



Common (and Local) Process Evaluation Plan | D6.2

Author(s): Nazan Kocak and Anna Clark Trivector	
Quality control: Gabriele Grea GruppoClas	
Version: Final	Date of version: 10.01.2014
Project: SMARTSET www.smartset-project.eu	Contract number: IEE/12/714/SI2.644747
Duration of the project: 01.05.2013-30.04.2016 36 months	
Project coordination and contact on behalf of SMARTSET: City of Gothenburg SWEDEN www.goteborg.com Urban Transport Administration Box 2403 403 16 Gothenburg SWEDEN E-mail: contact@smartset-project.eu	
<i>The sole responsibility for the content of this document lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the EACI nor the European Commission are responsible for any use that may be made of the information contained therein.</i>	

TABLE OF CONTENTS

LIST OF TABLES, FIGURES AND ABBREVIATIONS	3
List of tables.....	3
List of figures	3
List of abbreviations	3
1. ABOUT SMARTSET	4
2. OVERVIEW OF EVALUATION	5
2.1. Objectives	6
2.2. SMARTSET Common Evaluation Plan	7
3. COMMON AND LOCAL PROCESS EVALUATION PLAN	9
3.1. What is it? - The framework	9
3.2. Why is it? – The Objectives and Performance Indicators	10
3.3. How and when is it done? – The method.....	10
3.3.1. Indicator PPI 7: Number of business models developed for market based terminal schemes ..	11
3.3.2. Indicator PPI 8: Identified barriers and success factors for market based terminal schemes....	11
3.3.3. Indicator PPI 9: Number and type of regulation and incentive scheme implemented	13
3.3.4. Indicator PPI 10: Recommendations for political action on different levels (local, national, European) for stimulating coordinated freight terminal solutions.	13
3.3.5. Indicators PPI 11-14: Energy efficient vehicles	13
3.3.6. Indicators PPI 15-22: Capacity building and networking	14
4. LOCAL PROCESS EVALUATION PLAN	15
4.1. Overview of the City’s activities within SMARTSET	15
4.2. Overview of the results	16
4.2.1. Number of business cases developed and barriers and success factors for the market based terminal schemes	18
4.2.2. Type of Regulation and incentive scheme	27
4.2.3. Recommendations for political action on different levels (local, national, European) for stimulating coordinated freight terminal solutions	28
4.2.4. Type of energy efficient vehicles	29
4.2.5. Indicators Capacity building and networking	29

LIST OF TABLES, FIGURES AND ABBREVIATIONS

List of tables

This list provides an overview on all tables used in this document.

Table 1: Abbreviations used in this document..... 3
 Table 2: SMARTSET targets during project duration (by 2016) and beyond (by 2020) 4
 Table 3: Sources of information for the monitoring and evaluation of indicator PPI8.....13

List of figures

This list provides an overview on all figures used in this document.

Figure 1: *Evaluation’s logical sequence* 5
 Figure 2: *SMARTSET Project Evaluation Framework* 7
 Figure 3: *SMARTSET timing of the monitoring and evaluation activities* 8
 Figure 4: *Dynamics of Process, Business Model and Impact Evaluation in Local Evaluation Plans* 9

List of abbreviations

This table provides an overview on all abbreviations used in this document.

Abbreviation	Full name Explanation
CO ₂	Carbon dioxide
GWh	Gigawatt hour
PPI	Project Performance Indicators
UFT	Urban Freight Terminal
P	SMARTSET Project Specific Objectives
PPI	SMARTSET Performance Indicators
S	SMARTSET Long Term Strategic Objectives
SPI	SMARTSET Strategic Performance Indicators
E	IEE Objectives
IEE-CPI	IEE - Common Performance Indicators

Table 1: Abbreviations used in this document

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 tonnes	3,104 tonnes per year	8,056 tonnes per year
Reduction of energy consumption in GWh	36 GWh per year	94 GWh per year

Table 2: 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 is 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. OVERVIEW OF EVALUATION

The monitoring and evaluation activities (within WP6) aims to:

- ensure and perform a high quality evaluation of the implemented schemes;
- support the cities in their evaluations and raise their evaluation capabilities;
- identify important key drivers and barriers for a successful implementation of city logistic solutions and business models; and
- provide recommendations for cities interested in city logistic and for future city logistic projects.

It is important to know: what worked and what did not work and why within SMARTSET. Therefore

- **Monitoring will measure and describe what is happening:**
 - by collecting, storing and compiling **data**
- **Evaluation will assess this data in a systematic way to:**
 - **find out** if the objectives (see below) achieved and targets have been reached
 - **compare** our projects with others'
 - **learn** from the results
 - **explain** causal relations

The monitoring and evaluation framework set for SMARTSET therefore follows the evaluation's logical sequence (see figure below). A set of performance indicators have been developed to measure and demonstrate the project's success in achieving its objectives, outputs and outcomes (both during and beyond the project).

