET will be integrated into the TWFP meetings.

Institution	Reasons for involvement in the Local Network	Contact person including function (if available)
AECOM	Responsible for freight traffic in this city-region	
Newcastle City Council	Responsible for freight traffic in this city-region	
Sunderland City Council	Responsible for freight traffic in this city-region	
Gateshead City Council	Responsible for freight traffic in this city-region	
Tyne & Wear Local Transport Planning Team (LTP)	Responsible for freight traffic in this city-region	
North Tyneside Council	Responsible for freight traffic in this city-region	
South Tyneside Council	Responsible for freight traffic in this city-region	
Tyne and Wear Integrated Transport Authority	Regional transport authority	
Elddis transport	Freight transport operator	
Freight Transport Association	Trade association representing the interests of the freight transport industry.	
Road Haulage Association	Trade association representing the interests of the road haulage industry.	
A.G.Barr	Shippers & receivers of goods which generate freight traffic	

Co-operative Group	Shippers & receivers of goods which generate freight traffic	
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- SMARTSET will be on the agenda of one annual TWFP meeting.
- The TWFP has its own structure for minutes and SMARTSET business will be incorporated into these.
- The first meeting will take place on 20 March 2014. Meetings dates for 2015 and 2016 have yet to be fixed.

Meeting	Timing
M1	20 March 2014

4. NATIONAL NETWORKS

SMARTSET comprises eight application sites in five countries. For each of these countries a National Network shall be formed with following objectives:

- Exchange of know-how, experience and best-practice as well as discussion of current policy and framework conditions.
- Discussion of concrete measures for informed policy development and implementation as well as transferring best-practices
- Development of policy recommendations on different levels (depending on the division of competences in the respective countries)



Figure 2: SMARTSET partner countries

The National Networks will be implemented by means of meetings gathering around 30 stakeholders per meeting.

National network meetings will take place at least twice per country in the course of project implementation – i.e. at least 10 national network meetings: 2 meetings each in Austria, Germany, Italy, Sweden and United Kingdom. Those meetings will be organised by the application sites of the respective countries, with FGM-AMOR giving support on general procedures and settings.

It is advised to implement one National Network meeting in one of the application sites, including site-visits that contribute to getting a vision from possible measures in efficient urban freight transport. Another National Network meeting could be organized in the respective country's capital to attract all relevant policy stakeholders to participate.

It is envisaged to implement National Network meetings in the second and third year of SMARTSET implementation (one per year) in order to be able to present some (intermediary) results of the application sites.

To meet the objectives following stakeholders are addressees of an invitation:

- Representatives of other regions interested in or already implementing SMARTSET-like actions
- Urban logistic providers
- Decision makers (policy, funding programmes)

For the organisation of national network meetings, following points should be considered:

- make use of existing networks and self-organised groups
- the network meetings shall be thoroughly prepared along interesting guiding topics/questions
- underline benefits for invitees to participate
- organisations to be involved get timely information on date and planned content of the network meeting
- a third person should moderate the local/regional network meetings to allow free discussion among the participants

Proposals for catchers to promote the meetings:

- Potential follower regions and urban logistic providers have the possibility to get hands-on information from application sites to set up and operate UFTs in their region and to contribute to policy development.
- Discussion and possible influence on policy development based on real-life experiences and with consideration of regional traits.

4.1. National Networks in Application Site countries

In the following for each partner country an indicative list of stakeholders for the National Network are described as well as the scheduling and location of the two National Network Meetings (NNM).

4.1.1. Sweden

Below an indicative list of regions and stakeholders to be addressed and involved for the National Network is given:

Institution/Organisation/ Region	Reasons for involvement in the National Network	Contact person including function (if available)
Sveriges kommuner och landsting	National organization for municipalities and regions. Works (among lots of other things) with	Cecilia Mårtensson

	communication, networking and information regarding city distribution measures in cities on a national level.	
Transportgruppen	Major national stakeholder for transport companies	Teodor Koistinen
Svensk handel	Major national stakeholder for the shopping business sector	Joakim Glasell
City of Stockholm	Largest city and capitol of Sweden,	Märta Brolinsson
City of Malmö	Third largest city of Sweden	Anders Nilsson

There will be at least two meetings per year (probably more); one in the mid-late spring and one in mid-autumn (to be confirmed at a later stage).

Following timing and location for the National Network meetings (NNM) are envisaged:

Meeting - Location	Timing – please provide indicative timing
<i>NNM 1: Stockholm</i>	<i>Held 10/12/2013</i>
<i>NNM 2 Gothenburg</i>	10/04/2014
<i>NNM 3: Malmö</i>	17/09/2014
<i>NNM 4: Stockholm</i>	09/12/2014

4.1.2. Austria

Below an indicative list of regions and stakeholders to be addressed and involved for the National Network is given:

Institution/Organisation/ Region	Reasons for involvement in the National Network	Contact person including function (if available)
Association of Austrian Cities and Towns (Österreichischer Städtebund)		
Federal Chamber of Economy Austria (WKO)		

Following timing and location for the two National Network meetings (NNM) are envisaged:

Meeting - Location	Timing – please provide indicative timing
<i>NNM 1 Proposed: Graz</i>	Second SMARTSET-Year (May 2014-April 2015)
<i>NNM 2: Proposed: Vienna</i>	Third SMARTSET Year (May 2015 – April 2015)

4.1.3. Germany

Not yet established.

An indicative list of regions and stakeholders to be addressed and involved for the National Network as well as the timing envisaged will be added in a later stage.

4.1.4. Italy

Below an indicative list of regions and stakeholders to be addressed and involved for the National Network is given:

Institution/Organisation/ Region	Reasons for involvement in the National Network	Contact person including function (if available)
Ministry of the Environment	Direct interest in promoting CO ₂ reduction measures	Arch. Giovanna Rossi, Dott. Riccardo Simone
ANCI National syndicate of local authorities	Interest in promoting best practices amongst local authorities	
Ministry of Transport	Interest in new solutions for freight management and logistics	Ing. Giovanni CARUSO - Direttore IMPIANTI FISSI - INTERMODALITA' Ing. Amedeo Fumero – capo dipartimento trasporti terrestri Geom. Gianfranco De Angelis – Direzione Generale Trasporti
ANFIA national association of national automotive producers	Opportunities for developing new products	Dott. Guido Rossignoli
UNRAE national association of foreign automotive producers	Opportunities for developing new products	Dott. Gianni Filipponi
Assologistica	National actor in the logistic sector	Jean-François Daher - Segretario Generale
ITS Italian Association	Implementing ITS Italian plan – priority freight distribution	Olga Landolfi

Following timing and location for the two National Network meetings (NNM) are envisaged:

Meeting - Location	Timing – please provide indicative timing
<i>NNM 1 Proposed: Padova</i>	Second SMARTSET-Year (May 2014-April 2015)
<i>NNM 2: Proposed: Rome</i>	Third SMARTSET Year (May 2015 – April 2015)

4.1.5. United Kingdom

Newcastle University is the sole UK application site.

Below an indicative list of regions and stakeholders to be addressed and involved for the National Network is given:

Institution/Organisation/ Region	Reasons for involvement in the National Network	Contact person including function (if available)
Transport for London	Major player in urban freight policy and intervention	
Freight Transport Association	Trade association representing the	
Freight Best Practice Programme for Wales	Collect and disseminate best practice in freight	
Fleet Operator Recognition Scheme	Potential interventions to improve urban freight	
Chartered institute of logistics and transport (CILT)	Professional organisation for logistics & transport in UK	
Chartered Institute of Purchasing and Supply	Professional organisation for purchasing & supply in UK	
ITS UK freight group	Represent intelligent transport systems	
University of Southampton, transport studies group	Fellow urban freight researchers with similar work in STRAIGHTSOL	
University of Westminster	Fellow urban freight researchers	
City of York	Interested medium-sized British city	
City of Edinburgh	Interested capital city of Scotland	