Details of this framework is further explained in project deliverable: *D6.1 Updated Set of Common Performance Indicators* (a word document with an accompanying excel file).

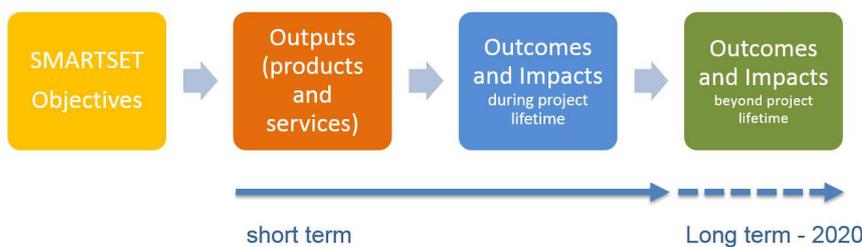


Figure 1: *Evaluation's logical sequence*

The following section overviews the project specific, strategic and IEE objectives set out for the project for ease of reference.

2.1. Objectives

SMARTSET project specific objectives (during the project life 2013-16) includes:

- P1 - Reduce the energy and environmental impact of freight distribution.
- P2 - Develop business models and business cases for freight terminals for both last mile freight delivery and shift from road to rail for longer distances.
- P3- Develop incentives and regulations which may shift transport demand in favour of UFT distribution schemes
- P4 - Increase the number of freight vehicles using clean and energy-efficient fuels.
- P5 - Capacity building within the consortium and creation of networks with stakeholders in the project and external actors to improve dialogue and acceptance of proactive freight schemes.
- P6 - Transfer of knowledge on various aspects of UFTs including business models to develop more sustainable distribution networks.

Strategic Objectives of the project are to:

- S1 - increase the use of clean vehicles for freight distribution in urban areas.
- S2 - identify and implement a more sustainable way of freight transports to and from the city that means less transports, to the same or lower cost and on time with the same amount of deliveries. Thus develop and adopt a sustainable business model for freight transports.
- S3 - stimulate the introduction of clean vehicles for urban freight.
- S4 - implement methods for operational train management that ensure reliability and freight path preservation (priorities) on mixed traffic lines.

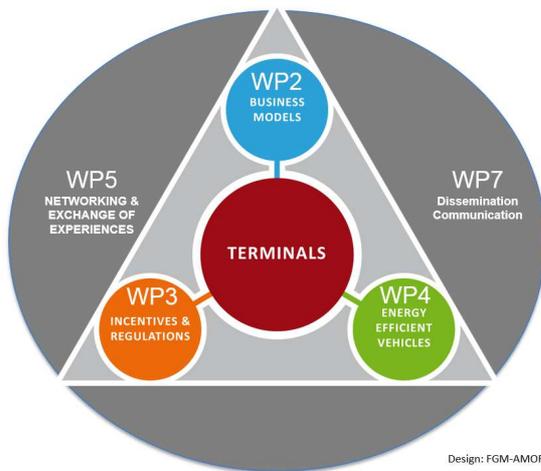
IEE relevant objective is:

- E1 - to contribute to the EU 2020 targets on energy efficiency and renewable energy sources.

How SMARTSET *contributes this objective* and its short term (2013-16) and long-term targets (beyond the duration of the action: 2016-20) is shown in Table 2 above. Further details can be found in the project deliverable: *D8.1 Updated set of IEE Common Performance Indicators* (a word document with an accompanying excel file).

2.2. SMARTSET Common Evaluation Plan

The main framework for implementing the market-driven terminal schemes is a business model which will be drawn up for each of the SMARTSET sites (WP2). The business models are supported in their development with regulations and incentives (WP3) as well as the energy efficient vehicles (WP4) to be chosen for the operation of the schemes. While capacity building (WP5) for those involved in implementing the schemes aims support success of the local projects and internal and external dissemination - communication (WP7) aims support the knowledge exchange between the consortium and the outside world.



A “Common Project Evaluation Plan” is under development to monitor and evaluate these project activities. This will also provide a framework for the Local Evaluation Plans (due in M9) to ensure common conclusions can be drawn.

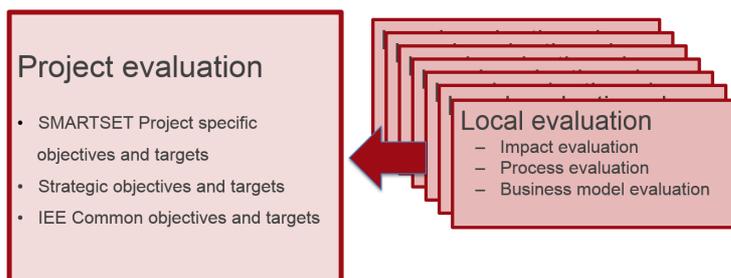


Figure 2: SMARTSET Project Evaluation Framework

While the project evaluation concerns whether the SMARTSET objectives, outputs and outcomes are achieved, the Local Evaluation Plans concern:

- what the system impacts of the cities’ logistic solutions (in Impact Evaluation),
- how these impacts were obtained in terms of the success and the failure of the process followed (in Process Evaluation) and

- how successful their business models were (in Business Model Evaluation).

Therefore the Common Project Evaluation (report in M36) will present how SMARTSET and its partner cities’ activities have contributed to the project specific, strategic and IEE objectives by drawing conclusions from the Local evaluation plans and the project evaluation (as shown in Figure 2 above).

The time schedule (updated) of the monitoring and evaluation activities within SMARTSET are shown in the project Gantt chart in Figure 3 below.

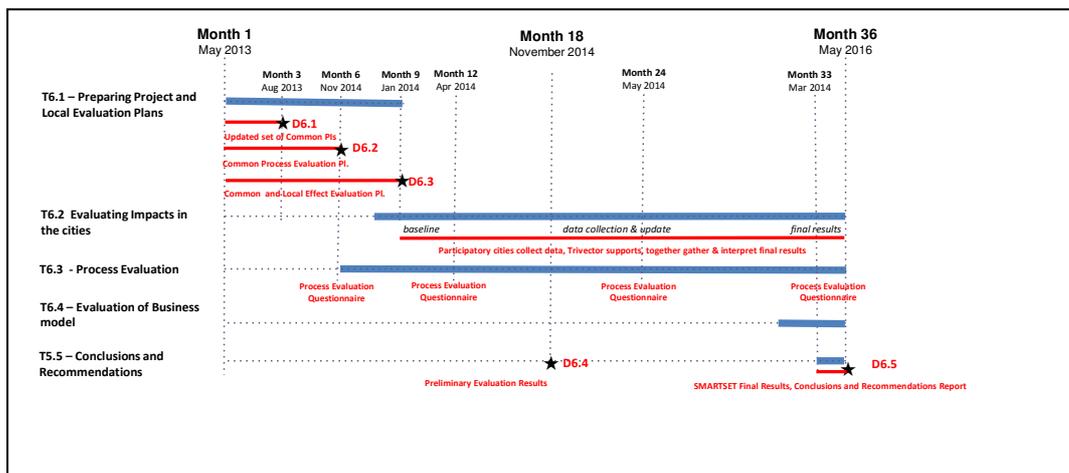


Figure 3: SMARTSET timing of the monitoring and evaluation activities

The remainder of this document details only the Common and Local Process Evaluation Plan.

The details of the Local Impact Evaluation will be presented within the Common and Local Impact Evaluation Plan (due in M9). The Local Business Model Evaluation Plan will be developed after the deployment of the Business Models developed in WP2 (after M24).

3. COMMON AND LOCAL PROCESS EVALUATION PLAN

3.1. What is it? - The framework

The success of the action itself depends on how it is implemented. For example: in order to implement a new UFT, meetings must be held, workshops must be organised, budgets must be drawn, personnel drafted etc. This process of how the work is done must also be evaluated in order to have a full evaluation of the actions. This is done by examining exactly **how the actions were implemented**, and identifying **how successful the implementation was**, and is called *process evaluation*.

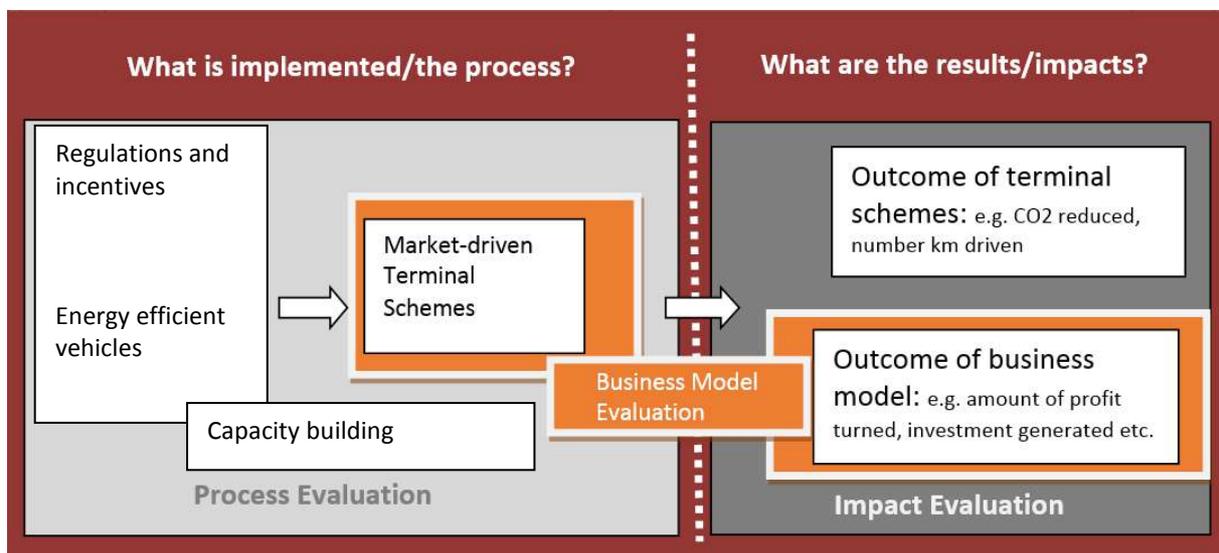


Figure 4: Dynamics of Process, Business Model and Impact Evaluation in Local Evaluation Plans

The main framework for implementing the market-driven terminal schemes is a business model which will be drawn up for each of the SMARTSET sites (WP2). This includes details of partners to involve, costs, activities to be undertaken, etc. The business models are supported in their development with regulations and incentives (WP3) as well as the energy efficient vehicles (WP4) to be chosen for the operation of the schemes. Capacity building will support those involved in implementing the schemes. The process evaluation in SMARTSET therefore includes an evaluation of these four elements at its core:

- drawing up of business models for market-driven terminal schemes;
- regulation and incentives to support the introduction of schemes;
- type of energy efficient vehicles chosen; and
- capacity building.

These elements are illustrated in Figure 4.

Monitoring of the transfer of knowledge on various aspects of the UFT schemes will be undertaken as part of the Project Evaluation and will be reported in the interim and the final evaluation reports in M18 and M36.

3.2. Why is it? – The Objectives and Performance Indicators

Through the process evaluation, we aim to assess whether and how we have achieved the following *project specific objectives* and their targets, outputs and outcomes.

- **P2 - Develop business models and business cases** for freight terminals for both last mile freight delivery and shift from road to rail for longer distances (relates to performance indicator PPI 7-8);
- **P3 - Develop incentives and regulations** which may shift transport demand in favour of UFT distribution schemes (relates to performance indicators PPI 9-10);
- **P4 - Increase the number of freight vehicles using clean and energy-efficient fuels** (relates to performance indicators PPI11-14); and
- **P5 - Capacity building within the consortium and creation of networks with stakeholders in the project and external actors** to improve dialogue and acceptance of proactive freight schemes (relates to performance indicators PPI 15-20).

The relevant Performance Indicators that will help us measuring our success are given in brackets in each objective (and further detailed in the next section). The results from each Local Process Evaluation will be compiled, analysed and reported in the final SMARTSET Evaluation Report.

3.3. How and when is it done? – The method

“How the SMARTSET actions were implemented, and identifying how successful the implementation was” will be monitored and evaluated by two means:

- **Questionnaires** - from each site and the exit questionnaire which will be complemented with personal interviews
- **Input from project deliverables** - from other work packages

The questions relevant to the process evaluation are detailed in chapter 4. These questions are to be answered four times during the project, following the phases for the deployment plans (set out in WP2):

- Phase 0 - Starting up phase (M0 to 6): 1st edition of this document
- Phase 1 - Conceptual phase (M6 to 12) : 2nd edition of this document
- Phase 2 - Development phase (M12 to 24) : 3rd edition of this document
- Phase 3 - Management phase (M24-36) : 4th and final edition of this document

Answers to these questions and its relevant analysis will be published in 4 editions of this document. The 4th and final document will present the results of all phases and the final analysis of the topic in question.

Additionally, the answers to these questions and the analysis made in each edition will also be utilised by WP5 in the capacity building exercises, namely peer-to-peer reviews. These reviews also coincide with the project meetings and the business model deployment phases shown above. Where necessary, some additional questions may be added by the WP5 leader.

The following sections detail the data collection methods required for each of the performance indicator relevant to the process evaluation stated in section 3.2.

3.3.1. Indicator PPI 7: Number of business models developed for market based terminal schemes

Overview of the indicator and how it is evaluated:

This indicator will be automatically measured within PPI 8 below.

3.3.2. Indicator PPI 8: Identified barriers and success factors for market based terminal schemes

Overview of the indicator and how it is evaluated:

The identification of barriers and success factors for market based terminal schemes is found by means of monitoring and evaluation of the implementation of market based terminal schemes. There are four elements to this:

- Monitoring and evaluation of the business models developed in each site.
- Monitoring and evaluation of the regulations and incentives considered and implemented in each site, and overall.
- Monitoring and evaluation of the energy efficient vehicles deployed in each site.
- Monitoring and evaluation of the capacity building in each site and across the project.

Since the aim is to identify the barriers and success factors for *market based* terminal schemes, it is not enough to monitor and evaluate the implementation of the terminal scheme, since the scheme could be implemented without it being a viable market based service. It is for this reason that the primary element that is monitored and evaluated here is the development of the *business model*. This indirectly includes the implementation of the scheme itself in five SMARTSET demonstration sites: Gothenburg, Newcastle, Padova, Rome and Sundsvall.

The business models in the SMARTSET project follow the business model canvas template, and the evaluation will also follow this template, breaking up the evaluation into the elements in the business model canvas: key partners, key activities, key resources, value propositions, customer relations, customer segments, customer channels, cost structure and revenue streams.

Regulations & incentives and capacity building support the development of the market based terminal schemes, and these are also monitored and evaluated here. This enables a full picture of what is successful and a barrier to the implementation of market based terminal schemes.

Means of monitoring / data collection:

The means of monitoring and data collection is through the questionnaires, as well as following deliverables from WP2, WP3, WP4 and WP5. Below is an overview table of which deliverables and questions give input to which parts of the evaluation of this indicator (see three bullet points above):

Element for which to understand barriers & success factors	Input for evaluation / monitoring	When available?	Responsible partner
Monitoring and evaluation of business models developed in each site	Questionnaires	M7, M12, M24 and M33	Trivector + all SMARTSET sites
	D2.1 Key success factors and lessons learnt for main business models in use for urban logistics	M3	Gruppo Clas
	D2.3 Small scale demonstrations - action plan and guide for demonstrators for start and organization of business model		
	D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas
	D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
	D2.6 Market analysis in each terminal site	M9	Gruppo Clas
Monitoring and evaluation of the regulations and incentives considered and implemented in each site	Questionnaires	M7, M12, M24 and M33	Trivector + all SMARTSET sites
	D3.2 Regulations and incentives to support market driven business models for urban freight distribution	M24	RSM
	D3.3 Report on strategies, action plans and key findings across all sites	M36	RSM
Evaluation of the regulations and incentives considered and implemented overall	D3.1 Regulations experiences; report on success stories and limitations	M12	RSM

Monitoring and evaluation of the energy efficient vehicle deployment in each site	Questionnaires	M7, M12, M24 and M33	Trivector + all SMARTSET sites
	D4.4 Two monitoring reports (on clean vehicles)	M18 and M28	UNEW
	D4.2 Assessment of clean vehicle performance in relation to each market-driven freight terminal business model	M30	UNEW
	D4.5 Assessment of clean vehicles in urban freight distribution schemes: results and key findings	M32	UNEW
Monitoring and evaluation of the capacity building in each site and across the project	D5.3 Documentation of activities and results of setting up networks	Continuous	FGM
	D5.4 Documentation of 36 network meetings including feedback/evaluation	Continuous	FGM
	D5.5 Final Report on networks and trans-network cooperation	M35	FGM

Table 3: Sources of information for the monitoring and evaluation of indicator PPI8

3.3.3. Indicator PPI 9: Number and type of regulation and incentive scheme implemented

Means of monitoring / data collection:

Questionnaires & deliverables WP3, based also on the evaluation of PPI8.

3.3.4. Indicator PPI 10: Recommendations for political action on different levels (local, national, European) for stimulating coordinated freight terminal solutions.

Political action refers to financing, and legislation, and within the SMARTSET project these aspects are considered as incentives and regulations. The recommendations for political action are then specifically relevant to recommendations about the implementation of incentives and regulations.

Means of monitoring / data collection:

Questionnaires & deliverables WP3, based also on the evaluation of PPI8.

3.3.5. Indicators PPI 11-14: Energy efficient vehicles

Means of monitoring / data collection:

Questionnaires & deliverables WP4.

3.3.6. Indicators PPI 15-22: Capacity building and networking

Means of monitoring / data collection:

Questionnaires & deliverables WP2, WP5 and WP7.

The answers to the Process Evaluation questions will also be utilised within seven capacity building: peer-to-peer reviews (see PPI 18) and the outcomes and conclusions to these meetings will be reported separately (see D5.1).

4. LOCAL PROCESS EVALUATION PLAN

4.1. Overview of the City’s activities within SMARTSET²

Please provide an overview of the city’s logistic solutions developed within SMARTSET (to be filled in in each edition but be finalised in the 4th edition).

SMARTSET city	<ul style="list-style-type: none"> Brief description eg location, population, economy etc.
Mission statement, Overall goals and targets / Value proposition	<ul style="list-style-type: none"> Scope – the project involves... Goals – why are you developing these UTFs solutions eg reduction in travel kms, emissions Target(s) – quantified (% or amount) reduction in CO2, energy etc
Target groups / Customer Segments	<ul style="list-style-type: none"> (focus your resources onto group of customers who are likely to produce the greatest effects— eg retail shops, a specific geographic region in the city, etc)
Services provided	<ul style="list-style-type: none"> Details of the UFT scheme, proposed incentives, regulations, tariffs etc

² based on MaxSUMO Evaluation Plan Template 1

Options offered

- New delivery options - eg the details of the new ways of transporting good in the city due to the UFT terminal

4.2. Overview of the results³

To be filled in the 4th edition.

Obj	ID	Performance Indicator	SMARTSET Targets	Local Results
P2	PPI 7	Number of business models developed for market based terminal schemes	5 terminals operating on market based conditions (Gothenburg, Sundsvall, Padova, Rome, Newcastle)	
	PPI 8	Identified barriers and success factors for market based terminal schemes	3 Business models developed for terminal schemes that will be operational after the project (Berlin, Graz, Forli)	
P3	PPI 9	Number and type of regulation and incentive scheme implemented	At least 1 regulation and incentive scheme implemented in each project site.	
	PPI 10	Recommendations for political action on different levels (local, national, European) for stimulating coordinated freight terminal solutions.	At least 1 Report on the regulation and incentive schemes applied by each of the 7 terminals, including detailed information on the approval process carried out in each terminal.	
P4	PPI 11	Number of sites in which clean vehicles of different kinds will be tested and evaluated for the freight distribution connected to the micro terminals during the project.	5 sites	
	PPI 12	Number of freight vehicles using clean and	At least 2 vehicles per test site	

³ based on MaxSUMO Evaluation Plan Template 2

		energy efficient fuel		
	PPI 13	Number of sites in which test will be performed on stimulating intermodal shift from road to rail for freight distribution.	At least two sites	
	PPI 14	Number of sites where gas/hybrid cars and cargo bikes have replaced delivery fleet.	At least two sites where replacement takes place	
P5	PPI 15	Number of project related freight committees established.	One in each partner city with at least 7 members - 8 working groups in total	
	PPI 16	Number of stakeholders engaged in local network meetings.	At least 7 at each site	
	PPI 17	Number of network meetings to promote efficient freight transport.	24 regional network meetings (3 in each demonstration country), 10 national network meetings (2 meetings each in AT, DE, IT, SE and UK), 2 trans-network meetings.	
	PPI 18	Number of thematic peer review meetings.	7 thematic peer review meetings	
	PPI 19	Number of representatives engaged in regional network meetings.	Up to 160 (24*7) representatives in total	
	PPI 20	Number of representatives participating in national network meetings.	Up to 300 (30*10) representatives in total	
	PPI 21	Number of workshops and other information activities.	100 workshops or information activities	
	PPI 22	Number of actions (seminar, workshop or similar) to promote the concept of market driven UFT schemes outside the merit of SMARTSET project.	At least 8 actions taken to promote new schemes started on a market economical basis (without external co-financing from EU, the region, the city or similar). At least 2 actions per partner.	

Monitoring the progress of city logistic solutions:

The questions relevant to the process evaluation are detailed in the remainder of this chapter. These questions are to be answered four times during the project, following the phases for the deployment plans (set out in WP2):

- Phase 0 - Starting up phase (M1 to 6)
- Phase 1 - Conceptual phase (M6 to 12)
- Phase 2 - Development phase (M12 to 24)
- Phase 3 - Management phase (M24-36)

Only the questions that are relevant the above phases (edition of this document) are to be answered in each survey period. Please also provide a short analysis on each topic under “the analysis so far” heading for the relevant section.

P2 - DEVELOP BUSINESS MODELS AND BUSINESS CASES FOR FREIGHT TERMINALS FOR BOTH LAST MILE FREIGHT DELIVERY AND SHIFT FROM ROAD TO RAIL FOR LONGER DISTANCES

4.2.1. Number of business cases developed and barriers and success factors for the market based terminal schemes

Relevant indicators: PPI 7 and 8 (also PPI15 and PPI16)

Barriers and success factors for the development and implementation of the market based terminal schemes will be identified by monitoring and evaluation of the business models developed in each SMARTSET site. For this reason, the cities will monitor their progress on elements of the business model. This will allow us to identify what role(s) these elements played in the success or failure of the market based terminal scheme and why.

<p>Key Partners </p> <p>Questions 12-16</p>	<p>Key Activities </p> <p>Questions 4-6</p>	<p>Value Propositions </p> <p>Questions 1-3.</p>	<p>Customer Relationships </p> <p>Questions 17-20</p>	<p>Customer Segments </p> <p>Question 21</p>
<p>Cost Structure </p> <p>Questions 24-27</p>		<p>Revenue Streams </p> <p>Questions 28-29</p>		

For each business model element, please answer the relevant questions in each phase.

Value propositions

Q1	Do you have a mission statement, have you identified local goals and targets?
Starting up phase M1-6	
Conceptual phase M6-12	

Q2	What needs do your activities fulfill for the customers?
Starting up phase M1-6	
Conceptual phase M6-12	

Q3	What are the aims of your action? Have they been changed / modified at a later phase?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Analysis so far

How did your value propositions contribute to the success / failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas

Key activities

Q4	What are the key activities?

Starting up phase M1-6	
------------------------	--

Q5	Are there any changes to your activities?
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q6	What are the site-specific characteristics of your scheme which may hinder replication in another location?
Management phase M24-33	

Analysis so far

What was the role of the implementation of the key activities for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas

Key resources

Q7	What are the key resources? (e.g. people, location, vehicles (including energy efficient vehicles), storage facilities, IT solutions etc.)
Starting up phase M1-6	

Q8	Have you identified new key resources? (e.g. people, location, vehicles (including energy efficient vehicles), storage facilities, IT solutions etc.)
Conceptual phase M6-12	
Development phase M12-24	

Management phase M24-33	
-------------------------	--

Q9	Have you accessed the key resources named above?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q10	Was it difficult to access the resources? If so, which ones and why?
Management phase M24-33	

Q11	Were the resources the right resources? if not, why?
Management phase M24-33	

Analysis so far

What was the role of the definition and access to the key resources for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D4.4 Two monitoring reports (on clean vehicles)	M18, M28	UNEW
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
D4.2 Assessment of clean vehicle performance in relation to each market-driven freight terminal business model	M30	UNEW
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas
D4.5 Assessment of clean vehicles in urban freight distribution schemes: results and key findings	M32	UNEW

Key partners

PPI 15 and PPI 16 refereeing to the freight working groups /committees.

Q12	Have key partners for the freight working groups/committees been identified? Who are they?
Starting up phase M1-6	
Conceptual phase M6-12	

Q13	Have any new key partners been identified? If so, why and how?
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q14	Have the key partners (including any new partners) been contacted? If so, how?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q15	What incentives/motivation do they have (or have been offered) to be engaged in the project?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q16	Did you establish a freight working group or committee? What was the size of the group? How easy was it to establish the partnership and to work together (create dynamic) – would it be replicable elsewhere?
Management phase M24-33	

Analysis so far

What was the role of the partners for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas

Customer segments

Q17	Have you performed the market analysis (D2.6) for your site? (this should contain information about who the customers are, how they were identified, what their needs are, and what incentives they have to remain engaged)
Starting up phase M1-6	
Conceptual phase M6-12	

Q18	Is there any update to the market analysis previously described?
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q19	What mid-long term solutions do you have for integrating unexploited markets to your UFT?
Development phase M12-24	
Management phase M24-33	

Q20	Does this market niche exist in other places?
Management phase M24-33	

Analysis so far

What was the role of the identification of customers for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.1 Key success factors and lessons learnt for main business models in use for urban logistics	M3	Gruppo Clas
D2.6 Market analysis in each terminal site	M9	Gruppo Clas
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas

Customer relations

Q21	Besides working groups and network meetings, do your customers expect you to maintain other relationships? (e.g. personalised service; automated information services; set up other networks etc)
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Analysis so far

What was the role of the relationships with customers for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.6 Market analysis in each terminal site	M9	Gruppo Clas
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas

D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas
---	-----	-------------

Customer channels

Q22	Which media do you plan to use to communicate with the customers? Which ones have you used?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q23	Which media were the most effective?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Analysis so far

What was the role of the communication channels used to communicate with customers for the success/failure of the scheme?

Cost structure

Q24	Have you drawn up a budget?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q25	What are the sources of financing, and are they secured?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	
Q26	Could the funding mechanisms be used by others if a similar scheme is replicated?
Management phase M24-33	

Q27	Were subsidies essential (for the capital cost)? What were they?
Management phase M24-33	

Analysis so far

What was the role of the identification of customers for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.6 Market analysis in each terminal site	M9	Gruppo Clas
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas

Revenue Streams

Q28	Have you identified how much and how customers will pay?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	

Management phase M24-33	
-------------------------	--

Q29	How many have actually signed up as paying customers?
Development phase M12-24	
Management phase M24-33	

Analysis so far

What was the role of the identification of customers for the success/failure of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D2.6 Market analysis in each terminal site	M9	Gruppo Clas
D2.5 Small scale demonstrations: key findings and conclusions across all sites, scope for replication and scaling up	M30	Gruppo Clas
D2.4 Report on the market-driven business models developed and tested in SMARTSET freight terminals	M32	Gruppo Clas

P3. DEVELOP INCENTIVES AND REGULATIONS WHICH MAY SHIFT TRANSPORT DEMAND IN FAVOUR OF UFT DISTRIBUTION SCHEMES

4.2.2. Type of Regulation and incentive scheme

Relevant indicator PPI 9

Q30	What incentives and regulations are needed for the effective functioning of the scheme?
Starting up phase M1-6	
Conceptual phase M6-12	

Q31	How many of these (above) or any different incentives and regulations have been implemented? Why have they been implemented or not implemented?
-----	--

Development phase M12-24	
Management phase M24-33	

Analysis so far

How has the implementation of regulations and incentives helped to **shift transport demand in favour of your UFT scheme, therefore** contributed to the success of the scheme? Otherwise, how has the absence of regulations and incentives hindered the success of the scheme?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D3.2 Regulations and incentives to support market driven business models for urban freight distribution	M24	RSM
D3.3 Report on strategies, action plans and key findings across all sites	M36	RSM

4.2.3. Recommendations for political action on different levels (local, national, European) for stimulating coordinated freight terminal solutions

Relevant indicator PPI 10

Political action refers to financing, and legislation, and within the SMARTSET project these aspects are considered as incentives and regulations. The recommendations for political action are then specifically relevant to recommendations about the implementation of incentives and regulations.

Analysis so far

What political support and/or actions (local, national, European level) have been required for the success, otherwise to avoid the failure of the market based UFT schemes.

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D3.2 Regulations and incentives to support market driven business models for urban freight distribution	M24	RSM
D3.3 Report on strategies, action plans and key findings across all sites	M36	RSM

P4. INCREASE THE NUMBER OF FREIGHT VEHICLES USING CLEAN AND ENERGY-EFFICIENT FUELS.

4.2.4. Type of energy efficient vehicles

Relevant indicator PPI 11-14

Q32	What type of clean vehicles have you considered to be tested and evaluated for your site? Why?
Starting up phase M1-6	
Conceptual phase M6-12	

Q33	If any, how many and what type of clean vehicles, using clean and energy efficient fuel, have you employed within the scheme? If none, why?
Development phase M12-24	
Management phase M24-33	

Analysis so far

What opportunities and barriers have there been for the deployment of the clean and energy efficient vehicles? What was, if any, the role of the clean and energy efficient fuel vehicles in the success or otherwise failure of the scheme?

P5. CAPACITY BUILDING WITHIN THE CONSORTIUM AND CREATION OF NETWORKS WITH STAKEHOLDERS IN THE PROJECT AND EXTERNAL ACTORS TO IMPROVE DIALOGUE AND ACCEPTANCE OF PROACTIVE FREIGHT SCHEMES.

4.2.5. Indicators Capacity building and networking

Relevant indicators PPI15-22

Indicator PPI 15: Number of project related freight working groups established and PPI 16: Number of stakeholders engaged in local network meetings are monitored and evaluated under `Key Partners` in section 4.2.1.

The quantitative monitoring of the capacity building and networking activities will be recorded under WP5 and WP7. This is further detailed by FGM in D5.2. The results for each phase will be summarised in the table below.

ID	Performance Indicator	Starting up phase M1-6	Conceptual phase M6-12	Development phase M12-24	Management phase M24-33
PPI 17	Number of network meetings to promote efficient freight transport.				
PPI 18	Number of thematic peer review meetings.				
PPI 19	Number of representatives engaged in regional network meetings.				
PPI 20	Number of representatives participating in national network meetings.				
PPI 21	Number of workshops and other information activities.				
PPI 22	Number of actions (seminar, workshop or similar) to promote the concept of market driven UFT schemes outside the merit of SMARTSET project.				

Q34	Have the meetings with (local/national) network members influenced the public policy debate and helped overcome, if any, existing legal, fiscal and organisational obstacles?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	
Management phase M24-33	

Q35	If any, what other activities have resulted from regional and national network meetings to raise awareness among citizens for sustainable urban freight transport and to attract (positive) media contributions?
Starting up phase M1-6	
Conceptual phase M6-12	
Development phase M12-24	

Management phase M24-33	
-------------------------	--

Analysis so far

Which capacity building activities (within the consortium) and creation of networks (with stakeholders in the project and external actors) have improved dialogue and acceptance of your freight scheme(s)? Please summarise how?

Other sources for analysis

Input for evaluation / monitoring	When available?	Responsible partner
D5.3 Documentation of activities and results of setting up networks	Continuous	FGM
D5.4 Documentation of 36 network meetings including feedback/evaluation	Continuous	FGM
D5.5 Final Report on networks and trans-network cooperation	M35	FGM
D7.7 Final Report on communication and dissemination	M36	FGM