Following timing and location for the two National Network meetings (NNM) are envisaged:

Meeting - Location	Timing – please provide indicative timing
<i>NNM 1 Proposed: Newcastle</i>	12 June 2014
<i>NNM 2: TBA</i>	Third SMARTSET Year (May 2015 – April 2015)

5. INTERNATIONAL NETWORK

For regional and national networks as well as relevant stakeholders from other countries and the EU-level SMARTSET will organise two Trans-network Meetings gathering about 50 stakeholders with the following objectives:

- Know-how and good-practice-transfer
- Discussion on favouring/hindering legal frameworks and funding instruments
- Informed policy development

In building up these networks and notably for setting up structures and procedures existing networks on sustainable urban mobility (e.g. CIVITAS, EPOMM) will be addressed for possible cooperation and use of synergies (e.g. back-to-back-meetings, etc.). Additional relevant stakeholders for international networking will be directly addressed by the project partners and invited to participate in the Trans-Network meetings.

Trans-Network meetings will be organized by FGM-AMOR, if possible in cooperation with the hosting organisation and shall take place in the second and the third project year in order to have a sound knowledge and experience base to be transferred and discussed.

6. TIME LINE AND TASK SHARE

Following table describes the different activities implemented in the course of SMARTSET-duration, their timing as well as the task sharing between the project partners

Activity	Month of initial step(s)	Month of finalisation	Main responsible partner	Support by/how:
Local Networks				
Set up of networks of stakeholders on local level	06/2013	04/2016	Partners from application sites	
<i>If applicable (Option 1):</i> Organisation and documentation of 3 Local Network meetings (incl. the integration of SMARTSET into existing networks)	08/2013	04/2016	Partners from application sites	FGM-AMOR (providing framework and templates for documentation and feed-back)
<i>If applicable (Option 2):</i> Summaries on other forms of local network operation (one-to-one meetings/subgroups)	08/2013	04/2016	Partners from application sites	FGM-AMOR (providing templates)
National Networks				
Set up a network of stakeholders on national level	11/2013	04/2016	Partners from all application sites of the respective country	
Organisation and documentation of one National Network meeting	04/2014	04/2015	Host application site	Other application sites of the respective country (invitations programme, providing input, participation, etc.) FGM-AMOR (providing framework and templates for documentation and feedback)
Organisation and documentation of one National Network meeting	04/2015	04/2016	Host application site	Other application sites of the respective country (invitations programme, providing input, participation, etc.)

				FGM-AMOR (providing framework and templates for documentation and feedback)
International network				
Set up a network of stakeholders on national level	01/2014	On-going	FGM-AMOR	All SMARTSET Partners (contacting, preparatory talks, further interesting contacts)
Organisation and documentation of one trans-network meeting	04/2014	04/2015	FGM-AMOR	All SMARTSET Partners (invitations, programme, participation and providing input for know-how-transfer) WP2,3 and 4-Leaders: specific inputs for transfer of know-how
Organisation and documentation of one trans-network meeting	04/2014	04/2015	FGM-AMOR	All SMARTSET Partners (invitations, programme, participation and providing input for know-how-transfer) WP2,3 and 4-Leaders: specific inputs for transfer of know-how
Final report on networks and trans-network cooperation	01/2015	03/2016	FGM-AMOR	All SMARTSET-partners (Input and feedback)

Table 3: Time line networking activities and division of tasks

7. MONITORING OF NETWORK IMPLEMENTATION

Following table describes the different activities implemented and deliverables to be achieved and how they will be monitored by the Work Package 5 leader FGM-AMOR

Activity	Month of initial step(s)	Month of finalisation	Responsible partners	Monitoring measure by FGM-AMOR
Local Networks				
Set up of networks of stakeholders on local level	06/2013	04/2016	Partners from application sites	One month before and at each consortium meeting: reflection on state-of-the art, possible consideration in peer-reviews, definition of next steps jointly with application site
<i>If applicable (Option 1):</i> Organisation and documentation of 3 Local Network meetings	08/2013	04/2016	Partners from application sites	Monitoring of timely delivery, collection of documentations after each meeting, reflection if on right track to achieve network objectives
<i>If applicable (Option 2):</i> Documentation of other forms of Local Network operation (one-to-one meetings/subgroups)	08/2013	04/2016	Partners from application sites	Collection of a summary of network activities in 6-month-intervals (first deadline 30.4.2014), reflection if application sites are on right track to achieve network objectives
National networks				
Set up a network of stakeholders on national level	11/2013	04/2016	Partners from all application sites of the respective country	One month before and at each consortium meeting: reflection on state-of-the art, possible consideration in peer-reviews, definition of next steps jointly with application sites of the country
Organisation and documentation of one National Network meeting	04/2014	04/2015	Host application site + other application sites of the country	Collection of documentations and feedbacks after each meeting Reflection if on right track to achieve network objectives
Organisation and	04/2015	04/2016	Host application	Collection of

documentation of one National Network meeting			site	documentations and feed-backs after each meeting Reflection if on right track to achieve network objectives
<i>International network</i>				
Set up a network of stakeholders on national level	01/2014	On-going	FGM-AMOR	One month before and at each consortium meeting: reflection on state-of-the art, possible consideration in peer-reviews, joint definition of next steps
Organisation and documentation of one trans-network meeting	04/2014	04/2015	FGM-AMOR	Collecting feed-back, preparation of documentation, joint reflection if on right track to achieve network objectives
Organisation and documentation of one trans-network meeting	04/2015	04/2016	FGM-AMOR	Collecting feed-back, preparation of documentation, joint reflection if on right track to achieve network objectives
Final Report on networks and trans-network cooperation	01/2015	03/2016	FGM-AMOR	Timely delivery of draft version as well as feedbacks by all SMARTSET-partners. Timely finalisation by FGM-AMOR, quality check by another SMARTSET-partner

Table 4: Time line networking activities and monitoring steps taken

8. ANNEX – DOCUMENTATION OF NETWORK MEETINGS AND ACTIVITIES

Along Annex I, the Deliverable 5.4. will comprise the documentation of the network meetings. Therefore in the following a template is provided to be used by the respective meeting organisers to sum up the meeting and provide a self-evaluation of the success of the meeting.

Additional documents (as official minutes of existing network, into which SMARTSET will be integrated, invitation letters, attendance list, etc.) shall be added to the documentation upon availability.

8.1. Template for Documentation of Network Meetings

(Text in Italics gives indication of what of information is requested)

To be filled in by organiser of the respective meeting

- **Meeting Type:** *(Local, National, International Network-meeting)*
- **Date/Venue:**
- **Duration:**
- **Meeting participants:** *(Name, organisation and function)*
- **Objective of the meeting:** *(please state your explicit objectives of the respective meeting here)*
- **Meeting Agenda:**
- **Main discussion points; decisions and results:** *(at least ½ page)*
- **Next steps in the Network** *(Activity, next meeting, etc.):*
- **Self-evaluation:**
 - Feedback received:
 - Own feedback to the meeting:
 - Steering measures (what would or will you do differently next time):
 - Challenges, problems and successes:
 - Main point/result of the meeting that supports you in reaching your SMARTSET-objectives:

8.2. Template for summary of Local Network Activities

This template applies when option 2 of 3.1.1. is chosen or to sum up preparatory meetings before having full-fledged Local Network meetings (to be submitted in 6 months intervals, first time: 30.4.2014.

(Text in Italics gives indication of what of information is requested)

To be filled in by application site responsible/responsible for networking

- **(Preparatory) One-to-one/smaller meetings held:**
 - *Who (including name, organisation and function)? When? Main discussion points?*
- **Main discussion points; decisions and results of all your one-to-one/smaller meetings held in the last 6 months : (at least ½ page)**
- **Comprehensive self-evaluation:**
 - Feedback received:
 - Own feedback to the meeting:
 - Steering measures (what would or will you do differently next time):
 - Challenges, problems and successes:
 - Main points/results of the meetings that supports you in reaching your SMARTSET-objectives: