Hellenic Republic
Region Of Western Macedonia

REGIO-MOB
Interreg Europe

European Union
European Regional
Development Fund

Action Plan

Region of Western Macedonia

March 2018

Table of Contents

1. Introduction

The present document constitutes the Regional Mobility Plan (Action Plan) of the Region of Western Macedonia in the framework of the project «Interregional Learning Towards Sustainable Mobility in Europe: the REGIO-MOB Experience», Interreg Europe (hereinafter referred to as the "Project").

The Regional Mobility Plan (Action Plan) is the third deliverable in sequence delivered by the region of Western Macedonia within the framework of the Project and is based on:

- the synthetic diagnosis of the first deliverable "Analysis of Regional Mobility", where all of the region's characteristics in terms of sustainable mobility were identified and recorded, whilst its shortcomings and needs towards a regional mobility plan were also identified,
- the results of the SWOT Analysis aimed at completing the presentation of the existing regional mobility situation by a condensation of the strengths, weaknesses, opportunities and threats which are identified, thus forming a basis for formulating the strategic priorities of the region in the field of transport, within the potential external environment's developmental context.

In particular, the 2nd chapter summarizes the general characteristics and objectives of the RWM in terms of sustainable mobility, together with the parallel formulation of the corresponding Vision as it was defined in the context of the 4th Stakeholders' Meeting.

The 3rd chapter presents a summary of the general characteristics of the RWM and the existing sustainable mobility policy framework based on findings from the previous deliverables of the Project, entitled "Regional Mobility Analysis" and "SWOT Analysis".

Chapter 4 is devoted to a brief description of the RWM policy instrument in the Project (Regional Operational Program of Western Macedonia 2015 - 2019), with emphasis on what it envisages in terms of sustainable transport promotion.

The 5th chapter presents the structure of the Regional Mobility Planning of the RWM to satisfy the Vision on the basis of the *Integrated Urban Mobility Strategy on issues of competence of the Ministry of Environment and Energy (former Ministry for the Environment, Physical Planning and Public Works)* which proposed a special committee established for this purpose, since the actions proposed therein are not under the sole responsibility of the Ministry for the Environment, Physical Planning and Public Works, but also involve other actors, especially the Local Authorities, and often more involve than one actors, who must cooperate in order to implement the proposed actions.

Chapter 6 concerns the utilization, evaluation/ prioritization of the Best Practices available to the Project with the aim to integrate four of them within the Regional Mobility Plan of the RWM.

The 7th chapter constitutes the implementation Action Plan of the foreseen projects, which were determined on the basis of selected best practices and, finally, Chapter 8 concerns the proposed system for monitoring the implementation of the Action Plan.

2. General characteristics and objectives of the Region of Western Macedonia – Formulation of a sustainable mobility Vision

The historical and demographic development of its cities and RWM itself resulted in the creation of a polycentric region. Due to that, travel and transport take place between several urban centers and along the municipal, regional and/or national borders. The geographic spread of workplace, services, entertainment and leisure places, increases the average traveling distance and leads to greater private road vehicle dependency.

Consequently, the development of a regional strategy which will set out an integrated and coordinated mobility plan, both within and between the various municipalities and their corresponding actors, is the key to a turn towards more sustainable and “cleaner” modes of transport in the Region.

A Regional Mobility Plan (which is the objective of the present deliverable) for a polycentric region, such as the RWM, addresses it as an ensemble and links the different levels of governance and the other relevant interested actors.

Urban mobility planning is itself a complex process. This is intensified when urban functions, people and daily movements are scattered across urban centers and regional borders, as in the case of a polycentric region. In these cases, since daily movements take place outside the individual city’s boundaries as well, more complex planning is required in comparison to planning that would have been carried out by focusing at a city level.

RWM recognizing the necessity and the specific requirements of such a task, which requires the coordination and cooperation of a large number of actors (decision-makers, development poles, urban and interurban transport service providers etc.) at different administrative and territorial levels (local, regional, national), set out the coordination of different views /policies for an integrated planning approach by formulating a common vision towards more sustainable and “cleaner” modes of transport in the Region.

The development of a common vision is one of the cornerstones of a Regional Mobility Plan, as it sets the basis for identifying the objectives and actions that will be drawn up by the Project.

Specifically, the RWM in agreement with all the involved actors and stakeholders who are part of this relevant Network, which was specifically set up for the needs of the project, is aiming at:

- Enhancing local identity and the vision’s collectiveness
- Commitment of key stakeholders/ actors and decision makers
- Improving the citizens’ quality of life and health
- Setting priorities for proper orientation and further decision-making

by developing the vision of the Region on the basis of:

- a better regional understanding of the local needs, needs and objectives of the various stakeholders/ actors as well as of the existing constraints and deficiencies
- the best prior knowledge of the mobility situation in the area
- promoting creativity both in envisioning the future we want and how to achieve it
- effective exchange of knowledge, understanding and consultation under the neutral co-ordination of the external consultant in order to avoid deviations that may arise.

which is summarized in the sentence:

Create a more competitive and prosperous regional economy in the 21st century, attractive to visitors and sustainable for its citizens.

This vision is fully in line with the development vision of the RWM for the programming period 2015-2019, which has been formulated in the context of the corresponding Operational Program (Strategic Planning) of the RWM for:

A strong Region with a human-centered orientation and placing emphasis on Social Well-Being and Cohesion through competitive, qualitative and outward-looking Sustainable Development based on the emergence of local specificities and the modernization of Administration, giving it the identity of a modern transport, energy and business center

as peak points of the growth vision are also peak points of the vision of sustainable mobility, such as:

- The well-being of all citizens and social groups of the Region
- Entrepreneurship growth in order for sustainable employment positions to be created, and
- The strengthening of the Region's position on a geopolitical and economic level.

3. The configuration environment of the Regional Mobility Plan of the RWM

The elaboration of RWM's Regional Mobility Plan is of great significance, allowing the setting of ambitious goals taking into account the role of the Region, the momentum at European level with the EU action plan on urban mobility requiring the increased adoption of sustainable mobility plans in Europe, the liberalization of services in the transport sector, the urgent need to upgrade transport services in the country and its urban centers and improving the quality of life of citizens.

Through the Regional Mobility Plan, the RWM seeks to respond to a multi-dimensional challenge to:

- actively support its effective internal functioning in order to effectively implement its role in the planning, coordination and implementation of policies related to the transport sector in the region.
- improve the quality and efficiency of the transport network in terms of passenger and goods transport.
- improve the citizens' quality of life by contributing in improving the attractiveness, quality and planning of the urban/ regional environment to the benefits of citizens, the economy and society as a whole.
- ensure that all citizens will have the opportunity to choose transport modes providing them access to key destinations and services.
- minimize emissions and transport-related pollutants.
- ensure the personal safety of travelers and the security of the transport system
- introduce models for the accessibility and use of new technologies during transport operations and the provision of value added services to transport users.

The above considerations attach great importance to the present Regional Mobility Plan, which is required to identify and specify the general policy of the Region in terms of sustainable mobility of persons and goods, taking into account:

- the results of the mapping of the existing mobility situation in the RWM (Deliverable Regional Mobility Analysis)
- the results of the SWOT analysis for the region's internal and external environment in terms of the whole transport system (Deliverable SWOT analysis in regional mobility)
- the strategic/ operational objectives/actions/projects of the existing policy framework through which the Regional Strategy for Sustainable Mobility is expressed.
- the Region's vision as the basis for identifying the objectives and actions that will form the building blocks of the Regional Mobility Plan.
- international practice expressed by all the best practice cases as identified in the Project by all its participants.

The following figure presents the critical inputs of all the above individual components, the composition of which formed the overall strategy of the RWM and will be "depicted" in the Regional Mobility Plan.

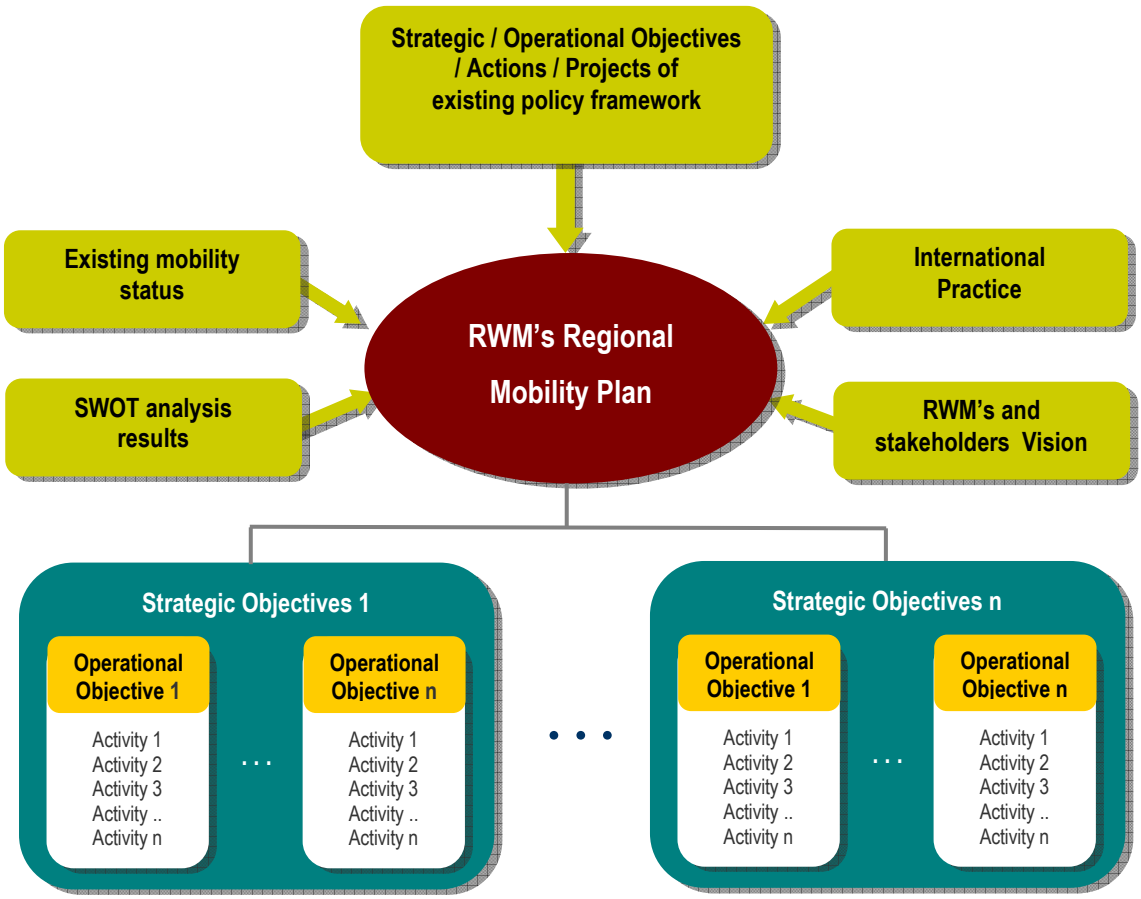


Figure 3.1: Basic components of Regional Mobility Planning

In the following paragraphs and in the context of the above, the individual components of the design are presented.

3.1. Results of recording existing mobility status

The data / observations / conclusions set out below are a brief outline of the key points of the Project Deliverable entitled "Regional Mobility Analysis " preceding this one, enriched with the corresponding key information available in the Operational Program for SMEs 2015- 2019 (Strategic Planning).

3.1.1. General

- Four (4) regional entities : Kozani, Grevena, Kastoria, Florina
- Twelve (12) Municipal Authorities
- Cities varying in size, geographical positioning and geomorphology and GDP levels

3.1.2. Basic Demographics

- The main demographic trend is population shrinking and ageing – the third lowest number of inhabitants after the Ionian Islands and Islands of North Aegean, with 283,689 inhabitants (2.6% of the country) / Census data 2011

- The most sparsely populated region in the country (30.4 inhabitants / km^2)
- The highest ageing indicators, even in European Union are recorded at the regional unit of Grevena (Eurostat, 2014)
- Increased rates in the non-productive age groups (ageing population) and low rates in the most productive age groups
- The educational level of the population in comparison to the national level is lagging behind
- First in terms of unemployment rates (Hellenic Statistical Authority -ELSTAT 1st Quarter of 2015)
- In the second place among the EU27 in terms of the youth unemployment (Eurostat, 2014)

3.1.3. Basic Development data

- Wide fluctuation in GDP per capita – Kastoria's regional unit is in the worst place and Kozani's regional unit in the best by far.
- Contributes 2.3% of the National GDP, mainly derived from the service sector (54.7%) (2008).
- In terms of the sectoral composition of employment, the service sector is dominant (55.08% of the population)
- Although the primary sector has significantly shrunk over time, there is potential to exploit unutilized reserves of both natural and human resources
- The secondary sector is mainly based on the fields of electricity power generation and lignite mining, maintaining the characteristics of an industrial region and the country's main energy production center. However, in recent years there has been a decline in economic activity in these particular sectors
- Concerning the tertiary sector, despite its remarkable natural environment - characterized by rich flora and fauna and by the largest surface water potential in the country - and rich cultural heritage is the least attractive destination within the whole country
- Its economy faces significant structural weaknesses and a lack of competitiveness as it is characterized by a limited breadth of sectoral specialization, significant dependence on conventional sectors, very small size of enterprises and lack of investments especially in R&D, which are restricted to just 0.1% of the Region's GDP

3.1.4. Basic Mobility characteristics

- One of the lowest indexes in passenger cars (344 per 1000 inhabitants, year 2015) compared to other European regional units - declining trend in recent years (2010-2014) in registered vehicles.
- The number of taxis per 1000 inhabitants is 2.3 - below the national average (3.1)
- The bus fleet (urban, interurban, tourist coaches) is 2.3 - close to national average (2.5)

- The number of motorcycles is approximately 3 times lower (50.8) than the national average (149.7 / 1000 inhabitants)
- The heavy goods vehicles fleet (142.4 / 1000 inhabitants) is increased beside the national average (122.3) – National Power Grid Organization activities
- Significant reduction of road accidents and injuries/ fatalities over the last 4 years
- Main Mobility Issues:
    - the uncontrolled use of motorized traffic (dependence on motorized traffic) traffic congestion (peak hours)
    - lack of parking policy (combined with unlawful actions)
    - low ridership in Public Transport (frequency, network coverage sufficiency)
    - mobility of vulnerable users (pedestrians, people with disabilities, the elderly, school kids etc.)
    - limited open space in the structured urban environment for public use
    - uncoordinated construction of projects – lack of a uniform strategy.
- Consequences: reduced levels of mobility and accessibility of citizens, degrading quality of life and the environment
- The attempts to reverse the current situation can be characterized as extremely difficult due to: the complexity of each city's urban transport system and the prevailing multi-layered and uncoordinated (between different actors) decision making process structure, organizational problems and limited availability of funds.

3.1.5. Basic characteristics of transport infrastructure - Road transport

- Until recently, considered a remote and border area due to:
    - Distance from metropolitan centers of the country (Athens and Thessaloniki)
    - Accessibility via existing infrastructure
    - Geographical location
    - Positioning in relation to the "conventional" development axis of the country
    - Neighboring two non-EU countries
- Reversal of the whole situation, mainly due to the contribution of Egnatia Motorway and its vertical axes, which affect:
    - time-distance characteristics of travel
    - the daily travel system
    - the development of land use and
    - the relationship of place of residence / place of work, creating a new development geography

3.1.6. Basic characteristics of transport infrastructure – Air transport

- Served by two airports, Kastoria (Aristotelis National Airport) and Kozani (Philippos National Airport), with
  - itineraries from / to Athens on a non-daily basis
  - very low level of passenger ridership (less than 10000 passengers annually)
  - minimal air cargo flows
- Need to review the roles of both airports taking into account:
  - the framework of the overall organization of the air transport sector at national level
  - the development potential of the area in critical sectors (tourism, development poles)
  - the redevelopment brought about by the construction of the Egnatia Motorway (e.g. travel time distances from / to Thessaloniki airport)

3.1.7. Basic characteristics of transport infrastructure – Rail transport

- Connection through a secondary branch of the national road network (Thessaloniki-Florina, Thessaloniki-Kozani) which until recently was semi-operational and is currently not operational.
- Need to revise the role of the network (upgrading, extension to Thessaly / Kalambaka and Albania, Egnatia railway) following the completion of the major road projects, in the context of supporting the development of combined-multimodal transport which is in line with the wider national transport planning goals

3.1.8. Basic characteristics of transport infrastructure – Urban networks

- Interface problems between urban and interurban networks
- Through traffic intersecting urban city centres (absence of alternative regional routes))
- Lack of network hierarchy
- Extensive illegal parking
- Safe pedestrian flows not being served
- Limited and problematic accessibility for elderly and disabled people
- Limited and fragmented bicycle network (Kozani, Ptolemaida, Aminteo)
- Limited demand for public transport modes
- Lack of parking slots for bicycles / motorbikes
- Signalized intersections giving priority to road vehicles

3.2. SWOT Analysis Results

The main findings of the SWOT Analysis, carried out in the context of the elaboration of the previous project Deliverable entitled "SWOT Analysis in Regional Mobility", are summarized below.

STRENGTHS	WEAKNESSES
▪ Geographical position of the Region – nodal point / hub (proximity to Thessaloniki, Epirus and Western Balkans) and important infrastructure works (Egnatia Odos - Vertical axes etc.) ▪ Operation of urban and interurban Public Transport ▪ Implementation of urban / rural regeneration actions and upgrading of transport and social infrastructure ▪ Improvement in infrastructure which is friendly towards people with special needs ▪ Strengthening cooperation and exchanges with the Balkan area ▪ Development of a Sustainable Urban Mobility Plan (SUMP) – city of Kozani ▪ Completion of major infrastructure projects ▪ Construction of new connections to improve road accessibility especially in areas of economic interest (tourist attractions, areas of exceptional natural beauty, etc.) and actions to upgrade road quality ▪ Continuous increase in mobility (tourism, trade, etc.) ▪ Synergy of the program planning of the Region with the corresponding planning of the Municipalities ▪ Utilization of ICT	▪ Neighboring non-EU countries ▪ Lack of a Regional Mobility Policy ▪ Inefficient road transport connectivity with Central and Southern Greece ▪ Inefficient air transport connectivity with the rest of Greece ▪ Restricted railway transport connectivity with the rest of Greece (with the exception of Aminteo and Florina) ▪ Fair quality of road connections to mountain villages ▪ Lack of transshipment centers and freight centers for intermodal transport ▪ Absence of use and utilization of Geographic Information Systems applications (remote control system and remote handling etc., Smart cards, etc.) ▪ Irrational distribution of the services' human resources
OPPORTUNITIES	**THREATS**
▪ Re-examination the role of the two airports in the context of the overall organization of air transport in the region and the changes brought about by the construction of the Egnatia Motorway ▪ Extension and upgrading of the rail network to increase its accessibility and foster the development of combined or intermodal transport ▪ Simplification and redesign of organizational and operational processes and minimizing bureaucratic procedures	▪ Perseverance of the adverse economic climate resulting in lack of interest and inability to access funding sources ▪ Risk of inadequate response of institutional stakeholders to coordinate and guide the exploitation of actions aimed at enhancing mobility ▪ Continuation of the situation of not being able to secure sufficient funds for maturing ROP and Sectoral Operational Program projects ▪ Inability to develop environmentally friendly transport systems ▪ Not being able to cover Region's needs to man its services, also in connection with the restriction for new staff recruitment ▪ Continuation of the non-transfer of substantial responsibilities to Regional level from the Central Administration ▪ Continuation in the interfacing of responsibilities between different levels of government and public administration ▪ Perseverance of high and long-term unemployment rates and citizens' quality of life deterioration

3.3. The existing policy context for sustainable mobility

At present, RWM's Sustainable Mobility regional strategy is expressed through specific policy contexts - National Strategies and co-funded National Programs as outlined in the table below. The content of the table is based on relevant references to the previous project deliverable, entitled "Regional Mobility Analysis", as well as to the Operational Program of RWM 2015-2019 (Strategic Planning).

Table 3.1: The existing policy context for sustainable mobility

POLICY CONTEXT	VISION / STRATEGIC OBJECTIVES / GOALS
Partnership Agreement for the Development Framework (NSRF 2014-2020) – funding tool	The main objective is to ensure the conditions for prosperity based on competitiveness, innovation and outward business orientation - and with key strategic option to tackle unemployment and mitigate the effects of the economic crisis
Regional Operational Program for Western Macedonia 2014-2020 (ROP WM 2014-2020) - It constitutes the main regional development tool and includes the main sources of financing actions / projects included in the Operational Program of the RWM 2015-2019	Key Objectives: ▪ Improve commercial activity at a competitive level ▪ Support the transition to a low-carbon economy and promote adaptation to climate change ▪ Promote sustainable transport ▪ Ensure social cohesion
Research and Innovation Strategies for Smart Specialisation - RIS3 2014-2020	With vision of "A Realistic Smart Specialization in Investment Priorities as a key development asset for creating a sustainable competitive regional economy with sustainable jobs and social cohesion"
Special Development Program 2012-2016 for the RWM (Regional Units of Kozani and Florina) under the Development Tax	With main objective to strengthen the entrepreneurial activity and knowledge-based employment, improving living conditions in the implementation region
Regional Framework for Spatial Planning and Sustainable Development (RFSPSD) of Western Macedonia	Strategic guidelines (amongst others) for the position and role of the RWM within the international and European space: ▪ Deployment of the border position and strengthening the role of the RWM as a "Gateway Region of the country" in a widely developed cross-border zone ▪ Upgrading of RWM's position in the Trans-European Networks and further improve its connectivity with the European area by means of a developed intermodal transport system ▪ Contributing to the development, networking, cooperation and spatial integration of a balanced and multi-centered cross-border area ▪ Improving the position of the RWM internationally with the development of a strong outward-looking local economy ▪ Contributing to the protection of the environment and tackling climate change on a cross-border and global scale Strategic guideline (amongst others) for the position and role of the RWM in the National Area: ▪ Increasing the operational interconnections with the neighboring regions of Central Macedonia and Epirus and improving the conditions of connectivity and interconnection with the Region of Thessaly
Sectoral Operational Program 2014-2020 "Competitiveness, Entrepreneurship, Innovation" (EPAnEK)	With strategic objective to enhance competitiveness and outward business orientation, the transition to entrepreneurship characterized by high quality and cutting edge innovation and the increase of local added value
Sectoral Operational Program 2014-2020 "Transport Infrastructure, Environment and Sustainable Development"	With goals in the transport sector: ▪ Promoting the integration of primary infrastructure (road, rail, sea, air transport) ▪ The promotion of intermodal transport

POLICY CONTEXT	VISION / STRATEGIC OBJECTIVES / GOALS
	▪ The modernization of transport system ▪ The improvement of road safety ▪ The development of sustainable and environmentally-friendly urban transport (urban rail-based transport). With goals in the environmental sector: ▪ The protection and utilization of environment ▪ The facilitation of attracting investments ▪ The provision of business opportunities

Other policy tools are:

- **Integration Urban Intervention Plans - Sustainable Urban Development,** which are to be drafted and implemented, with those of the Municipality of Kozani being in a more mature state , and
- **Integrated Spatial Investment for the exploitation of the lakes of Western Macedonia,** which is in a preparation phase in order for an external consultant to be contracted

3.4. The vision

The RWM's vision for sustainable mobility, as it was formulated in cooperation with the stakeholders (see Chapter 2, above), which sets out the desirable future for the region, agreeing on common grounds and principles of actions aimed at achieving this future.

3.5. International practice through selected best practices / actions

International practice is identified from a total of 38 best practices submitted to the project from the other 6 countries (Spain, Slovenia, Italy, Romania, Poland and the United Kingdom) in 7 thematic areas of intervention:

1. Coordination of transport operations and services
2. Location and characteristics of tools for public transport
3. Bicycle routes and pedestrian ways
4. Mobility Plans between cities
5. Modal split
6. Economic and financing issues
7. Monitoring and evaluation schemes

The following table summarizes these practices by country, and lists both thematic units and their contribution to a series of specific performance indicators as identified and included in the project Application Form.

Table 3.2: International practice through selected best practices / actions

Country	Code	Title	Short Description	TOPICS linked to the practice: Measures to coordinate transport services	Location and characteristics of platforms for public transport	Cycling routes and footpaths	Mobility patterns between cities	Modal share	Economic and financial issues	Dashboard and monitoring procedures	INDICATORS linked to the practice: % Reduction of CO2 emissions associated to transport	% Municipalities involved in the implementation of the sustainable mobility plan	% Reduction of PM10 in the provincial capitals	% Efficient connections in transport in the region	% Passengers using public transportation	% Increase of quality of life of the citizens	% Journeys undertaken by public and private travel or low energy vehicles
SPAIN	ESP_BP1	Management of urban and metropolitan transport of travelers in Andalusia through a regional law	Regulatory Regional Framework for passenger transport operations	X	X		X		X		X	X	X	X	X	X	X
	ESP_BP2	Regional coordination of the sustainable mobility strategies: Model of Consortium as the Metropolitan Transport Authority	Creation of a Metropolitan Transport Authority - Defragmentation of Decision Making Processes	X			X		X	X		X		X	X		
	ESP_BP3	Technological Network of Transport with Open Architecture: Standardization and Homologation	Homologation and accreditation mechanism for introducint technology to transport operations	X					X	X					X	X	X	X
	ESP_BP4	Implementation of a combined service BUS+BIKE for a sustainable metropolitan and urban transport	Bus n Bike mobility scheme	X		X		X			X	X	X			X	X	X
	ESP_BP5	Intermodal Transport Title for all the transport modes and in all the Andalusia metropolitan areas	Single fare/ticketing smart card scheme for Seville, SP	X			X		X	X					X		X	X
SLOVENIA	SLO-PB1	Network of charging stations for electric cars, electric bikes and electric scooters.	Network of charging stations for eVehicles / eRoutes to visit cultural points of interest			X	X				X		X				X	
	SLO-PB2	First regional spatial development concept and strategy with the active participation of municipalities in Ljubljana Urban region	Improving connectivity between cities / Promoting PT services / Spatial development planning	X		X	X	X				X		X	X	X		
	SLO-PB3	Implementation of Park and Ride (P+R) network in Ljubljana urban region (LUR)	Park 'n Ride Facilities around Lubljana		X		X	X						X	X			X
	SLO-PB4	Demand-Responsive Transport service and Public transport identification Cards for persons with disabilities in Ljubljana urban region	DRT / Flexibel transport for covering rural areas of low density		X			X								X	X	X
	SLO-PB5	Subsidized tickets for pupils, students and education of the adult participants	Subsidising the use of PT for students/unemployed	X	X		X	X	X		X			X	X	X	X	X
	SLO-PB6	Supporting the preparation of Sustainable Urban Mobility Plans (SUMPs) and its implementation in municipalities with EU Funds through the Operational Programme for the Implementation of the EU Cohesion Policy in the Period 2014-2020	Promotion and funding (co-funding) of SUMP project around the Region/State	X	X	X	X	X	X		X	X	X	X	X	X	X	X
ITALY	ITA-PB1	Emission and Consumption Calculation Software Based on Trip Data Measured by Vehicle On-Board Unit.	real time trip data/emission reduction/OBU/georeferencing of emissions/insurance based on emission calculations	X						X	X		X				X	
	ITA-PB2	ROAD SAFETY PLAN OF ROME	Road safety plan / reduce mortality by 50% / Municipalities / SUMP projects	X								X						
	ITA-PB3	Cooperative Approaches to Transport Challenges in Metropolitan Regions	modal shift to PT	X							X		X					X
	ITA-PB4	Physical Activity Through Sustainable Transport Approach	Promotion of active modes as a tool to improve citizens' health			X					X				X	X		
	ITA-PB5	Light Mobility for Weak Demand Areas	Addressing low demand areas of a a region / DRT services	X							X	X	X					
	ITA-PB6	Energy Regeneration System for Electric Vehicle	Retrofitting Electric Engines to conventional cars	X							X		X					X
ROMANIA	ROM-PB1	Car sharing/car pooling	Promoting new innovative modes of transport				X	X	X		X						X	
	ROM-PB2	Bike sharing	Bicycle sharing scheme with use of e-Bikes			X	X				X						X	X
	ROM-PB3	The first electric train in Romania	e-Train innovation / infrastructure modernisation / modal shift				X		X	X	X						X	X
	ROM-PB4	Ring Road for Dragasani Municipality	Builing a new bypass (ring) road to alleviate vibration problems to old city buildings				X				X			X				
	ROM-PB5	Ring Road for Targo Jiu	Bypass Road				X							X				
	ROM-PB6	Orientation and Coordination tool for projects regarding transportation and mobility in South West Oltenia Region.	Developed a GIS tool to monitor/evaluate and make decisions at Regional level (Observatory)	X						X		X		X				
POLAND	POL-PB1	FAST AGLOMERATION RAILWAY	Efficient Railway Connections / Park and ride a train		X		X	X			X	X	X	X	X	X		
	POL-PB2	BIOGAS FROM INOPERATIVE LANDFILL	Promotion of Alternative fuels / Public transport efficiency?				X	X	X		X		X	X	X			
	POL-PB3	ECODRIVING TECHNIQUES	Eco driving training activities / MAN truck manufacturer participated						X		X		X				X	
	POL-PB4	GOOD PLANNING WHEN USING HEAVY MACHINERY	Reduce environmental footprint of road words / improving efficiency of machinery	X					X		X		X				X	
	POL-PB5	TELEBUS	DRT / Flexibel transport for covering rural areas of low density					X							X	X		
UK	UK-PB1	FLOW CENTRE	Optimisation of patients' flows to the NHS hospital facilities / single point of collecting/dispatching info	X			X	X	X	X	X		X	X				
	UK-PB2	Bus Priority Lane	Providing exclusive bus lane system on a time window basis	X		X	X		X		X	X	X	X	X	X	X	X
	UK-PB3	Park 'n Ride	Park n Ride schemes around Edinburg	X	X		X	X	X		X	X	X	X	X	X	X	X
	UK-PB4	Specific Route Queue Management (ICT)	Seamless interfacing between road segments of different hierarchy (e.g. Highway to peri-urban) safety related / Driver Information/Bus Priority	X			X	X	X	X	X	X	X	X	X	X	X	X
	UK-PB5	Bus Real Time Passenger Information (RTPI)	Improving passenger mobility / shift towards PT	X	X		X	X	X	X	X		X	X	X	X	X	X
	UK-PB6	Sustainable and Active Travel Grants	Bringing incentives to the equation of Sustainable Mobility	X	X		X	X	X	X	X	X	X	X	X	X	X	X
	UK-PB7	Coordinated development of the region's Transport Strategy (RTS) and Strategic Development Plan (SDP)	Bringing together the sustainability in Transport and Development strategy	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	UK-PB8	Strategic Cross Boundary Cycle Development	Transforming Biking to a commuting mode not a feeder only mode	X		X	X	X			X	X	X	X		X		
	UK-PB9	Thistle Card (Equality Forum)	Promoting PT through concessionnaire tickets to vulnerable social groups (elderly , PSN)				X	X						X	X	X		
	UK-PB10	TRIP SHARE	Trip sharing / car pooling scheme	X	X		X	X	X	X	X		X	X		X	X	

4. The RWM Operational Programme 2015-2019 (Strategic Planning) as the Region's policy instrument in the Project REGIO-MOB

The structure of the Strategic Planning of RWM's Operational Programme 2015-2019 consists of four (4) Priority Axes (with the respective Strategic Goals) and is specialized in a series of Measures and Goals, which satisfy:

- The relevant Ministerial Decision which determines the Priority Axes of the Five-year Operational Programs of the Local Authorities in agreement with the organization of responsibilities in 4 thematic units:
    1. Environment and quality of life.
    2. Social care, health, education, culture and sports.
    3. Local economy and employment.
    4. Improvement of the administrative capacity and the economic situation of the Region.
- The strategic approach of Structural Fund actions through the 10-year development strategy "Europe 2020" through the provision of 11 Thematic Objectives
    1. Strengthening research, technological development and innovation
    2. Enhancing access to, and use and quality of information and communication technologies (ICT)
    3. Enhancing the competitiveness of small and medium-sized enterprises (SMEs)
    4. Supporting the shift towards a low-carbon economy in all sectors
    5. Promoting climate change adaptation, risk prevention and management
    6. Preserving and protecting the environment and promoting resource efficiency
    7. Promoting sustainable transport and removing bottlenecks in key network infrastructures
    8. Promoting sustainable and quality employment and supporting labour mobility
    9. Promoting social inclusion, combating poverty and any discrimination
    10. Investing in education, training and vocational training for skills and lifelong learning
    11. Enhancing institutional capacity of public authorities and stakeholders and efficient public administration
- The financial priorities - directions which constitute the Axes of the National Development Strategy - Partnership Agreement (FTA) of Greece 2014-2020
- The three (3) mutually reinforcing priorities of the Europe 2020 Strategy
    1. Smart Growth
    2. Inclusive Growth
    3. Sustainable Growth

The Priority Axes of the Programme with the respective Strategic Objectives are shown in the table below.

Table 4.1: Priority Axes and corresponding Strategic Objectives ΕΠ ΠΔΜ 2015-2019

Priority Axis (PA)	Strategic Objective (SO)
PA 1: Environment and quality of life	Environmental protection – Transition towards an environmentally friendly economy - Efficient use of resources
PA 2: Social care, health, education, culture and sports	Human resources development and utilization - Active social participation
PA 3: Local economy and employment	Enhancing competitiveness and outward business orientation - Transition to entrepreneurship characterized by quality and cutting edge innovation and the increase of local added value
PA 4: Improvement of the administrative capacity and financial situation of the Region	Strengthening the organizational and operational capacity of the Region - Developing its human resources

The Operational Programme of RWM 2015-2019 and in particular Thematic Objective 7 (Promoting sustainable transport and removing bottlenecks in key network Infrastructures) is the Region's policy instrument in the Project with the belief that the actions / projects to be envisaged in both the Regional Planning of Mobility (see Chapter 5 below) and the Action Plan (see Chapter 7 below), will contribute in filling any "gaps" identified in the OP in relation to the specific Thematic Objective.

As stated in the Project Application Form, the OP and in particular the specific Thematic Objective focuses mainly on the construction of new infrastructure projects (regional and national roads), while it should be pointed out that the OP should focus more and prioritize:

- the sustainable mobility and urban quality of life (e.g. road and personal safety in urban transport, transport cost savings, redevelopment of urban areas constituting them pedestrian-friendly, priority to be given to alternative means of transport such as cycling, walking, etc.)
- the promotion of new measures and technologies for the environment
- better co-ordination and integration of transport modes, avoiding duplication of responsibilities and promoting an integrated transport authority for all modes of transport (such as public transport and traffic management/ control).

The desired improvement in this policy tool, as also recorded in the Project Application Form, will be achieved:

- Through improved governance. This policy instrument will support spatial planning to be provided in cooperation with municipalities. There is a need to give priority to new projects to be implemented through this two level local government (regional and municipal) cooperation. The action will be supported by the technical services which will be involved in the task of improving the capacity to implement projects for the public sector.
- Through new supported projects. Some municipalities are interested in conducting a study to develop a plan for sustainable urban mobility. The municipality of Kozani has already concluded a contract with the university. It is also expected that other cities will follow this example.

- Through structural changes. Structural changes are needed regarding the capacity of the services and their required staff. In addition, it would be important to take into account the degree of involvement - cooperation between public authorities specializing in transport construction projects.

According to the structure / architecture of OP RWM 2015-2019, Thematic Objective 7 is related both to Priority Axis 1 (Environment and quality of life) and Priority Axis 3 (Local economy and employment), while the corresponding Measures, which essentially constitute the regional planning structure that reflects the development priorities of regional policy in this area, are shown in the following table.

Table 4.2: Estimated Thematic Objective 7 Measures OP RWM 2015-2019

ΘΕΜΑΤΙΚΟΣ ΣΤΟΧΟΣ	ΜΕΤΡΑ
07 – Promoting sustainable transport and removing bottlenecks in key network Infrastructures	7.1 (7a) – Supporting a multimodal Single European Transport Area by investing in the TEN-T
	7.2 (7b) – Enhancing regional mobility through connecting secondary and tertiary nodes to TEN-T infrastructure, including multimodal nodes
	7.3 (7c) – Developing and improving environment-friendly (including low-noise) and low-carbon transport systems, including inland waterways and maritime transport, ports, multimodal links and airport infrastructure, in order to promote sustainable regional/ local mobility
	7.4 (7d) – Developing and rehabilitating of a comprehensive, high quality and interoperable railway system, and promoting noise-reduction measures
	7.5 (7e) – Improving energy efficiency and security of supply through the development of smart energy distribution, storage and transmission systems and through the integration of distributed generation from renewable sources within them

These Measures are complemented / clarified through the formulation / structuring of the Regional Planning Mobility Plan of the RWM (see next chapter), but also through the preparation and further implementation of selected Actions that constitute the Action Plan within the REGIO-MOB Project (see Chapter 7, below) in order to meet the aforementioned priorities for improving the OP (policy tool of the project).

5. RWM's Regional Mobility Planning Framework

The RWM recognizes that the sustainable development of cities depends on a set of actions that, combined, should simultaneously aim at protecting the natural environment, economic prosperity, social cohesion and the emergence of cultural identity. To this end, one of the key obligations at all levels of government is the promotion of sustainable transport systems and the development of a new mobility culture on the basis of: environmental (energy savings, reduction of air pollution, and health security, rational use of physical capital); social (ensuring affordable, time-safe, safe and flexible movement for all population groups) and financial (priorities in the allocation of funds, incentives etc.).

In addition, it recognizes that mobility with all possible modes of transport (public transport, private passenger and commercial vehicles, mopeds, bicycles and walking) depends to a large extent on:

- the urban planning of the urban and interurban area and mainly the spatial and interrelationship of the functions and, more generally, the urban development model
- the existing transport infrastructure (type, size, condition)
- state - configuration and management of public space
- lifestyle, production and consumption patterns and generally the awareness of users (commuters)
- the systematic implementation of measures, rules and incentives towards sustainable mobility.

On the other hand, as one of the Regions' main mobility characteristics (as mentioned previously) concerns the extremely difficult efforts to reverse the current situation (the transport services provided in most of the cities within its territory are ranked far lower than the European standards), because of the transport system complexity evident in each city, the prevailing multi-layering and cross-over nature of the existing decision making structures, organizational problems and limited funds, *recognizes the need for an integrated regional mobility strategy with clear objectives.*

The setting of specific objectives constitutes an indispensable tool for action because, on the one hand, it is a rational basis for identifying and implementing the necessary policies and measures/ actions and, on the other hand, it allows assessing the level of success for both the overall strategy and the individual measures/ actions.

For this reason, it adopts as a *Regional Planning for Mobility* the *Integrated Urban Mobility Strategy* on issues of competence of the former Ministry for the Environment, Physical Planning and Public Works[1], which has proposed a special committee established for this purpose[2], since the proposed actions are not under the responsibility either of the Ministry, or other authorities, particularly of local authorities, and often more than one organization, who must work together to implement the actions.

The structure of RWM's Regional Mobility Planning consists of a series of Strategic and Operational Objectives as well as sub-Actions, as detailed in the table below.

[1] INTRODUCTION ON THE URBAN MOBILITY STRATEGY ON MATTERS WHERE THE MINISTRY IS COMPETENT, Athens, March 2008
[2] Decision of the Minister 2289oik/ 22.01.08

Table 5.1: Structure of RWM Regional Mobility Planning

STRATEGIC (SO) and OPERATIONAL (OO) OBJECTIVES	
SO 1. Integrated Land Use, Spatial Planning and Transport Design	
OO 1.1. Correlation between Land Characteristics and Transport Design and Operation	ACTIVITY 1.1.1. Design and Development of new transport infrastructure boosting city development plans
	ACTIVITY 1.1.2. Development of a network of polycentric areas for residential and employment concentration
	ACTIVITY 1.1.3. Parking Policy in relation to spatial planning and traffic design
OO 1.2. Hierarchical Infrastructure Development	ACTIVITY 1.2.1. Development of rail means of transport (e.g. study for intercity train between Kozani and Ptolemaida)
	ACTIVITY 1.2.2. Re-organisation of the public road infrastructure to the benefit of Public Transport
	ACTIVITY 1.2.3. Setting up networks for active modes of transport (pedestrians, bikes)
OO 1.3. Transport Network Hierarchy	ACTIVITY 1.3.1. Road Transport Network Hierarchy (main and secondary arterial roads / collective road etc)
	ACTIVITY 1.3.2. Development of traffic streams bypassing the city center having radial exits to CBD areas
	ACTIVITY 1.3.3. Elimination of through traffic by means of capacity reduction in main road network in CBD areas
	ACTIVITY 1.3.4. Development low traffic zones (e.g. in residential areas)
	ACTIVITY 1.3.5. Definition of car free urban zones
OO 1.4. Promotion of Institutional interventions for Land Use and City Planning	ACTIVITY 1.4.1. Simplification of special processes / implementation of Land Use Design in urban areas
	ACTIVITY 1.4.2. Building up the structural pillars of the land use urban policy
	ACTIVITY 1.4.3. Organisation of a realistic cost sharing scheme for the renting/acquisition of public space
	ACTIVITY 1.4.4. Updating the City Planning provisions (including dedicated design principles for the transport networks
SO 2. Traffic Management	
OO 2.1. Priority to Public Transport vehicles	ACTIVITY 2.1.1. Traffic interventions at grade intersections
	ACTIVITY 2.1.2. Bus Priority Schemes
	ACTIVITY 2.1.3. Creation of Exclusive Bus Lanes (focused on larger cities)
	ACTIVITY 2.1.4. Re-organisation of Public Transport (focused on larger cities)
OO 2.2. Intelligent Transport Systems (ITS)	ACTIVITY 2.2.1. Intelligent Transport Systems for Public Transport (e.g. Traffic Management Center with emphasis on dynamic and adaptive traffic control
	ACTIVITY 2.2.2. Interfacing between Traffic Management Centers and the Public Transport Operations Centers and/or parking guidance systems etc.

STRATEGIC (SO) and OPERATIONAL (OO) OBJECTIVES	
	ACTIVITY 2.2.3. Dynamic real time passenger information for Public Transport services, prevailing traffic conditions and traffic incidents around the cities, as well as environmental and weather conditions
	ACTIVITY 2.2.4. Promotion of smart ticketing systems (parking, toll stations etc.)
OO 2.3. Integrated Parking Policy	ACTIVITY 2.3.1. Parking Policy with emphasis on residents' needs and emphasis on short term parking by visitors
	ACTIVITY 2.3.2. Creation of new off street parking lots (mainly underground and in full conjunction with the SUMP studies near the Central Areas
	ACTIVITY 2.3.3. On and Off street electronic parking systems
	ACTIVITY 2.3.4. City Logistics Schemes
OO 2.4. Improving Road Traffic Safety and Security	ACTIVITY 2.4.1. Routine Road Network Maintenance
	ACTIVITY 2.4.2. Black Spot Analysis on the road network
	ACTIVITY 2.4.3. Systematic Surveillance of the road networks in view of improving the drivers' behaviour
SO 3. Promoting Active Modes of Transport	
OO 3.1. Infrastructure interventions	ACTIVITY 3.1.1. Traffic stream isolation by means of median structures (pavement and pedestrian way widths)
	ACTIVITY 3.1.2. Network of pedestrian ways / bicycle ways
	ACTIVITY 3.1.3. Maintenance and monitoring of pedestrian and bicycle ways and systematic and targeted improvement projects with regards to pedestrian safety
	ACTIVITY 3.1.4. Creation of exclusive pedestrian ways
	ACTIVITY 3.1.5. Bicycle parking facilities
	ACTIVITY 3.1.6. Creation of Safe Routes for persons with disabilities (PSN)
	ACTIVITY 3.1.7. Creation of mixed type of roads (woonerf)
	ACTIVITY 3.1.8. Implementation of low cost measures for speed reduction in the vicinity of residential areas (e.g. speed bumpers, flashing headlights and pedestrian crossings etc.)
OO 3.2. Legal and Operational framework	ACTIVITY 3.2.1. Traffic calming measures for pedestrians and cyclist
	ACTIVITY 3.2.2. Traffic modifications for PSN
	ACTIVITY 3.2.3. Reform of the legal and institutional framework for PSN mobility
	ACTIVITY 3.2.4. Bike renting schemes (e.g. Florina, by the end of year 2016 Kastoria)
SO 4. Technologies and Measures for Environmental Protection (mainly for the larger cities)	
OO 4.1. Reducing vehicle	ACTIVITY 4.1.1. Incentives for changing old not catalytic engines in conjunction with measures of disincentive nature targeting their use

STRATEGIC (SO) and OPERATIONAL (OO) OBJECTIVES	
emissions	ACTIVITY 4.1.2. Use of internal combustion catalysts and particle filters in diesel engines
	ACTIVITY 4.1.3. Use of LNG in public transport vehicles, exploring potential for expansion to other heavy vehicles
	ACTIVITY 4.1.4. Encouragement and incentives towards the introduction of hybrid vehicles
	ACTIVITY 4.1.5. Enhancing research and preparatory activities for immediate adoption of fuel cell technologies
	ACTIVITY 4.1.6. Introduction of a unified engine and noise requirements for all types of vehicles including motorcycles
OO 4.2. Technologies to be used in reducing vehicle emissions	ACTIVITY 4.1.1. "Clean" fuels with low concentration in sulfur
	ACTIVITY 4.1.2. BIO-Diesel
	ACTIVITY 4.2.3. BIO-ethanol
OO 4.3. Environmental Pricing (e.g. Polluter Pays principle)	ACTIVITY 4.3.1. Scaling up the vehicle registry fees depending upon the environment impacts of the vehicle's operation
	ACTIVITY 4.3.2. Road Pricing schemes in urban roads, according to their polluting parameters
	ACTIVITY 4.3.3. Scaling up the parking fees, depending upon the environment impacts of the vehicle's operation
	ACTIVITY 4.3.4. Environmental pricing for entering a central district area of a municipality in accordance to the results of the individual SUMP projects
	ACTIVITY 4.3.5. Encouraging reductions in vehicle size and weight characteristics (e.g. by imposing an environmental levy)
SO 5. Horizontal Support Activities	
OO 5.1. Institutional	ACTIVITY 5.1.1. Simplification of the legal and institutional framework with regards to land use and transport design as well as their implementation
	ACTIVITY 5.1.2. Adoption of new technical standards for the design and implementation studies to be performed at Regional level
	ACTIVITY 5.1.3. Creation of a special funding instrument to be used exclusively for improving sustainability actions
OO 5.2. Urban Mobility Observatory	ACTIVITY 5.2.1. Creation of special Key Performance Indicators for the transport system (e.g. average travel times, Public Transport ridership etc.)
	ACTIVITY 5.2.2. Creation of a SUMP Observatory allowing constant monitoring of Key Performance Indicators
OO 5.3. Capacity Building - Training / Dissemination of Information / Raising Awareness of the Citizens	

6. Learning from others' experience

The Regional Mobility Planning structure of the RWM does not include actions that cover all possible actions focusing on the improvement of sustainable mobility in the Region and which could potentially be integrated into strategic planning.

On the other hand, among the included Project subjects is the incorporation in RWM's Regional Mobility Planning, of at least four (4) best practices from those designated and presented during the project by the other partners. These best practices should not only be adopted but will also be analyzed in detail at the level of the Action Plan, so that they can be subject to implementation in the 2nd Phase of the Project.

Given that the implementation of four (4) best practices is a priority for RWM, the choice of those specific practices that meets the specific needs and requirements of the region should be the outcome derived from a total evaluation process of the available best practices aiming at:

- the optimal management of available funds from existing funding sources
- ensuring a substantial and direct impact by their implementation
- minimizing the failures likely to arise in their implementation due to poor programming or incorrect hierarchical ranking
- their rational time-scheduling.

The hierarchical ranking of best practices has to be carried out "comparatively" (ranking of best practices among them) and thoroughly (ranking of best practices in terms of their expected benefits and the degree to which basic criteria are met or not).

In order to achieve a well-documented evaluation of available best practices, a multi-criteria evaluation methodology has been developed and implemented, which involves criteria and criteria weighting indicators in order to allow different levels of assessment to be synthesized in the overall evaluation process, such as:

- evaluation by the RWM
- evaluation by stakeholders
- evaluation by the society and potential users.

6.1. Methodological approach to evaluation of best practices

The methodology developed for rational hierarchical ranking of all available best practices is defined by the following four (4) stages:

6.1.1. Stage 1: Defining evaluation criteria

The determination of the best practice evaluation criteria was based on the "assumption" of the key features of "best action" for which all stakeholders (RWMs and Authorities) could agree upon, in terms of its high priority.

The characteristics of the best action can be summarized as follows:

1. The need for the implementation of the action is great because it provides solutions to the basic and acknowledged needs of the RWM, serves the Citizen and strengthens the Region in the implementation of its policy in the different transport sectors

2. The action satisfies the RWM Vision for a complete and integrated Urban Mobility Strategy, Spatial / Urban Planning and Transportation Planning
3. The action is comprehensive and there are the technical and organizational requirements for its smooth implementation
4. The action is not fragmentary but synergies with other actions of the RWM, serving a comprehensive intervention to promote Sustainable Mobility at regional level and ensuring a multiplier effect
5. The action serves the general and specific objectives of the RWM Operational Program and fulfills the basic eligibility criteria of the program
6. The action has a clear effect on the value added for the Citizen
7. The action proposes a project with clear indications of economic viability.

For the selection of the key and sub-criteria that would serve the evaluation according to the above considerations, the following principles of the multi-criteria assessment were followed:

1. The criteria used are independent of each other, so that the rating of a best practice with respect to one criterion does not cause a similar or inverse rating of the same best practice to another criterion.
2. Criteria may lead to a quantified and objective score for each best practice for each criterion, based on both in-depth and consistently available information on each best practice. To ensure that this principle was applied, individual criteria were applied as far as possible to each other for which the assessment of the current situation provided the necessary information for the rating of best practice.
3. The criteria cover satisfactorily all the levels of assessment covered by the evaluation process and referred to in the introduction to this chapter.

In the context of the above, the proposed basic evaluation criteria were defined and presented below, the content of each criterion and the individual criteria for each key criterion.

Ref.	Defining evaluation criteria
K1	Necessity of intervention
K2	Maturity level of best practice
K3	Inter-connection with other integrated projects
K4	Compatibility with the Region's Vision for an integrated land use and transport strategy
K5	Value Adding Services for the Citizens
K6	Financial Sustainability

K1: Necessity of intervention

This criterion refers to the degree of coverage of the needs of the RWM for the implementation of its strategic and operational objectives in terms of sustainable mobility, namely to meet the mobility needs of individuals and businesses for a better quality of life based on the following High Level Objectives of the EU White Paper on transport:

1. Economic efficiency: Improving the efficiency and effectiveness of the transport network in terms of the transport of persons and goods
2. Environmental sustainability: Minimize emissions and transport-related pollutants
3. Accessibility and social inclusion: Ensuring that all citizens have a choice of transport to access basic destinations and services
4. Security: Ensure personal safety of the travelers and overall transport system safety

5. Quality of life: Contribute to improving the attractiveness, quality and planning of the urban / regional environment to the benefit of citizens, the economy and society as a whole

and

6. Innovation: Introducing new innovative solutions in the transport sector.

K2: Maturity level of best practice

This criterion examines the maturity of best practices in relation to:

1. the level of implementation of other actions that should precede or are required for their implementation
2. the degree of fulfillment of critical parameters affecting the successful implementation of the best practice and concern:
   - 2.1 the availability of know - how for its implementation and monitoring, and
   - 2.2 the readiness of the organizational / institutional framework for its full integration into the transport system of the RWM.

K3: Inter-connection with other integrated projects

This criterion examines the degree of synergy of available best practices in terms of their complementarity with other projects for the development of integrated solutions / services for RWM and the Citizen. In particular, the criterion consists of the following sub-criteria:

1. Complementarity with RWM projects / actions (within the ROP or external)
2. Complementarity with projects of other organizations
3. Background Project
4. Multiplying effect on RWM and creation of economies of scale.

K4: Compatibility with the Region's Vision for an integrated land use and transport strategy

This criterion examines the extent to which each best practice serves the strategic objectives of the RWM Mobility Regional Plan as identified previously (see Chapter 4):

1. Single Spatial Planning & Transportation Design
2. Traffic Management
3. Urban environment interventions for promoting Environmentally-friendly Modes
4. Technologies and Measures for the Environment
5. Horizontal Support Actions.

K5: Value Adding Services for the Citizens

The first criterion assesses best practices in terms of the level of satisfaction of High Level Goals reflecting the objectives of the EU White Paper on Transport. These include the "Quality of Life".

This criterion assesses the contribution of each best practice to the added value for the citizen in reducing the external costs of transport as defined by the European Union: Reduction of generalized transport costs and secondary effects on the environment and the economy / development.

This criterion is defined by the following sub-criteria:

1. Improving current levels of service

2. Introducing new services
3. Structured and consistent services for the public
4. Provision of electronic services
5. Reduction service's total time and cost for the citizen.

K6: Financial Sustainability

This criterion evaluates the existence of a clear economic result from the operation of the best practice / project and the possibility of rewarding benefits from its operation either to cover the costs of running and maintaining the project or to further its development. In this context, the following sub-criteria are defined:

1. Monetization
2. Reducing operational costs for the Region
3. Creating socio-economic benefits (external costs, end user)
4. Achieving high IRR
5. Project's attractiveness for generating inflow of private funds to cover operating costs (Private Public Partnership)

6.1.2. Stage 2: Assigning weights for evaluation

For the available best practices, each of the above defined evaluation criteria does not possess same level of importance/ weight in the evaluation process. Often, their importance varies considerably depending on the person involved in the evaluation. The Consultant, aiming at establishing an assessment process which is as realistic and rational as possible, proceeded in defining specific weighing values for each of the evaluation criteria. These weights are presented and documented in detail below.

Ref.	Criterion	Gravity
K1	Necessity of intervention	25%
K2	Maturity level of best practice	20%
K3	Inter-connection with other integrated projects	15%
K4	Compatibility with the Region's Vision for an integrated land use and transport strategy	10%
K5	Value Adding Services for the Citizens	15%
K6	Financial Sustainability	15%

The criterion of the "**necessity**" of best practice is judged to be more important as it reflects the degree of "urgency" in its implementation and its expected level of effectiveness in meeting the High Level Goals.

Considerable weight is also attributed to the best practice "**maturity**" criterion. It is clear that the implementation priority of a best practice over the rest must depend on whether the conditions "requirements" have matured for the implementation of this best practice. In addition, the increased weight of this criterion in the evaluation process assures to a significant extent the selection of "Best Practices with conditions of success", since the sub-criteria of this criterion focus on crucial success parameters of each best practice.

Of same weight but relatively lower than the rest, the criteria of "**inter-connection**", "**added value**" and "**financial sustainability**" are assessed. The specific criteria are obviously important

but less decisive for the definition of a high priority given that best practice that is deemed as of first priority in terms of its necessity but also its maturity, could not be prioritized in case its synergy with other actions, its contribution to the creation of added value for the citizen or its future good functioning and further development is low.

It is noted that the relevant criterion of "**compatibility**" was attributed to the specific weight ratio because most of the best practices reviewed by the Consultant were deemed compatible with the RWM Vision through the Regional Planning of Mobility (Strategic Objectives of the RWM).

6.1.3. Stage 3: Scoring the criteria per action

The individual actions are scored for each of these criteria with a specific integer number on a scale ranging from 1 (if only one sub-criterion is satisfied) to the number representing the maximum number of sub-criteria (if all sub-criteria are satisfied).

This rule applies to all criteria with the sole exception of criterion K4 (Compatibility), in which case any best practice will be rated as follows:

- with 0 if it does not meet any of the Strategic Objectives,
- with 1 when one of the Strategic Objectives is met ,
- with 2 when 2 of the Strategic Objectives are met ,
- with 3 when 3 of the Strategic Objectives are met ,
- with 4 when 4 of the Strategic Objectives are met , and
- with 5 when all 5 Strategic Objectives are met.

A team of experienced transportation engineers with many years of experience in the assessment of transport systems was invited to participate in the evaluation process of the individual best practices available, having obtained advance knowledge of the specific descriptions of each best practice. This group consists of the following members:

- Apostolos Bizakis, Civil Engineer AUTh, MSc in Transport Systems from Kentucky State University, USA.
- Charikleia Spiliopoulou, Civil Engineer AUTh, MSc in Transport Engineering from Cardiff University, Wales, UK.
- Athanasios Goutzikas, BEng in Civil Engineering - University of Surrey, MSC/DIC in Transportation Studies - Imperial College, International MBA - Athens University of Business Administration.
- Theodora Zisopoulou, Civil Engineer AUTh, Transport Engineer, MSc in Environmental Protection and Sustainable Development - AUTh, Greece
- Lazaros Lazaridis, Civil Engineer AUTh, Transport Engineer.

6.1.4. Stage 4: Calculating indices for ranking the best practices

By using the rate assigned to every best practice per each criterion, the weighted priority sum for each of the best practices is calculated, resulting from the following relationship:

*Best Practice Priority Indicator i = (Priority Criterion 1 Best Practice Criterion i * Criterion Severity 1) + (Criteria 2 Priority Criterion i * Criterion Severity 2) + ... + (Criteria Priority Price 6 Best Practice i * Gravity criterion 6)*

Based on the values of the priority indicator resulting from the above calculation, best practices are categorized into high (Y), medium (M) and low (x) priority by applying the priority scale as follows:

Priority Category	Priority	Priority marker price
H	High	2.00 - 5.00
M	Medium	1.50 - 1.99
L	Low	0 - 1.49

6.2. Evaluation results of best practices

By applying the methodological approach presented above, the outcome was three best practice groups of: high, medium and low priority.

The tables below present respectively the high, medium and low priority best practices that were discussed at the 4th Meeting of stakeholders which took place on March 9, 2018, in order to be decided which specific four (4) would be integrated into the RWM's Regional Mobility Planning and would subsequently be the subject of a more detailed analysis, at the level of the Action Plan, aiming at their implementation at the 2nd Phase of the Project.

Table 6.1: High level priority Best Practices

Best Practice Code	Short description	Key words	Value achieved
SLO-BP3	Implementation of Park and Ride (P+R) network in Ljubljana urban region (LUR)	Park 'n Ride Facilities around Ljubljana	3.15
UK-BP3	Park 'n Ride	Park 'n Ride schemes around Edinburg	3.15
ROM-BP6	Orientation and Coordination tool for projects regarding transportation and mobility in South West Oltenia Region	Developed a GIS tool to monitor/evaluate and make decisions at Regional level (Observatory)	2.90
SLO-BP4	Demand-Responsive Transport service and Public transport identification Cards for persons with disabilities in Ljubljana urban region	DRT / Flexible transport for covering rural areas of low density	2.75
ITA-BP5	Light Mobility for Weak Demand Areas	Addressing low demand areas of a region / DRT services	2.75
POL-BP5	TELEBUS	DRT / Flexible transport for covering rural areas of low density	2.75
UK-BP5	Bus Real Time Passenger Information (RTPI)	Improving passenger mobility / shift towards PT	2.50
UK-BP7	Coordinated development of the	Bringing together the sustainability in	2.20

Best Practice Code	Short description	Key words	Value achieved
	region's Transport Strategy (RTS) and Strategic Development Plan (SDP)	Transport and Development strategy	
UK-BP9	Thistle Card (Equality Forum)	Promoting PT through concessionaire tickets to vulnerable social groups (elderly , PSN)	2.20
SLO-BP31	Network of charging stations for electric cars, electric bikes and electric scooters.	Network of charging stations for eVehicles / eRoutes to visit cultural points of interest	2.00

Table 6.2: Medium level priority Best Practices

Best Practice Code	Short description	Key words	Value achieved
ESP-BP1	Management of urban and metropolitan transport of travelers in Andalusia through a regional law	Regulatory Regional Framework for passenger transport operations	1.95
ESP-BP2	Regional coordination of the sustainable mobility strategies: Model of Consortium as the Metropolitan Transport Authority	Creation of a Metropolitan Transport Authority - Defragmentation of Decision Making Processes	1.85
SLO-BP6	Supporting the preparation of Sustainable Urban Mobility Plans (SUMPs) and its implementation in municipalities with EU Funds through the Operational Programme for the Implementation of the EU Cohesion Policy in the Period 2014-2020	Promotion and funding (co-funding) of SUMP project around the Region/State	1.85
ITA-BP3	Cooperative Approaches to Transport Challenges in Metropolitan Regions	modal shift to PT	1.65

Table 6.3: Low level priority Best Practices

Best Practice Code	Short description	Key words	Value achieved
ROM-BP2	Bike sharing	Bicycle sharing scheme with use of e-Bikes	1.45
ITA-BP6	Energy Regeneration System for Electric Vehicle	Retrofitting Electric Engines to conventional cars	1.40
UK-BP6	Sustainable and Active Travel Grants	Bringing incentives to the equation of Sustainable Mobility	1.30
UK-BP10	TRIP SHARE	Trip sharing / car pooling scheme	1.30
SLO-BP5	Subsidized tickets for pupils, students and education of the adult participants	Subsidising the use of PT for students/unemployed	1.20

Best Practice Code	Short description	Key words	Value achieved
UK-BP8	Strategic Cross Boundary Cycle Development	Transforming Biking to a commuting mode not a feeder only mode	1.15
ITA-BP2	ROAD SAFETY PLAN OF ROME	Road safety plan / reduce mortality by 50% / Municipalities / SUMP projects	1.10
ITA-BP4	Physical Activity Through Sustainable Transport Approach	Promotion of active modes as a tool to improve citizens' health	1.05
POL-BP2	BIOGAS FROM INOPERATIVE LANDFILL	Promotion of Alternative fuels / Public transport efficiency?	1.00
ITA-BP1	Emission and Consumption Calculation Software Based on Trip Data Measured by Vehicle On-Board Unit.	real time trip data/emission reduction/OBU/georeferencing of emissions/insurance based on emission calculations	0.90
ROM-BP3	The first electric train in Romania	e-Train innovation / infrastructure modernisation / modal shift	0.90
ROM-BP4	Ring Road for Dragasani Municipality	Builing a new bypass (ring) road to alleviate vibration problems to old city buildings	0.90
ROM-BP5	Ring Road for Targo Jiu	Bypass Road	0.90
POL-BP1	FAST AGLOMERATION RAILWAY	Efficient Railway Connections / Park and ride a train	0.90
UK-BP1	FLOW CENTRE	Optimisation of patients' flows to the NHS hospital facilities / single point of collecting/dispatching info	0.90
UK-BP2	Bus Priority Lane	Providing exclusive bus lane system on a time window basis	0.85
ESP-BP4	Implementation of a combined service BUS+BIKE for a sustainable metropolitan and urban transport	Bus n Bike mobility scheme	0.75
POL-BP3	ECODRIVING TECHNIQUES	Eco driving training activities / MAN truck manufacturer participated	0.75
UK-BP4	Specific Route Queue Management (ICT)	Seamless interfacing between road segments of different hierarchy (e.g. Highway to peri-urban) - safety related / Driver Information/Bus Priority	0.75
ROM-BP1	Car sharing/car pooling	Promoting new innovative modes of transport	0.65
POL-BP4	GOOD PLANNING WHEN USING HEAVY MACHINERY	Reduce environmental footprint of road words / improving efficiency of machinery	0.60
ESP-BP3	Technological Network of Transport with Open Architecture: Standardization and Homologation	Homologation and accreditation mechanism for introducint technology to transport operations	0.50
ESP-BP5	Intermodal Transport Title for all the transport modes and in all the Andalusia metropolitan areas	Single fare/ticketing smart card scheme for Seville, SP	0.10
SLO-BP2	First regional spatial development concept and strategy with the active participation of municipalities in Ljubljana Urban region	Improving connectivity between cities / Promoting PT services / Spatial development planning	0.10

6.3. Selection of the four (4) integrated high priority best practices - Purpose of choice

Following close cooperation and exchange of views between the representatives of the RWM, the stakeholders and the Consultant at the 4th Stakeholder Meeting, the four (4) projects/ actions that were selected on the basis of the options available between high priority best practices are shown in the table which follows. The same table lists the high priority best practice codes that formed the basis of these options.

Table 6.4: Selected projects based on high priority Best Practices

Action No.	Selected Projects / Actions	Relevant high-priority best practices
1	Demand Responsive Transport	SLO-BP4, ITA-BP5, POL-BP5
2	Sustainable Mobility Observatory	ROM-BP6
3	Transit stations (Park ‘n Ride) in metropolitan area of Kozani	SLO-BP3, UK-BP3
4	Special Pricing on public transport (PT) for vulnerable social groups	UK-BP9

In general, as resulting from the above selection of specific practices, there were identified via multi-criteria analysis and confirmed three (3) further interventions related to the promotion of public transport and one (1) related to the strategic planning of the RWM via a transport observatory. It should be noted that all of the selected tactical/ operational or strategic planning practices implicitly involve the full operation of the existing intelligent transport systems (monitoring and management, and the electronic ticket for urban and intercity buses in the Region) because:

- In the case of the DRT (Demand Responsive Transport) system, it is a prerequisite, firstly, to record the requests of the passengers and next, to assign the new services to specific bus routes (hence the incorporation of the routes within the daily scheduled routes)
- In the case of Park 'n Ride, it would be particularly useful to place electronic signs for the drivers' information on the expected arrival time of the next incoming buses per destination, an element which can generally improve the efficiency of the new service, especially in the case where achieving a high frequency of arrivals / departures is not an easy task
- In the case of a specific pricing policy (subvention), given that with the use of an electronic ticket the user's validity can be checked and the effectiveness of the measure can be evaluated (pre- and post-evaluation)
- Finally, in the case of the observatory, given that the data of total number of routes, passenger traffic per line, connectivity between cities, use of PT by specific population groups constitute the cornerstone of any dynamic sustainable mobility system.

In the decision to select and promote the above practices, an additional dimension taken into account concerns the realization that the continuous increase of mobility by the total and almost universal acceptance of the private car as a primary transport mode, indirectly produces significant social inequalities against a large proportion of population, which for economic, social reasons and / or physical condition (elderly/ disabled) cannot access them.

Longer distances between work and home, supermarkets and public points of interest in the suburbs, etc., increase almost proportionally the dependency upon the private car for those who drive cars but simultaneously also for most of the others who do not drive (children, elderly) and need to be served by other relatives or friends. A characteristic of the most socially and economically advanced countries enjoying the highest social welfare indices is that they also provide high-quality public transport services of all types, which in turn display high percentages of ridership.

6.4. Feasibility documentation of selected projects/ actions - Integration within the RWM Regional Mobility Planning

The purposefulness of this selection of projects/ actions is also substantiated by their correspondence with the Strategic and Operational Objectives of the RWM's Regional Mobility Planning, as well as through the interdependence identified with the Planning Actions.

The following tables display this relationship that also constitutes the way in which the selected projects/ actions are integrated within the framework of RWM's Regional Mobility Planning.

Table 6.5: Correlation between the four (4) selected projects/ activities and the Strategic and Operational Objectives of the Regional Planning of Mobility

STRATEGIC (SO) and OPERATIONAL (OO) OBJECTIVES	SELECTED PROJECTS / ACTIVITIES			
	DEMAND RESPONSIVE TRANSPORT	SUSTAINABLE MOBILITY OBSERVATORY	PARK 'n RIDE IN METROPOLITAN AREA OF KOZANI	SPECIAL PRICING POLICY IN P.T. FOR VULNERABLE SOCIAL GROUPS
SO 1. Integrated Land Use, Spatial Planning and Transport Design				
OO 1.1. Correlation between Land Characteristics and Transport Design and Operation	✓		✓	✓
OO 1.2. Prioritized Infrastructure Development	✓	✓	✓	
OO 1.3. Transport Network Hierarchy	✓	✓	✓	
OO 1.4. Promotion of Institutional interventions for Land Use and City Planning			✓	
SO 2. Traffic Management				
OO 2.1. Priority to Public Transport vehicles	✓			✓
OO 2.2. Intelligent Transport Systems (ITS)	✓	✓	✓	✓
OO 2.3. Integrated Parking Policy		✓	✓	
OO 2.4. Improving Road Traffic Safety and Security		✓	✓	
SO 2. Traffic Management				
OO 3.1. Infrastructure interventions		✓	✓	

STRATEGIC (SO) and OPERATIONAL (OO) OBJECTIVES	SELECTED PROJECTS / ACTIVITIES			
	DEMAND RESPONSIVE TRANSPORT	SUSTAINABLE MOBILITY OBSERVATORY	PARK 'n RIDE IN METROPOLITAN AREA OF KOZANI	SPECIAL PRICING POLICY IN P.T. FOR VULNERABLE SOCIAL GROUPS
OO 3.2. Legal and Operational framework	✓	✓	✓	
SO 4. Technologies and Measures for the Environment (mainly concerned with large metropolises)				
OO 4.1. Reducing vehicle emissions		✓		
OO 4.2. Technologies to be used in reducing vehicle emissions		✓		
OO 4.3. Environmental Pricing (e.g. Polluter Pays principle)	✓	✓	✓	✓
SO 5. Horizontal Support Actions				
OO 5.1. Institutional	✓		✓	✓
OO 5.2. Urban Mobility Observatory	✓	✓	✓	✓
OO 5.3. Capacity Building - Training / Dissemination of Information / Raising Awareness of the Citizens	✓	✓	✓	✓

Table 6.6: Interdependence between the four (4) selected projects/ activities and the RWM's Regional Mobility Planning Actions

STRATEGIC OBJECTIVES (SO), OPERATIONAL OBJECTIVES (OO) AND ACTIVITIES		SELECTED PROJECTS / ACTIVITIES			
		DEMAND RESPONSIVE TRANSPORT	SUSTAINABLE MOBILITY OBSERVATORY	PARK 'n RIDE IN METROPOLITAN AREA OF KOZANI	SPECIAL PRICING POLICY IN P.T. FOR VULNERABLE SOCIAL GROUPS
SO 1. Integrated Land Use, Spatial Planning and Transport Design					
OO 1.1. Correlation between Land Characteristics and Transport Design and Operation	ACTIVITY 1.1.1.	✓	✓	✓	
	ACTIVITY 1.1.2.	✓		✓	✓
	ACTIVITY 1.1.3.		✓	✓	
OO 1.2. Prioritized Infrastructure Development	ACTIVITY 1.2.1.	✓		✓	✓
	ACTIVITY 1.2.2.	✓	✓	✓	
	ACTIVITY 1.2.3.		✓	✓	
OO 1.3. Transport Network Hierarchy	ACTIVITY 1.3.1.	✓	✓	✓	
	ACTIVITY 1.3.2.	✓	✓	✓	
	ACTIVITY 1.3.3.	✓	✓	✓	

STRATEGIC OBJECTIVES (SO), OPERATIONAL OBJECTIVES (OO) AND ACTIVITIES		SELECTED PROJECTS / ACTIVITIES			
		DEMAND RESPONSIVE TRANSPORT	SUSTAINABLE MOBILITY OBSERVATORY	PARK 'n RIDE IN METROPOLITAN AREA OF KOZANI	SPECIAL PRICING POLICY IN P.T. FOR VULNERABLE SOCIAL GROUPS
	ACTIVITY 1.3.4.	✓	✓	✓	✓
	ACTIVITY 1.3.5.	✓	✓	✓	✓
OO 1.4. Promotion of Institutional interventions for Land Use and City Planning	ACTIVITY 1.4.1.	-	-	-	-
	ACTIVITY 1.4.2.			✓	
	ACTIVITY 1.4.3.	-	-	-	-
	ACTIVITY 1.4.4.	-	-	-	-
SO 2. Traffic Management					
OO 2.1. Priority to Public Transport vehicles	ACTIVITY 2.1.1.	✓	✓	✓	
	ACTIVITY 2.1.2.	✓	✓	✓	
	ACTIVITY 2.1.3.	✓	✓	✓	
	ACTIVITY 2.1.4.	✓	✓	✓	
OO 2.2. Intelligent Transport Systems (ITS)	ACTIVITY 2.2.1.	✓	✓	✓	
	ACTIVITY 2.2.2.	✓	✓	✓	
	ACTIVITY 2.2.3.	✓	✓	✓	✓
	ACTIVITY 2.2.4.	✓	✓	✓	✓
OO 2.3. Integrated Parking Policy	ACTIVITY 2.3.1.		✓	✓	
	ACTIVITY 2.3.2.		✓	✓	
	ACTIVITY 2.3.3.		✓	✓	
	ACTIVITY 2.3.4.		✓		
OO 2.4. Improving Road Traffic Safety and Security	ACTIVITY 2.4.1.	✓	✓		
	ACTIVITY 2.4.2.		✓		
	ACTIVITY 2.4.3.	✓	✓	✓	
SO 3. Promoting Active Modes of Transport					
OO 3.1. Infrastructure interventions	ACTIVITY 3.1.1.	✓			
	ACTIVITY 3.1.2.	✓		✓	
	ACTIVITY 3.1.3.		✓	✓	

STRATEGIC OBJECTIVES (SO), OPERATIONAL OBJECTIVES (OO) AND ACTIVITIES		SELECTED PROJECTS / ACTIVITIES			
		DEMAND RESPONSIVE TRANSPORT	SUSTAINABLE MOBILITY OBSERVATORY	PARK 'n RIDE IN METROPOLITAN AREA OF KOZANI	SPECIAL PRICING POLICY IN P.T. FOR VULNERABLE SOCIAL GROUPS
	ACTIVITY 3.1.4.	✓	✓	✓	
	ACTIVITY 3.1.5.	✓	✓	✓	
	ACTIVITY 3.1.6.	✓	✓		
	ACTIVITY 3.1.7.	✓	✓	✓	
	ACTIVITY 3.1.8.		✓		
OO 3.2. Legal and Operational framework	ACTIVITY 3.2.1.	✓	✓	✓	
	ACTIVITY 3.2.2.	✓	✓	✓	✓
	ACTIVITY 3.2.3.	✓			✓
	ACTIVITY 3.2.4.	✓	✓	✓	
SO 4. Technologies and Measures for Environmental Protection (mainly for the larger cities)					
OO 4.1. Reducing vehicle emissions	ACTIVITY 4.1.1.	-	✓	-	-
	ACTIVITY 4.1.2.	-	✓	-	-
	ACTIVITY 4.1.3.	✓	✓	✓	✓
	ACTIVITY 4.1.4.		✓		
	ACTIVITY 4.1.5.		✓		
	ACTIVITY 4.1.6.		✓		
OO 4.2. Technologies to be used in reducing vehicle emissions	ACTIVITY 4.2.1.		✓		
	ACTIVITY 4.2.2.		✓		
	ACTIVITY 4.2.3.		✓		
OO 4.3. Environmental Pricing (e.g. Polluter Pays principle)	ACTIVITY 4.3.1.	✓	✓	✓	✓
	ACTIVITY 4.3.2.	✓	✓	✓	✓
	ACTIVITY 4.3.3.	✓	✓	✓	✓
	ACTIVITY 4.3.4.	✓	✓	✓	✓
	ACTIVITY 4.3.5.	✓	✓	✓	✓
SO 5. Horizontal Support Activities					
OO 5.1. Institutional	ACTIVITY 5.1.1.	✓		✓	✓

STRATEGIC OBJECTIVES (SO), OPERATIONAL OBJECTIVES (OO) AND ACTIVITIES		SELECTED PROJECTS / ACTIVITIES			
		DEMAND RESPONSIVE TRANSPORT	SUSTAINABLE MOBILITY OBSERVATORY	PARK 'n RIDE IN METROPOLITAN AREA OF KOZANI	SPECIAL PRICING POLICY IN P.T. FOR VULNERABLE SOCIAL GROUPS
	ACTIVITY 5.1.2.	✓		✓	✓
	ACTIVITY 5.1.3.	✓	✓	✓	✓
OO 5.2. Urban Mobility Observatory	ACTIVITY 5.2.1.	✓	✓	✓	✓
	ACTIVITY 5.2.2.	✓	✓	✓	✓
OO 5.3. Capacity Building - Training / Dissemination of Information / Raising Awareness of the Citizens					

7. Action Plan to implement the selected planned projects/activities

7.1. Analysis of planned projects in individual actions - Time and financial planning per project

The tables below show per each selected project, its analysis in terms of individual actions, in relation to the proposed time and financial planning. The detailed presentation of the projects in the standard format, which the Project has decided to employ, is included in Annex I.

Table 7.1: Details of the planned project "Demand Responsive Transport"

Actions	Total Cost (€)	Start	End
Action 1 Feasibility Study - Cost / Benefit Analysis	60.000 €	1/4/2018	2/4/2019
Action 2 Institutional and legislative framework of DRT services operation	12.000 €	1/4/2018	1/6/2018
Action 3 Utilization of existing telematics and smart ticketing systems and other specialized software	75.000 €	2/4/2019	2/10/2019
Action 4 Special care for the Disabled, the elderly and the temporarily disabled	23.000 €	2/4/2019	2/7/2019
Action 5 Special contribution to intermodality / DRT and cycling	8.000 €	2/4/2019	1/9/2019

Table 7.2: Details of the planned project "Sustainable Mobility Observatory"

Actions	Total Cost (€)	Start	End
Action 1 Feasibility Study - Cost / Benefit Analysis	100.000 €	1/4/2018	31/8/2018
Action 2 Defining user needs and available data sources	72.000 €	31/8/2018	31/12/2018
Action 3 Informing stakeholders and cooperation framework	55.000 €	31/12/2018	2/7/2019
Action 4 System Architecture / Interfaces - User Rights / Services	30.000 €	2/7/2019	2/10/2019
Action 5 Commissioning	171.000 €	2/10/2019	2/4/2020

Table 7.3: Details of the planned project "Transit Stations (Park 'n Ride) in the metropolitan area of Kozani"

Actions	Total Cost (€)	Start	End
Action 1 Conditions for the creation of 'Park and Ride' sites	41.000 €	1/4/2018	2/4/2019
Action 2 Conduct final designs and implementation designs	0 €	2/4/2019	2/6/2019
Action 3 Contests - Contracts (Park and Ride) - Construction of stations - Licenses	152.000 €	2/6/2019	1/2/2020
Action 4 Commissioning transit stations (Park and Ride)	114.000 €	1/2/2020	2/4/2020

Table 7.4: Details of the planned project "Special Pricing Policy in PT for Vulnerable Social Groups "

Actions	Total Cost (€)	Start	End
Action 1 Feasibility Study - Cost / Benefit Analysis	30.000 €	1/10/2018	31/1/2019
Action 2 Institutional, legislative framework and "road map" of implementation	38.000 €	31/1/2019	2/5/2019
Action 3 Commissioning	20.000 €	2/5/2019	2/7/2019

The analytical approach to time and financial planning per project is presented in Annex II, taking into account the analysis of projects in individual actions, the expected objective temporal interdependencies of these actions (e.g. infrastructure dependencies, information content dependencies, functional dependencies, etc.) as well as the indicative budgets of actions per project.

In particular, the specific tables/ diagrams display the project's planned timetable for each project and its action, together with the assessment of the total amount of the investment required to implement the project. It is noted that the equal budget allocation to each action per time unit (calendar month) is only indicative.

Finally, it is noted that both the time and financial implementation planning of the foreseen projects, forms an initial indicative approach, which during the next two year phase of the project and through the project implementation monitoring system (see next Chapter 8) will constitute a subject of more detailed analysis and thus could be adjusted in accordance to special conditions which in the given point in time cannot possibly be foreseen, conditions which in any case do not pose a prerequisite for the formulation of the Action Plan.

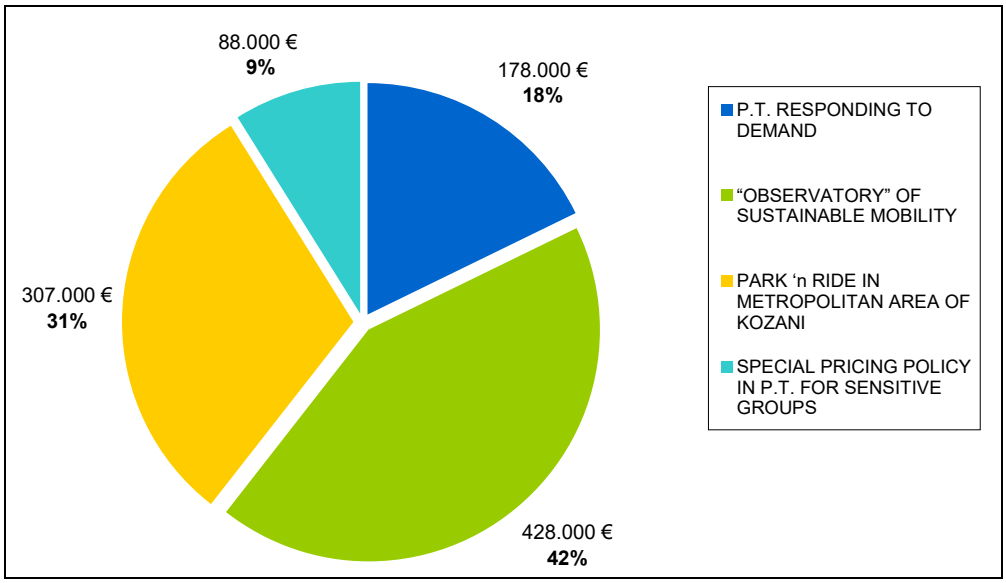
7.2. Total time and financial planning

The overall picture in regards to the time and financial planning for all the planned projects is presented in the table and diagrams that follow.

Table 6.5: Total time and financial planning of the planned projects

Project	Indicative Budget	Start	Completion
DEMAND RESPONSIVE TRANSPORT	178.000 €	1/4/2018	2/10/2019
'OBSERVATORY' FOR SUSTAINABLE MOBILITY	428.000 €	1/4/2018	2/4/2020
TRANSIT STATIONS (PARK 'n RIDE) IN THE METROPOLITAN AREA OF KOZANI	307.000 €	1/4/2018	2/4/2020
SPECIAL PRICING POLICY IN PT FOR VULNERABLE SOCIAL GROUPS	88.000 €	1/10/2018	2/7/2019
Grand total (€)	1.001.000 €	1/4/2018	2/4/2020

Chart 7.1: Total expenditure and percentage distribution costs per project



Particular attention was placed to ensure that all projects start with the launch of the 2nd phase of the REGIO-MOB project, with the exception of the project "*Special Pricing Policy in Public Transport for Sensitive Social Groups*" because it was considered necessary for it to be combined, due to its content, with the «*Demand Responsive Transport*» project. Therefore, it was deemed appropriate that it should commence six months after the start of the latter project.

8. Monitoring System for the implementation of the proposed Plan

The Monitoring System proposed next is consistent with the principles and practices of the (Applied Framework for Evaluation CIVITAS PLUS II, 2013, Project CIVITAS WIKI), which was designed to assist the EU in the evaluation of the CIVITAS project results.

This particular framework provides evaluation procedures along two levels:

1. Firstly, at the level of impact assessment, which includes the evaluation of a wide range of technical, social, economic and other impacts resulting from the measures implemented. It includes the selection of quantitative indicators from the CIVITAS "list of measures" and their measurement by means of "before" and "after" surveys.
2. Secondly, at the process assessment level, which encompasses the evaluation of the procedures for the preparation, implementation and operation of the measures, including the roles of information, communication and participation. It involves classifying and analyzing the activities that are carried out throughout the process to better understand the success or failure of the measures.

In line with the Technical Specifications of the Project, the level of assessment relating to the subject of the Consultant is to evaluate the process by compiling monitoring reports on the implementation of the proposed Action Plan during the 2nd Phase of the Project (Implementation - Follow-up of an Action Plan).

In general, the success of the measures/ actions is affected not only by the technical solution but also by the optimization of the preparation and implementation process, including accompanying activities such as stakeholders' information, communication and involvement. The evaluation of the procedure involves the process by which the initial proposals for a measure/ action are developed into a feasible design or in other words the way in which the action is finally implemented. The main objective of the evaluation is to investigate the various success factors and strategies to confront potential barriers during the implementation phase with analyses of all relevant information.

8.1. Methodological approach

The evaluation will be carried out at project planning level, at three (3) time periods, and more specifically at:

- **Programming, preparation and planning phases.** During this phase, the individual actions that compose each action of the project are elaborated in view of its detailed development and, in particular, of the actions that are part of the preparation phase (see Section 8.2). It is likely that stakeholder engagement activities are organized to address possible barriers during this early phase of the project as well as to achieve a high level of acceptance. At the end of this phase, all programming details will be "locked", including all decisions and permits that are a prerequisite for the start of the implementation phase.
- **Implementation phase (construction).** This phase can be accompanied by information activities for the public providing information on the implementation phase, on whether transport users are affected, as well as about the forthcoming operational phase (awareness and information campaigns). At the end of this phase the action begins to run.
- **Operating phase.** The project is now open to the public. During this phase, it would be advisable to carry out specific information and communication campaigns to bridge

potential information gaps for users or potential users of the project. Clearly, the first phase of each project could be within the timeframe of the REGIO-MOB project and its long-term operation concerns an extended and unpredictable time (until the action is over, due to technical events, programmes and/or funding coming to an end, redesign or reconstruction, etc.).

The diagram below shows the design of the proposed evaluation process.

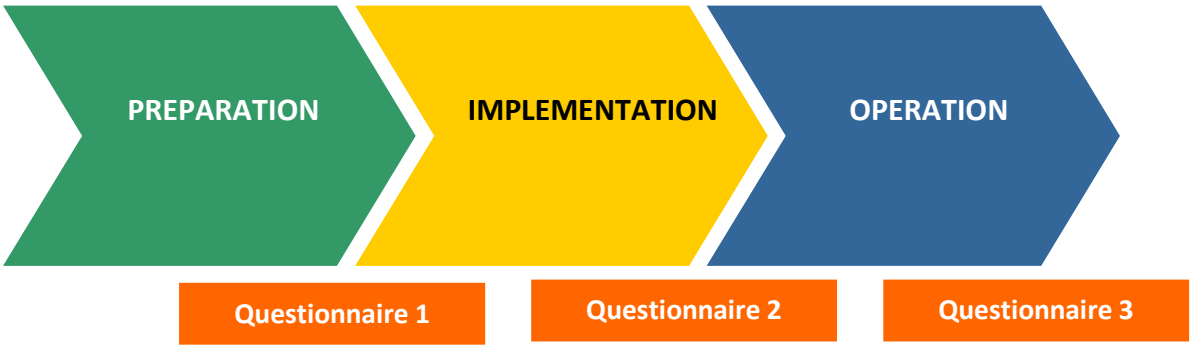


Figure 8.1 Designing of evaluation process

All projects will be evaluated in the same way after the end of each of the above three phases by collecting information based on a questionnaire which is presented in **Annex** III and constitutes the process evaluation form.

The questionnaires will be completed by the representative(s) of the Consultant following communication exchanges with the stakeholders under the supervision and coordination of the Region, which will arrange for the availability of the respondents. Based on the analysis of the questionnaires, the Consultant will compile three (3) Progress Reports, as foreseen in the Project. In any case, the Consultant's correspondence will primary take place with the Region's representatives, who will handle the communication and the organization of meetings with the Consultant and the stakeholders. A maximum of two (2) meetings for each reporting period will take place, unless more are required due to special circumstances.

The questionnaire is divided into three (3) parts:

- **General administrative information.** This information should be completed in the first period (preparation period) and then copied in subsequent reporting and implementation periods. Any changes that may occur will be modified in the corresponding reporting period.
- **General content information.** The three levels of objectives per action should be described here, namely High Level Goals (long-term), Strategic Level Goals and Action Goals. If there are no changes, the goals can be copied to the following reports.
- **Content information for the reporting period:** This is the part of the questionnaire containing information and references in regards to the obstacles/ facilitations and the success/ failure encountered during the specific phase (preparation, implementation, operation) of evaluation.

The recording and analysis of the whole set of information which will be collected in each of the time milestones for the compilation and submission of the Progress Reports will be subject not only to the qualitative evaluation of processes/ activities which will take place but also to, the extent possible, quantitative evaluation by using specific indicators which will be determined in that phase, depending on the type and availability of relevant information that will have been recorded on the questionnaires.

The defined indicator in the Project's Application Form, for the case of RWM, "% increase in the citizens' quality of life" (by adopting urban mobility actions) is subject to modification, given that it constitutes more of an evaluation indicator of the effectiveness of proposed projects, rather an monitoring indicator of their implementation.

Indicatively but not restrictively and additionally to the conduct of interviews for the completion of the proposed questionnaire, the Consultant will act in close cooperation with the Contracting Authority, in order to secure:

- Monitoring of new invitations and cooperation with the Special Administration Service of the Operational Programme 2014-2020 of the Region of Western Macedonia concerning the publication of Axis 7 invitations (Joint Monitoring Committee)
- Recording of the contents of the relevant invitation and identification of the connecting points with the project's Action Plan
- Creation of a Progress Report form (Monitoring) by the Consultant which will be completed on the scheduled dates, as specified by the Contract, during the next two years of the project
- Additional meetings with members of the stakeholders network, where required, prior to the compilation of the Progress Reports (Monitoring) for the stance taken by its members involved in the Actions foreseen in the Action Plan concerning the implementation progress and the application of potentially corrective interventions. These additional meetings will be organized by the Region's representatives, who will be responsible for communication with the stakeholders following initial communication with the Consultant who will determine their necessity and their proper timing.
- Meeting of all potential supervisory teams and the stakeholders network members in general prior to the compilation of the Progress Reports (Monitoring) for the stance taken by its members concerning the implementation progress of the Action Plan and the application of potentially corrective interventions. Each meeting will be organized by the Region's representatives, who will be responsible for communication with the stakeholders.
- Cooperation with the Leading Partner in terms of meeting the requirements of the project's Application Form concerning its progress (Monitoring)

Finally, it is noted that the proposed methodology can be adjusted or supplemented under the responsibility of the Consultant and the Contracting Authority, during the course of its implementation in the 2nd Phase of the project.

8.2. Correlation of actions time schedule for each planned project with the methodological monitoring approach and the Project milestones

As mentioned above, three are the time milestones of the Project in which the Monitoring Reports will be drawn up for the implementation of the projects / actions envisaged, and on the other hand the analysis of these projects in individual actions has led to the identification / definition of both preparatory actions and implementing actions on the basis of the rationale of the monitoring methodology.

On the basis of time schedule of actions' implementation, the table below shows the relation of their time progress with the preparation time milestones of the monitoring reports.

From this table, and provided that all the actions of the projects envisaged will be implemented in accordance with the timetable of the Action Plan, the following results are achieved:

- The 1st Monitoring Report will cover the preparation phase of all four planned projects
- The 2nd Monitoring Report will concern both the preparation phase and the implementation phase of the four planned projects. In the case that no project commences, then the preparation actions will be recorded.
- The 3rd Monitoring Report will concern both the preparation phase and the implementation phase of two of the four planned projects, but also the operational phase of the two others. In the case that no project commences, then the preparation actions will be recorded.

The above are stated under the precondition that special conditions that may be identified during the implementation course of all those preparatory but not only, implementation actions of the foreseen actions of the proposed projects will not lead to a development (content/duration/financial-wise) different to what has been defined in the current Action Plan.

Table 8.1: Correlation of time schedule of planned projects with Monitoring Reports

6months (E)	Duration	Critical Submission	REGIO-MOB Project PHASE	PHASES OF PLANNED PROJECTS / ACTIONS			
				DRT project	OBSERVATORY project	PARK 'n RIDE project	PRICING project
E4	10/2017 - 03/2018	Action Plan	PHASE 1				
E5	04/2018 - 09/2018	-	PHASE 2	**Preparation Phase:** **Action 1:** Feasibility Study - Cost / Benefit Analysis (1/4/2018 - 2/4/2019) **Action 2:** Institutional and legislative context of DRT services operation (1/4/2018 - 1/6/2018)	**Preparation Phase:** **Action 1:** Feasibility Study - Cost / Benefit Analysis (1/4/2018 - 31/8/2018) **Action 2:** Defining user needs and available data sources (31/8/2018 - 31/12/2018)	**Preparation Phase:** **Action 1:** Conditions for the creation of 'Park and Ride' sites (1/4/2018 - 2/4/2019)	
E6	10/2018 - 03/2019	1st Monitoring Report		**Preparation Phase:** **Action 1:** Feasibility Study - Cost / Benefit Analysis (1/4/2018 - 2/4/2019)	**Preparation Phase:** **Action 2:** Defining user needs and available data sources (31/8/2018 - 31/12/2018) **Action 3:** Informing stakeholders and cooperation framework (31/12/2018 - 2/7/2019)	**Preparation Phase:** **Action 1:** Conditions for the creation of 'Park and Ride' sites (1/4/2018 - 2/4/2019)	**Preparation Phase:** **Action 1:** Feasibility Study - Cost / Benefit Analysis (1/10/2018 - 31/1/2019) **Action 2:** Institutional, legislative framework and "road map" of implementation (31/1/2019 - 2/5/2019)
E7	04/2019 - 09/2019	2nd Monitoring Report		**Implementation Phase:** **Action 3:** Utilization of existing telematics and smart ticketing systems and other specialized software (2/4/2019 - 2/10/2019) **Action 4:** Special care for the Disabled, the elderly and the temporarily disabled (2/4/2019 - 2/7/2019) **Action 5:** Special contribution to intermodality / DRT and cycling (2/4/2019 - 1/9/2019)	**Preparation Phase:** **Action 3:** Informing stakeholders and cooperation framework (31/12/2018 - 2/7/2019) **Action 4:** System Architecture / Interfaces - User Rights / Services (2/7/2019 - 2/10/2019)	**Preparation Phase:** **Action 2:** Conduct final designs and implementation designs (2/4/2019 - 2/6/2019) **Action 3:** Contests - Contracts (Park and Ride) - Construction of stations - Licenses (2/6/2019 - 1/2/2020)	**Preparation Phase:** **Action 2:** Institutional, legislative framework and "road map" of implementation (31/1/2019 - 2/5/2019) **Implementation Phase:** **Action 3:** Commissioning (2/5/2019 - 2/7/2019)
E8	10/2019 - 03/2020	3rd Monitoring Report		**Operating Phase**	**Implementation Phase:** **Action 5:** Commissioning (2/10/2019 - 2/4/2020)	**Preparation Phase:** **Action 4:** Commissioning transit stations (Park and Ride) (2/6/2019 - 1/2/2020) **Implementation Phase:** **Action 4.** Commissioning (1/2/2020 - 2/4/2020)	**Operating Phase**

Hellenic Republic
Region Of Western Macedonia

REGIO-MOB
Interreg Europe

European Union
European Regional
Development Fund

ANNEX I

Action Plan of planned projects

Action Plan - PROJECT 1

Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

Part I – General information

Project : DEMAND RESPONSIVE TRANSPORT

Partner Organization : REGION OF WESTERN MACEDONIA (RWM)

Other partner organizations involved (if relevant) : -

Country : GREECE

NUTS2 region : EL53

Contact persons : Mavromatidis Dimitrios, Project Coordinator
Paraskevi Christopoulou, Project Manager

email address: d.mavromatidis@pdm.gov.gr, p.christopoulou@pdm.gov.gr
phone number: +30.2461053971, +30.2461052726

Part II - Policy context

The Action Plan aims to impact :

	Investment for Growth and Jobs programme
	European Territorial Cooperation programme
√	Other regional development policy instrument

Name of policy instrument addressed: Regional Operational Programme of Western Macedonia, Thematic Objective 7- Promotion of sustainable transport and removing bottlenecks in key infrastructure networks

Part III – Details of the actions envisaged

ACTION 1: Feasibility Study - Cost / Benefit Analysis (Preparation Phase)

1. **The background**
   Investigation of the existing transport service level of residents even including those from distant areas, employees in Companies, Organizations (e.g. local authorities, large companies based in the region etc.), students (to/ from public or private educational institutions), sensitive population groups (e.g. elderly people, etc.), visitors & tourists. The objective is to reduce the time and cost of travel for users, while increasing the efficiency and level of "comfort" to accommodate the demand for travel as well as the level of road safety along the Region's road network.

2. **Action:**
   1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature) for Actions 1.2 to 1.4
   1.2 Origin-Destination surveys (demand) with user questionnaires onboard buses or at the terminal sites at peak and off-peak hours and Supply of transport work Surveys (collection of transport data representing the current situation)
   1.3 Planning for the incorporation of new services in the operation of urban and regional (KTEL) Public Transport (including among others the assessment of necessary maintenance interventions for telematics and smart ticketing at the KTEL as well as the selection of the appropriate service management software for DRT)
   1.4 Cost / Benefit Analysis and establishing a set of compensatory measures to exploit the benefits stemming from improvements other elements of the local public transport network.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)

4. **Time frame**
   01/04/2018 – 02/04/2019

5. **Cost:**

Action 1.1:	0 €
Action 1.2:	42.000 €
Action 1.3:	12.000 €
Action 1.4:	6.000 €
Total :	60.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 2: Institutional and legislative context for DRT services operation (Preparation Phase)

1. **The background**
   Establishment and implementation of a thoroughly legal, responsible and transparent institutional framework for transport public services under a DRT scheme. Attaching relevant responsibilities to all involved actors and guaranteeing a quality, flexible and safe transport service over time.

2. **Action:**
   2.1 Recording of the existing legal framework for the operation of the Urban and Inter-urban KTEL related to the implementation of the new service.
   2.2 Interventions required at the level of RWM's responsibility.

3. **Actors involved**
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)
   - Stakeholders (e.g. tour operators with available coaches)
   - Suppliers of equipment (e.g. telematic systems and specialized software for managing similar services)

4. **Time frame**
   01/04/2018 – 01/06/2018

5. **Cost**:

Action 2.1:	6.000 €
Action 2.2:	6.000 €
Total :	12.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 3: Utilization of existing telematics and smart ticketing systems and other specialized software (Implementation phase)

1. **The background**
   Easily accessible PT travel information as an attractive option in relation to the cost and time of travel in specific time zones of the day, combined with the most common travel purpose within that time zone. PT travel information to become a component included in a general information set provided to the citizens of the Regions' Kallikratis Municipalities (e.g. 11:00 - 13:00 for shopping, information on cheap and easy access to PT at a shopping center complex). An information system that is easily noticeable and comprehensible to users.

2. **Action:**
   3.1. Maintenance and repair of failures for the uninterrupted operation of equipment in vehicles and bus stops (tickets cancellation machines / vehicle equipment / telecommunication / ticket vending machines).
   3.2 Supply / installation / customization / commissioning of specialized software to support the new service (requests for traveling / bus lines routing / updating drivers that perform the services / service confirmation to passengers-users).
   3.3 Purchase and installation of smart bus stops equipment to inform of expected bus arrival time at selected bus stops (optional).
   3.4 Dissemination and passenger information for the new service (flyers / posters / happenings / radio spots).

3. **Actors involved**
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)
   - Stakeholders (eg tour operators with available coaches)
   - Suppliers of equipment (e.g. telematic systems and specialized software for managing similar services)

4. **Time frame**
   02/04/2019 – 02/10/2019

5. **Cost:**

Action 3.1:	21.000 €
Action 3.2:	40.000 €
Action 3.3:	10.000 €
Action 3.4:	4.000 €
Total:	75.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 4: Special care for the disabled, the elderly and the temporarily disabled (Implementation phase)

1. **The background**
   Availability and accessibility of PT modes that operated under DRT to special population groups (e.g. disabled people, the elderly and temporarily disabled persons in vehicles and at bus stops).

2. **Action:**
   4.1 Guidance and training of the organizations personnel involved in the implementation of the transport project (Public-Private).
   4.2 Creating functional and accessible bus stops.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)
   - Representatives of social organizations (PSN, Open Care Center for the elderly etc.)

4. **Time frame**
   02/04/2019 – 02/07/2019

5. **Cost:**

Action 4.1:	2.000 €
Action 4.2:	21.000 €
Total:	23.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 5: Special contribution to intermodality / DRT and cycling (Implementation Phase)

1. **The background**
   Promoting the use of soft modes of transport (walking, cycling) and a continuous effort to increase their connectivity with public transport means even to those which will operate under a DRT system. Improvement of living conditions in residential and work areas, contributing to overall economic growth at regional level.

2. **Action**
   5.1 Improvement of bus stops and vehicles (secure bicycle parking points/ carriage onboard the vehicle).
   5.2 Training of Public Transport Operators personnel.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)
   - Representatives of social organisations (PSN, Open Care Center for the elderly etc.)
   - Local Clubs such as sports, mountaineering-trekking, cycling, etc.

4. **Time frame**
   02/04/2019 – 01/09/2019

5. **Cost:**

Action 5.1:	8.000 €
Action 5.2:	0 €
Total:	8.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

Date:_____

Signature: _____

Stamp of the organisation (if available): _____

Action Plan - PROJECT 2

Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

Part I – General information

Project : 'OBSERVATORY' FOR SUSTAINABLE MOBILITY

Partner Organization : REGION OF WESTERN MACEDONIA (RWM)

Other partner organizations involved (if relevant) : -

Country : GREECE

NUTS2 region : EL53

Contact persons : Mavromatidis Dimitrios, Project Coordinator
Paraskevi Christopoulou, Project Manager

email address: d.mavromatidis@pdm.gov.gr, p.christopoulou@pdm.gov.gr
phone number: +30.2461053971, +30.2461052726

Part II - Policy context

The Action Plan aims to impact :

	Investment for Growth and Jobs programme
	European Territorial Cooperation programme
√	Other regional development policy instrument

Name of policy instrument addressed: Regional Operational Programme of Western Macedonia, Thematic Objective 7- Promotion of sustainable transport and removing bottlenecks in key infrastructure networks

Part III – Details of the actions envisaged

ACTION 1: Feasibility Study - Cost / Benefit Analysis (Preparation Phase)

1. **The background**
   Examination of the feasibility of the implementation and operation of a Sustainable Urban Mobility Observatory and a cost / benefit analysis from its implementation or not (investigation based on purely financial but mainly socio-economic benefits).

2. **Action**
   1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature)
   1.2 Feasibility Study & Cost / Benefit Analysis, taking into account a pre-estimation of user requirements, a framework for collaboration with third parties and the physical architecture of the system and its user interfaces.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Study Team and external consultants

4. **Time frame**
   01/04/2018 – 31/08/2018

5. **Cost:**

Action 1.1:	0 €
Action 1.2:	100.000 €
Total :	100.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 2: Defining user needs and available data sources (Preparation Phase)

1. **The background**
   Ensuring the quantity and quality of the measured indicators, volume and type of data (e.g. static, dynamic). Recording & evaluation of user needs through extensive questionnaire surveys on all the services and supervised operators of the RWM as well as other stakeholders. Exploitation of data, information and experience from the Egnatia Odos SA Observatory and other Sustainable Urban Mobility Observatories operating at European level. Investigation of available data sources (primary and other) from all the above-mentioned Organizations as well as from others (at national and / or European level)

2. **Action**
   2.1 Tender Procedure and assignment of studies to external consultants (specifications / tender procedure / selection of contractor/ contract signing)
   2.2 Recording and evaluation of user needs through extensive questionnaire surveys on all services and supervised bodies of the RWM and other stakeholders.
   2.2 Investigation of available data sources (primary and other) from all the above Organizations and also from others (national and / or European level).

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Study Team and external consultants

4. **Time frame**
   31/08/2018 – 31/12/2018

5. **Cost:**

Action 2.1:	0 €
Action 2.2:	36.000 €
Action 2.3:	36.000 €
Total :	72.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 3: Defining user needs and available data sources (Preparation Phase)

1. **The background**
   Informing the Stakeholders about the feasibility of the implementation and operation of the project that will promote and ensure the ongoing monitoring of the existing efficiency of the road network and the existing traffic infrastructure by means of appropriate traffic data and "indicators". Detection of existing mobility "trends" at the Region level as well as convergence of all the stakeholders involved towards a common vision for the desired future traffic planning: environmentally friendly and economical (for users and for Implementing Bodies). Proposals for redesigning the traffic organization, enforcing unplanned or special measures as required, for example, in the case of low-level road safety spots.

2. **Action**
   3.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / selection of contractor/ contract signing)
   3.2 Provide an appropriate framework and terms of cooperation for all stakeholders/ supervised bodies to identify user needs (consultations and co-operation agreements)

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Consultants and external consultants
   - Traffic Police - Police
   - Environmental organizations
   - Local Clubs (trade, sports etc)

4. **Time frame**
   31/12/2018 – 02/07/2019

5. **Cost:**

Action 3.1:	0 €
Action 3.2:	55.000 €
Total :	55.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 4: System Architecture / Interfaces - User Rights / Services (Preparation Phase)

1. **The background**
   Basic elements of the system architecture, such as the type, structure, method and their time of collection, will be considered to assess the required equipment as well as the necessary resources, including also the basic information for the design of users' interfaces and rights as well as of the Services. Analysis of hardware and software requirements and development of a physical and functional architectural system.

2. **Action**
   4.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / selection of contractor/ contract signing) for Actions 4 & 5
   4.2 Analysis of hardware and software requirements and development of a physical and functional architectural system.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Consultants and external consultants
   - Traffic Police - Police

4. **Time frame**
   02/07/2019 – 02/10/2019

5. **Cost:**

Action 4.1:	0 €
Action 4.2:	30.000 €
Total :	30.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 5: Commissioning (Implementation Phase)

1. **The background**
   Purchase of necessary equipment and software (e.g. PC, software) and training of personnel in new systems and compilation of system manuals. Assessment of the degree of acceptance / performance of the existing traffic measures and continuous feedback to the traffic system by applying new traffic measures, by monitoring appropriate indicators such as tracking the indicator: private travel cost per passenger-kilometer and per age group of the population in towns belonging to the Kallikratis Municipalities 'with and without' or 'before and after' infrastructure development in transit stations (park and ride), pedestrian walkways, parks, squares, cycle paths, bus lanes (available surfaces). Using the appropriate indicators and related techniques the environmental burden (external cost indicators such as pollution, damage to traffic infrastructure through maintenance costs, etc.) will also be evaluated.

2. **Action**
   5.1 Purchase of necessary equipment and software (e.g. PC, software).
   5.2 Staff training in new systems and compilation of system manuals.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities (KM)
   - Consultants and external consultants
   - Traffic Police - Police
   - Environmental organizations
   - Local Clubs (commercial, sporting etc.)

4. **Time frame**
   02/10/2019 – 02/04/2020

5. **Cost:** Action 5.1: 150.000 €
   Action 5.2: 21.000 €
   Total: 171.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

Date:_____

Signature: _____

Stamp of the organisation (if available): _____

Action Plan - PROJECT 3

Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

Part I – General information

Project : TRANSIT STATIONS (PARK 'n RIDE) IN THE METROPOLITAN AREA OF KOZANI

Partner Organization : REGION OF WESTERN MACEDONIA (RWM)

Other partner organizations involved (if relevant) : -

Country : GREECE

NUTS2 region : EL53

Contact persons : Mavromatidis Dimitrios, Project Coordinator
Paraskevi Christopoulou, Project Manager

email address: d.mavromatidis@pdm.gov.gr, p.christopoulou@pdm.gov.gr
phone number: +30.2461053971, +30.2461052726

Part II - Policy context

The Action Plan aims to impact :

	Investment for Growth and Jobs programme
	European Territorial Cooperation programme
√	Other regional development policy instrument

Name of policy instrument addressed: Regional Operational Programme of Western Macedonia, Thematic Objective 7- Promotion of sustainable transport and removing bottlenecks in key infrastructure networks

Part III – Details of the actions envisaged

ACTION 1: Conditions for the creation of 'Park and Ride' sites (Preparation Phase)

1. **The background**
   Changing behavior and promoting new alternative travel choices in the context of the recommendable option of limiting the car use. This action is expected to contribute directly to the promotion of bus travel, while in the medium term and through the systematic change in the habits of travelers it is expected to contribute substantially to the promotion of innovative types of transport such as carpooling, car sharing, bike 'n ride etc.), especially for/or during work. The purpose of the action is also to ensure the optimum connectivity of Park and Ride sites to the PT System (urban and interurban bus terminals and bus lines, Taxi) - An holistic approach is needed with proposals for existing or ongoing spatial, master or urban plans (e.g. Master Plans, General Urban Plan, Spatial Plan and Housing Organization Open City).

2. **Action**
   1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / selection of contractor/ contract signing) for the subjects 1.2 to 1.4
   1.2 Planning and preliminary design of the stations at two (2) peripheral locations in Kozani (combination of urban spatial parameters and transport elements), with the assistance of the ongoing SUMP results.
   1.3 Feasibility study for the construction of the stations taking into account the external trips needs of the wider region but also of the Region in general.
   1.4 Establishment of a Mobility Office and Mobility Center of RWM – Examine types of rewards to be offered to the passenger depending upon the sustainability degree of the trips performed.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)
   - Public or private enterprises with a large number of staff (> 500 employees)

4. **Time frame**
   01/04/2018 – 02/04/2019

5. **Cost:**
   Action 1.1: 5.000 €
   Action 1.2: 10.000 €
   Action 1.3: 20.000 €
   Action 1.4: 6.000 €
   Total : 41.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 2: Conduct final designs and implementation designs (Preparation Phase)

1. **The background**
   Ensure the optimal design and utilization of the selected areas, the maximum possible efficiency for the users and for the investment itself.

2. **Action**
   2.1 Direct labour contract

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Contractors of studies (scientists, consultants or consultant firms)

4. **Time frame**
   02/04/2019 – 02/06/2019

5. **Cost:** 0 €

6. **Funding sources: --**

ACTION 3: Contests - Contracts (Park and Ride) - Construction of stations - Licenses (Preparation Phase)

1. **The background**
   Implementation of the project by ensuring the application of all required regulations, specifications, timetables, selection of an appropriate contractor and selection of the best possible equipment for the infrastructure, facilities and operation of Park and Ride stations.

2. **Action:**
   3.1 Contest - Contractors awarding for the construction of Park and Ride
   3.2 Construction of two (2) transit stations - Licenses

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Construction companies (Contractors)

4. **Time frame**
   02/06/2019 – 01/02/2020

5. **Cost:** Action 3.1: 2.000 €
   Action 3.2: 150.000 €
   Total: 152.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 4: Commissioning (Implementation Phase)

1. **The background**
   Environmentally friendly mobility, reducing both private travel costs and external travel costs. Faster and safer access for residents, visitors and tourists to the central functions of the city of Kozani or to regional districts of the wider region, e.g. tourist, historical or cultural interest.

2. **Action**
   4.1 Passenger information (internet, posters).
   4.2 Installation of VMS in the parking area with dynamic information provision on public transport (buses, TAXI, available parking spaces within the station).
   4.3 Installation and operation of modern safety and lighting facilities in parking areas.

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Municipality of Kozani
   - Public Transport Operators (KTEL, Taxi)
   - Public or private enterprises with a large number of staff (> 500 employees)

4. **Time frame**
   01/02/2020 – 02/04/2020

5. **Cost:**

Action 4.1:	4.000 €
Action 4.2:	80.000 €
Action 4.3:	30.000 €
Total :	114.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

Date:_____

Signature: _____

Stamp of the organisation (if available): _____

Action Plan - PROJECT 4

Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

Part I – General information

Project : SPECIAL PRICING POLICY IN PT FOR VULNERABLE SOCIAL GROUPS

Partner Organization : REGION OF WESTERN MACEDONIA (RWM)

Other partner organizations involved (if relevant) : -

Country : GREECE

NUTS2 region : EL53

Contact persons : Mavromatidis Dimitrios, Project Coordinator
Paraskevi Christopoulou, Project Manager

email address: d.mavromatidis@pdm.gov.gr, p.christopoulou@pdm.gov.gr
phone number: +30.2461053971, +30.2461052726

Part II - Policy context

The Action Plan aims to impact :

	Investment for Growth and Jobs programme
	European Territorial Cooperation programme
√	Other regional development policy instrument

Name of policy instrument addressed: Regional Operational Programme of Western Macedonia, Thematic Objective 7- Promotion of sustainable transport and removing bottlenecks in key infrastructure networks

Part III – Details of the actions envisaged

ACTION 1: Action 1: Feasibility Study - Cost / Benefit Analysis (Preparation Phase)

1. **The background**
   Examination of the implementation and operation feasibility of the specific project and a cost / benefit analysis based on its implementation or not (examination with purely economic but mainly socio-economic benefits).

2. **Action**
   1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / selection of contractor / contract signing)
   1.2 Feasibility Study & Cost / Benefit Analysis with appropriate sensitivity analysis in relation to beneficiaries.

3. **Players involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Study Team and external consultants

4. **Time frame**
   01/10/2018 – 31/01/2019

5. **Cost**: Action 1.1: 0 €
   Action 1.2: 30.000 €
   Total: 30.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 2: Institutional, legislative framework and "road map" of implementation (Preparation Phase)

1. **The background**
   Examination of the current legal status concerning ticket subsidy provision (discounts / students / disabled / unemployed / off peak discounts), classification and prioritization of the required interventions at the level of the RWM's responsibility and configuration of the "implementation roadmap" of the project.

2. **Action**
   2.1 Recording an existing legal framework relevant to the implementation of the new service
   2.2 Interventions required at the level of RWM's responsibility and roadmap for implementation

3. **Actors involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Study Team and external consultants

4. **Time frame**
   31/01/2019 – 02/05/2019

5. **Cost**: Action 2.1: 8.000 €
   Action 2.2: 30.000 €
   Total: 38.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

ACTION 3: Commissioning (Implementation Phase)

1. **The background**
   Informing all stakeholders and concerned population groups (sensitive social groups such as disabled, companions of children or elderly) to understand that even minor changes can bring about significant impacts to daily travel habits. Presenting alternatives with possible routes, timetables, ticket prices and investigation of the impact upon the stakeholders and readjusting the options up to the final selection. International experience has shown that in many cities in Europe, for example, senior citizens would make extensive use of PT on their daily journeys as long as they would be able to travel at a minimal price charged or, in some cases, even free of charge at least in off-peak hours. Furthermore advertising the elements of comfort, safety, service by means of environment friendly travel for sensitive social groups.

2. **Action**
   3.1 Advertising of offered services (internet, local press, television, radio) - Campaigns to inform the traveling public.

3. **Players involved**
   - Region of Western Macedonia (RWM)
   - Kallikratis Municipalities
   - Public Transport Operators (KTEL, Taxi)
   - Representatives of social organisations (PSN, Open Care Center for the elderly etc.)

4. **Time frame**
   02/05/2019 – 02/07/2019

5. **Cost**: Action 3.1: 20.000 €

6. **Funding sources**: 1) NSRF 2014-2020, European Investment Bank (EIB), 2) Green Fund, Life 2014-2020, 3) URBACT III (Promotion of Sustainable Transport), 4) Special Support instruments for Technical Infrastructure Projects (Jaspers, Jessica, Helena), 5) Connecting Europe, Transport, 6) Local Development Resources.

Date:_____

Signature: _____

Stamp of the organisation (if available): _____

Hellenic Republic
Region Of Western Macedonia

REGIO-MOB
Interreg Europe

European Union
European Regional
Development Fund

ANNEX II

Schedule of planned projects - financial and time planning analysis

Analysis of Financial and Time Planning of the planned project «DEMAND RESPONSIVE TRANSPORT»

PROJECT: DEMAND RESPONSIVE TRANSPORT

			1/4/2018	TOTAL	60.000 €
Action 1: Feasibility Study - Cost / Benefit Analysis	**Months**	**RATE/per Month**	**START**	**END**	**TOTAL**
1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature) for Actions 1.2 to 1.4	6	0 €	1/4/2018	1/10/2018	0 €
1.2 Origin-Destination surveys (demand) with user questionnaires in bus or terminals at peak and off-peak hours and Supply of transport work Surveys (collection of transport data in current situation)	6	7.000 €	1/4/2018	1/10/2018	42.000 €
1.3 Planning for the accession of new services in the operation of urban and regional (KTEL) Public Transport (including among others the assessment of necessary interventions of maintenance for telematics and smart ticket at the KTEL as well as the selection of the appropriate service management software for DRT)	4	3.000 €	1/10/2018	31/1/2019	12.000 €
1.4 Cost / Benefit Analysis and establishing a set of compensatory measures to exploit the benefits by improving other types of local public transport of the area.	2	3.000 €	31/1/2019	2/4/2019	6.000 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

1/4/2018	1/5/2018	1/6/2018	1/7/2018	1/8/2018	31/8/2018	1/10/2018	31/10/2018	1/12/2018	31/12/2018	31/1/2019	2/3/2019	2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023
0 €	0 €	0 €	0 €	0 €																																																										
7.000 €	7.000 €	7.000 €	7.000 €	7.000 €																																																										
						3.000 €	3.000 €	3.000 €	3.000 €																																																							
										3.000 €	3.000 €																																																							
7.000 €	7.000 €	7.000 €	7.000 €	7.000 €	7.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: DEMAND RESPONSIVE TRANSPORT

			1/4/2018	TOTAL	12.000 €
Action 2: Institutional and legislative context of DRT services operation	**Μήνες**	**RATE/per Month**	**START**	**END**	**TOTAL**
2.1 Recording of an existing legal framework for the operation of the Urban and Inter-urban KTEL in relation to the implementation of the new service.	2	3.000 €	1/4/2018	1/6/2018	6.000 €
2.2 Interventions required at the level of competence of the RWM.	2	3.000 €	1/4/2018	1/6/2018	6.000 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

1/4/2018	1/5/2018	1/6/2018	1/7/2018	1/8/2018	31/8/2018	1/10/2018	31/10/2018	1/12/2018	31/12/2018	31/1/2019	2/3/2019	2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023
3.000 €	3.000 €																																																										
3.000 €	3.000 €																																																											
6.000 €	6.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: DEMAND RESPONSIVE TRANSPORT

Action 3: Utilization of existing telematics and smart ticketing systems and other specialized software	MONTHS	RATE/per Month	START	END	TOTAL
			2/4/2019	TOTAL	75.000 €
3.1. Maintenance and repair of failures for the uninterrupted operation of equipment in vehicles and bus stops (tickets cancellation machines / vehicle equipment / telecommunication / ticket vending machines).	3	7.000	2/4/2019	2/7/2019	21.000 €
3.2 Supply / installation / customization / commissioning of specialized software to support the new service (requests for traveling / bus lines routing / updating drivers that perform the services / service confirmation to passengers-users).	4	10.000 €	2/4/2019	2/8/2019	40.000 €
3.3 Purchase and installation of smart bus stops equipment to inform of expected bus arrival time at selected bus stops (optional).	2	5.000 €	2/4/2019	2/6/2019	10.000 €
3.4 Dissemination and passenger information for the new service (flyers / posters / happenings / radio spots).	2	2.000 €	2/8/2019	2/10/2019	4.000 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024
7.000 €	7.000 €	7.000 €																																																									7.000 €
10.000 €	10.000 €	10.000 €	10.000 €																																																									10.000 €
5.000 €	5.000 €																																																									5.000 €
				2.000 €	2.000 €																																																							2.000 €
15.000 €	15.000 €	10.000 €	10.000 €	2.000 €	2.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	17.000 €

PROJECT: DEMAND RESPONSIVE TRANSPORT

Action 4: Special care for the Disabled, the elderly and the temporarily disabled	MONTHS	RATE/per Month	START	STOP	TOTAL
			2/4/2019	TOTAL	23.000 €
4.1 Guidance and training of the organizations personnel involved in the implementation of the transport project (Public Private).	1	2.000 €	2/4/2019	2/5/2019	2.000 €
4.2 Creating functional and accessible bus stops.	3	7.000 €	2/4/2019	2/7/2019	21.000 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024
2.000 €																																																												
7.000 €	7.000 €	7.000 €																																																										
9.000 €	7.000 €	7.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: DEMAND RESPONSIVE TRANSPORT

Action 5: Special contribution to intermodality / DRT and cycling	MONTHS	RATE/per Month	START	END	TOTAL
			2/4/2019	TOTAL	8.000 €
5.1 Improvement of bus stops and vehicles (secure bicycle parking / carriage on the vehicle).	4	2.000 €	2/4/2019	2/8/2019	8.000 €
5.2 Training of Public Transport Operators personnel.	1	0 €	2/8/2019	1/9/2019	0 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

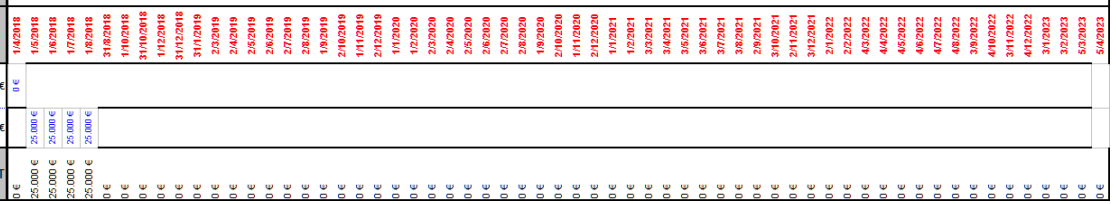
2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024
2.000 €	2.000 €	2.000 €	2.000 €																																																								
				0 €																																																										
2.000 €	2.000 €	2.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

Analysis of Financial and Time Planning of the planned project «'OBSERVATORY' FOR SUSTAINABLE MOBILITY »

PROJECT: 'OBSERVATORY' FOR SUSTAINABLE MOBILITY

Action 1: Feasibility Study - Cost / Benefit Analysis	MONTHS	RATE/per Month	START	END	TOTAL
			1/4/2018	TOTAL	100.000 €
1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature)	1	0 €	1/4/2018	1/5/2018	0 €
1.2 Feasibility Study & Cost / Benefit Analysis, taking into account an estimation of user requirements, a framework for collaboration with third parties and the physical architecture of the system and user interfaces.	4	25.000 €	1/5/2018	31/8/2018	100.000 €
				TOTAL MONTHLY COST	

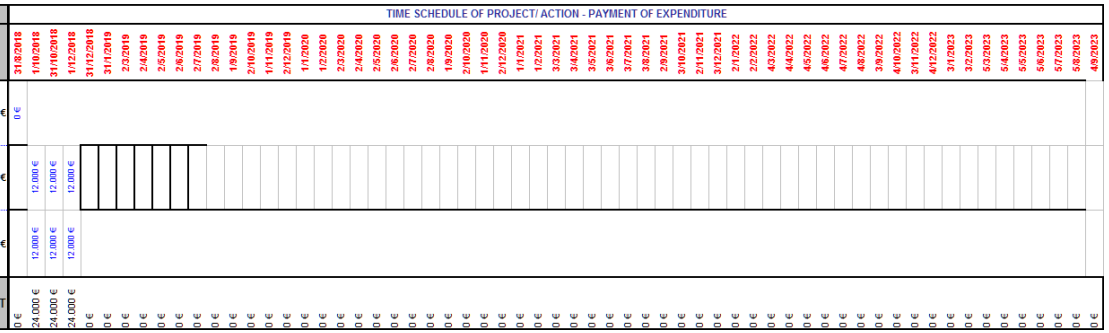
TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE



PROJECT: 'OBSERVATORY' FOR SUSTAINABLE MOBILITY

Action 2: Defining user needs and available data sources	MONTHS	RATE/per Month	START	END	TOTAL
			31/8/2018	TOTAL	72.000 €
2.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature)	1	0 €	31/8/2018	1/10/2018	0 €
2.2 Diagnosis and evaluation of user needs through extensive questionnaire surveys in all services and supervised bodies of the RWM and other stakeholders.	3	12.000 €	1/10/2018	31/12/2018	36.000 €
2.2 Investigation of available data sources (primary and other) to all the above Organizations and other (national and / or European level).	3	12.000 €	1/10/2018	31/12/2018	36.000 €
				TOTAL MONTHLY COST	

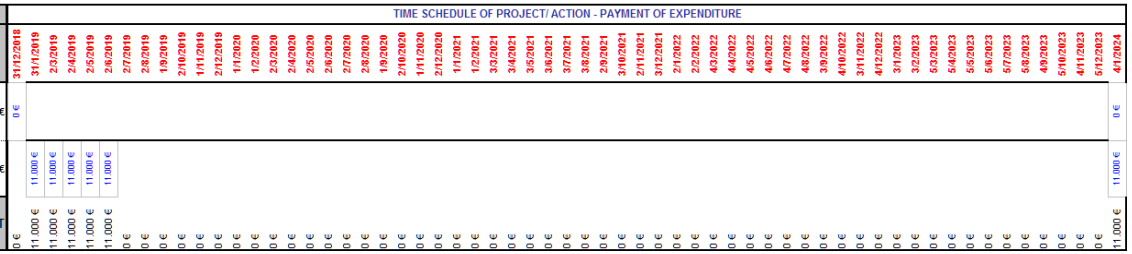
TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE



PROJECT: 'OBSERVATORY' FOR SUSTAINABLE MOBILITY

Action 3: Informing stakeholders and cooperation framework	MONTHS	RATE/per Month	START	END	TOTAL
			31/12/2018	TOTAL	55.000 €
3.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature)	1	0	31/12/2018	31/1/2019	0 €
3.2 Provide an appropriate framework and terms of cooperation for all stakeholders/ supervised bodies to identify user needs (consultations and co-operation agreements)	5	11.000 €	31/1/2019	2/7/2019	55.000 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE



PROJECT: 'OBSERVATORY' FOR SUSTAINABLE MOBILITY

Action 4: System Architecture / Interfaces - User Rights / Services	MONTHS	RATE/per Month	START	END	TOTAL
			2/7/2019	TOTAL	30.000 €
4.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature) for Actions 4 & 5	1	0 €	2/7/2019	2/8/2019	0 €
4.2 Analysis of hardware and software requirements and development of a physical and functional architectural system.	2	15.000 €	2/8/2019	2/10/2019	30.000 €
TOTAL MONTHLY COST					

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020
4.1	0 €															
4.2		15.000 €	15.000 €													
TOTAL MONTHLY COST	0 €	15.000 €	15.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022
4.1															
4.2															
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023
4.1															
4.2															
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024	5/5/2024	5/6/2024	5/7/2024
4.1															
4.2															
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: 'OBSERVATORY' FOR SUSTAINABLE MOBILITY

Action 1: Feasibility Study - Cost / Benefit Analysis	MONTHS	RATE/per Month	START	END	TOTAL
			1/4/2018	TOTAL	100.000 €
1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature)	1	0 €	1/4/2018	1/5/2018	0 €
1.2 Feasibility Study & Cost / Benefit Analysis, taking into account an estimation of user requirements, a framework for collaboration with third parties and the physical architecture of the system and user interfaces.	4	25.000 €	1/5/2018	31/8/2018	100.000 €
TOTAL MONTHLY COST					

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

	1/4/2018	1/5/2018	1/6/2018	1/7/2018	1/8/2018	31/8/2018	1/10/2018	31/10/2018	1/12/2018	31/12/2018	31/1/2019	2/3/2019	2/4/2019	2/5/2019	2/6/2019	2/7/2019
1.1	0 €															
1.2		25.000 €	25.000 €	25.000 €	25.000 €											
TOTAL MONTHLY COST	0 €	25.000 €	25.000 €	25.000 €	25.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020
1.1															
1.2															
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022
1.1															
1.2															
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023
1.1															
1.2															
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

Hellenic Republic
Region Of Western Macedonia

REGIO-MOB
Interreg Europe
European Union
European Regional Development Fund

Analysis of Financial and Time Planning of the planned project « TRANSIT STATIONS (PARK 'n RIDE) IN THE METROPOLITAN AREA OF KOZANI»

PROJECT: TRANSIT STATIONS (PARK 'n RIDE) IN THE METROPOLITAN AREA OF KOZANI

1/4/2018 TOTAL 41.000 €

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

Action 1: Conditions for the creation of 'Park and Ride' sites	MONTHS	RATE/per Month	START	END	TOTAL	1/4/2018	1/5/2018	1/6/2018	1/7/2018	1/8/2018	31/8/2018	1/10/2018	31/10/2018	1/12/2018	31/12/2018	31/1/2019	2/3/2019	2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023
1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature) for objects 1.2 to 1.4	2	2.500 €	1/4/2018	1/6/2018	5.000 €	2.500 €	2.500 €																																																											
1.2 Planning and preliminary design of the stations at two (2) peripheral locations in Kozani (combination of urban and transport parameters), with the assistance of the ongoing SUMP results.	2	5.000 €	1/4/2018	1/6/2018	10.000 €	5.000 €	5.000 €																																																													
1.3 Feasibility study for the construction of the stations taking into account the needs of the external movements of the wider region as well as of the Region in general.	2	10.000 €	1/4/2018	1/6/2018	20.000 €	10.000 €	10.000 €																																																													
1.4 Establishment of Mobility Office and Mobility Center of RWM - Finding forms of rewarding the passenger based on the degree of sustainability of the trips performed.	12	500 €	1/4/2018	2/4/2019	6.000 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €																																																
					TOTAL MONTHLY COST	18.000 €	18.000 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: TRANSIT STATIONS (PARK 'n RIDE) IN THE METROPOLITAN AREA OF KOZANI

2/4/2019 TOTAL 0 €

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

Action 2: Conduct final designs and implementation designs	MONTHS	RATE/per Month	START	END	TOTAL	2/4/2019	2/5/2019	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024
2.1 Direct labour contract	2	0 €	2/4/2019	2/6/2019	0 €	0 €	0 €																																																													
					TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: TRANSIT STATIONS (PARK 'n RIDE) IN THE METROPOLITAN AREA OF KOZANI

2/6/2019 TOTAL 152.000 €

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

Action 3: Contests - Contracts (Park and Ride) - Construction of stations - Licenses	MONTHS	RATE/per Month	START	END	TOTAL	2/6/2019	2/7/2019	2/8/2019	1/9/2019	2/10/2019	1/11/2019	2/12/2019	1/1/2020	1/2/2020	2/3/2020	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024	5/5/2024	5/6/2024
3.1 Contest - Contractors awarding for the construction of Park and Ride	2	1.000 €	2/6/2019	2/8/2019	2.000 €	1.000 €	1.000 €																																																												
3.2 Construction of two (2) transit stations - Licenses	6	25.000 €	2/8/2019	1/2/2020	150.000 €			25.000 €	25.000 €	25.000 €	25.000 €	25.000 €	25.000 €																																																		
					TOTAL MONTHLY COST	1.000 €	1.000 €	25.000 €	25.000 €	25.000 €	25.000 €	25.000 €	25.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

PROJECT: TRANSIT STATIONS (PARK ‘n RIDE) IN THE METROPOLITAN AREA OF KOZANI

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE

Action 4. Commissioning	MONTHS	RATE/per Month	START	END	TOTAL	1/2/2020	2/3/2020
			1/2/2020	TOTAL	114.000 €		
4.1 Passenger information (internet, posters).	2	2.000 €	1/2/2020	2/4/2020	4.000 €	2.000 €	2.000 €
4.2 Installation of VMS in the parking area with dynamic information on public transport (buses, TAXI, available parking spaces within the station).	2	40.000 €	1/2/2020	2/4/2020	80.000 €	40.000 €	40.000 €
4.3 Installation and operation of modern safety and lighting facilities in parking areas.	1	30.000 €	1/2/2020	2/3/2020	30.000 €	30.000 €	
					TOTAL MONTHLY COST	72.000 €	42.000 €

	2/4/2020	2/5/2020	2/6/2020	2/7/2020	2/8/2020	1/9/2020	2/10/2020	1/11/2020	2/12/2020	1/1/2021	1/2/2021	3/3/2021	3/4/2021	3/5/2021	3/6/2021	3/7/2021	3/8/2021	2/9/2021	3/10/2021	2/11/2021	3/12/2021	2/1/2022	2/2/2022	4/3/2022	4/4/2022	4/5/2022	4/6/2022	4/7/2022	4/8/2022	3/9/2022
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

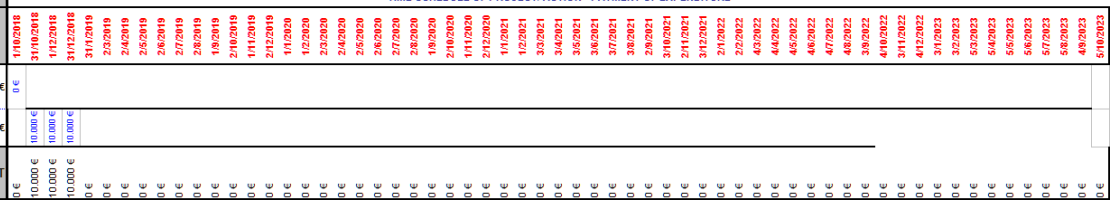
	4/10/2022	3/11/2022	4/12/2022	3/1/2023	3/2/2023	5/3/2023	5/4/2023	5/5/2023	5/6/2023	5/7/2023	5/8/2023	4/9/2023	5/10/2023	4/11/2023	5/12/2023	4/1/2024	4/2/2024	5/3/2024	5/4/2024	5/5/2024	5/6/2024	5/7/2024	5/8/2024	4/9/2024	5/10/2024	4/11/2024	5/12/2024	4/1/2025	4/2/2025
TOTAL MONTHLY COST	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

Analysis of Financial and Time Planning of the planned project « SPECIAL PRICING POLICY IN PT FOR VULNERABLE SOCIAL GROUPS »

PROJECT: SPECIAL PRICING POLICY IN PT FOR VULNERABLE SOCIAL GROUPS

Action 1: Feasibility Study - Cost / Benefit Analysis	MONTHS	RATE/per Month	START	END	TOTAL
			1/10/2018	TOTAL	30.000 €
1.1 Tender Procedure and assignment of studies to external consultants (specifications / tender / contractor selection / contract signature)	1	0 €	1/10/2018	31/10/2018	0 €
1.2 Feasibility Study & Cost / Benefit Analysis with appropriate sensitivity analysis in relation to beneficiaries.	3	10.000 €	31/10/2018	31/1/2019	30.000 €
				TOTAL MONTHLY COST	

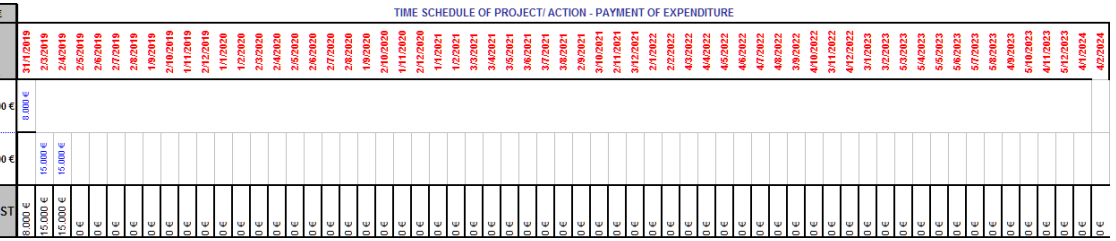
TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE



PROJECT: SPECIAL PRICING POLICY IN PT FOR VULNERABLE SOCIAL GROUPS

Action 2: Institutional, legislative framework and "road map" of implementation	MONTHS	RATE/per Month	START	END	TOTAL
			31/1/2019	TOTAL	38.000 €
2.1 Recording an existing legal framework in relation to the implementation of the new service	1	8.000 €	31/1/2019	2/3/2019	8.000 €
2.2 Interventions required at the level of competence of the RWM and roadmap for implementation	2	15.000 €	2/3/2019	2/5/2019	30.000 €
				TOTAL MONTHLY COST	

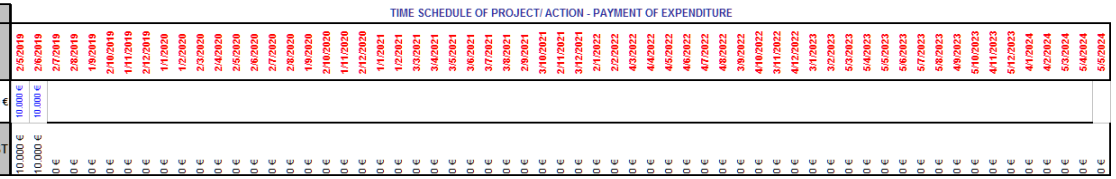
TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE



PROJECT: SPECIAL PRICING POLICY IN PT FOR VULNERABLE SOCIAL GROUPS

Action 3: Commissioning	MONTHS	RATE/per Month	START	END	TOTAL
			2/5/2019	TOTAL	20.000 €
3.1 Advertising of offered services (internet, local press, television, radio) - Campaigns for informing the traveling public.	2	10.000 €	2/5/2019	2/7/2019	20.000 €
				TOTAL MONTHLY COST	

TIME SCHEDULE OF PROJECT/ ACTION - PAYMENT OF EXPENDITURE



Hellenic Republic
Region Of Western Macedonia

REGIO-MOB
Interreg Europe

European Union
European Regional
Development Fund

ANNEX III

Questionnaire for the evaluation procedure concerning the implementation of the proposed Action Plan

Part A. General administrative information

- *It is important to know who the compiler -the one who filled in the form - of this form is.*
- *If there are no changes compared with the previous period the information can be copied from the previous reporting period.*

Project	
City	
Action number	
Action title	
Reporting period	From dd-mm-yyyy To dd-mm-yyyy
Action leader coordinates	
Name	
Telephone	
Fax	
E-mail	
Other interviewee *Only to be filled in if this is someone other than the Action Leader*	
Name	
Telephone	
Fax	
E-mail	

Part B. General content information

B1.

What are the objectives of the action?

- *Three levels are distinguished: High level (Longer term), Strategic level and Action level.*
- *It is advisable to copy the objectives described on the detailed presentation of the Action Plan (Annex I) as long asthere have not been any changes to the action.*
- *If there are no changes compared with the previous reporting period, the objectives can be copied from the previous reporting period.*

High level / Longer term *Please describe the high level / longer term objective of the action in one or two sentences. This should be the latest*	

version of the objective. An example is 'to reduce the congestion and pollution in the city centre'	
Strategic level *Please describe the strategic level objective of the action in one or two sentences. This should be the latest version of this objective. This refers to the way of achieving the high level objective. An example is 'to reduce private car use in the city centre in the rush hour'*	
Action level *Please describe the action level objective of the action in one or two sentences. This should be the latest version of this objective. This refers to the contribution to achieving the strategic objective. An example is 'to design and implement a bike-sharing scheme to transfer 3% of car trips to bikes'*	

B2.

Which groups have been targeted with the action?

- *There are predefined answers.*
- *Please put a 'X' in the open box before the number. If there are other target groups than the ones mentioned in the table it should be made use of line 10 "other".*
- *More than one answer is possible.*
- *If there are no changes compared with the previous reporting period, the answers can be copied from the previous reporting period.*

	1	Residents
	2	Car drivers / motorists
	3	Public transport users
	4	Cycle / walking groups
	5	Mobility impaired people
	6	Commuters
	7	Visitors (shops / leisure)
	8	Local businesses
	9	General public
	10	Other, *please describe*

B3.

Who are the players involved and what is their level of activity in the action?

- *Please fill in one table for each players involved.*
- *Partners are participants in the actions. Only one can have a leading role: the participant that have signed the action contract as the action leader. Principle participants are the partners that have co-signed the action contract. Occasional participants did not have co-signed the action contract, but somehow are involved in the action.*
- *Where there are predefined answers please put a 'X' in the open box before the number.*
- *Only one answer is possible for each item.*

- *If there are no changes compared with the previous reporting period, the answers can be copied from the previous reporting period.*

Action partner 1					
Name					
Type of organisation			Level of activity		
	1	City		1	Leading role
	2	Public transport company		2	Principle participant
	3	Knowledge institution (e.g. university)		3	Occasional participant
	4	Non-Governmental Organisation (e.g. consumer			
	5	Private company			
	6	Other, *please describe*			

Action partner 2					
Name					
Type of organisation			Level of activity		
	1	City		1	Leading role
	2	Public transport company		2	Principle participant
	3	Knowledge institution (e.g. university)		3	Occasional participant
	4	Non-Governmental Organisation (e.g. consumer			
	5	Private company			
	6	Other, *please describe*			

Action partner 3					
Name					
Type of organisation			Level of activity		
	1	City		1	Leading role
	2	Public transport company		2	Principle participant
	3	Knowledge institution (e.g. university)		3	Occasional participant
	4	Non-Governmental Organisation (e.g. consumer			
	5	Private company			
	6	Other, *please describe*			

Action partner 4					
Name					
Type of organisation			Level of activity		
	1	City		1	Leading role
	2	Public transport company		2	Principle participant
	3	Knowledge institution (e.g. university)		3	Occasional participant
	4	Non-Governmental Organisation (e.g. consumer			
	5	Private company			
	6	Other, *please describe*			

Action partner 5					
Name					
Type of organisation			Level of activity		
	1	City		1	Leading role
	2	Public transport company		2	Principle participant
	3	Knowledge institution (e.g. university)		3	Occasional participant
	4	Non-Governmental Organisation (e.g. consumer			
	5	Private company			
	6	Other, *please describe*			

Action partner 6					
Name					
Type of organisation			Level of activity		
	1	City		1	Leading role
	2	Public transport company		2	Principle participant
	3	Knowledge institution (e.g. university)		3	Occasional participant
	4	Non-Governmental Organisation (e.g. consumer			
	5	Private company			
	6	Other, *please describe*			

Part C. Content information for this reporting period

Cl.

What was the phase of the action during the reporting period?

- *There are predefined answers.*

  Preparation phase: the action is developed in detail and design work for the action is conducted. At the end of this phase all planning details are fixed, including all decisions and permissions that are a pre-condition for starting the implementation phase.

  Implementation phase: the action will be implemented in real life. At the end of this phase the action starts operation.

  Operation phase: the action is opened to the public.

- *Please put a 'X' in the open box before the number.*

	1	Preparation phase.
	2	Implementation phase
	3	Operation phase
	4	Transition from preparation phase to implementation phase
	5	Transition from implementation phase to operation phase

C2.

Process barriers are events or overlapping conditions that hampers the process to obtain action objectives/goals. In the checklist below you will find a number of barrier fields and examples of barriers which might have been encountered during the reporting period in trying to reach the objectives as given in question B1.
Barrier fields and examples of possible barriers

NR	Barrier field	Examples of barriers
1	**Political / strategic**	Opposition of key actors based on political and/or strategic motives, lack of sustainable development agenda or vision, impacts of a local election, conflict between key (policy) stakeholders due to diverging believes in directions of solution
2	**Institutional**	Impeding administrative structures, procedures and routines, impeding laws, rules, regulations and their application, hierarchical structure of organizations and programs
3	**Cultural**	Impeding cultural circumstances and life style patterns
4	**Problem related**	Complexity of the problem(s) to be solved, lack of shared sense of urgency among key stakeholders to sustainable mobility
5	**Involvement, communication**	Insufficient involvement or awareness of (policy) key stakeholders, insufficient consultation, involvement or awareness of citizens or users
6	**Positional**	Relative isolation of the action, lack of exchange with other actions or cities
7	**Planning**	Insufficient technical planning and analysis to determine requirements of action implementation, insufficient economic planning and market analysis to determine requirements for action implementation, lack of user needs analysis: limited understanding of user requirements
8	**Organizational**	Failed or insufficient partnership arrangements, lack of leadership, lack of individual motivation or know-how of key action persons
9	**Financial**	Too much dependency on public funds and subsidies, unwillingness of the business community to contribute financially
10	**Technological**	Additional technological requirements, technology not available yet, technological problems
11	**Spatial**	No permission of construction, insufficient space
12	**Other**	

What are the three most important barriers encountered <u>during the reporting period?</u>

- *Please fill in the number of the barrier field from the checklist above in the open box according to importance.*
- *Please fill in a specification of the barrier in one sentence.*

  This is important to make the barrier more understandable for people outside the cities - without detailed knowledge of the action - the barriers should be described with more detail. Questions to be answered in this part are: Which impact did the barrier have on the process of the action and How did it occur? What exactly happened?

Example: *If a (institutional) barrier is described just with "Impeding administrative structures, procedures and routines" it is not clear what happened in the city and what negative impact this factor had on the action. It would be better to additionally write in one sentence a more specific explanation such as "The new complex legislation of procurement for the purchasing of goods and services has caused delays in the process of the public tender necessary for purchasing the automatic control system"*

NR	Specification of barrier (max one sentence)		
		1	Most important barrier
		2	Second most important
		3	Third most important barrier

C3.

Process drivers are events or overlapping conditions that stimulates the process to obtain action objectives/goals. In the checklist below you will find a number of driver fields and examples of possible drivers which might have been encountered during the reporting period in trying to reach the objectives as given in question B1.
Driver fields and examples of possible drivers

NR	Driver field	Examples of drivers
1	**Political / strategic**	Commitment of key actors based on political and/or strategic motives, presence of sustainable development agenda or vision, positive impacts of a local election, coalition between key (policy) stakeholders due to converging (shared) believes in directions of solution
2	**Institutional**	Facilitating administrative structures, procedures and routines, facilitating laws, rules, regulations and their application, facilitating structure of organizations and programs
3	**Cultural**	Facilitating cultural circumstances and life style patterns
4	**Problem related**	Pressure of the problem(s) causes great priority, shared sense of urgency among key stakeholders to sustainable mobility
5	**Involvement, communication**	Constructive and open involvement of policy key stakeholders, constructive and open consultation and involvement or citizens or users
6	**Positional**	The action concerned is part of a (city) program and/or a consequence of the implementation of a sustainable vision , exchange of experiences and lessons learned with other actions or cities
7	**Planning**	Accurate technical planning and analysis to determine requirements of action implementation, accurate economic planning and market analysis to determine requirements for action implementation, thorough user needs analysis and good understanding of user requirements
8	**Organizational**	Constructive partnership arrangements, strong and clear leadership, highly motivated key action persons, key action persons as 'local champions'
9	**Financial**	Availability of public funds and subsidies, willingness of the business

NR	Driver field	Examples of drivers
		community to contribute financially
10	**Technological**	New potentials offered by technology, new technology available
11	**Spatial**	Space for physical projects, experimentation zones
12	**Other**	

What are the three most important drivers encountered <u>during the reporting period?</u>

- *Please fill in the number of the driver field from the checklist above in the open box according to importance*
- *Please fill in a specification of the driver in one sentence.*

  This is important to make the driver more understandable for people outside the cities - without detailed knowledge of the action - the drivers should be described with more detail. Questions to be answered in this part are: Which impact did the driver have on the process of the action and How did it occur? What exactly happened?

  ***<u>Example</u>:** If a (political) driver is described only with "strong commitment of local authorities", it is not clear to the outside reader which impact on the action process this driver is causing. It is necessary to write in one sentence which local authority or person is concerned and what has changed concerning the process of the action due to this commitment. An example is: "The alderman for city development has promoted the action in such a way that also business became interested in the action and this now company XXX is an principal partner"*

NR	Specification of driver (max one sentence)		
		1	Most important driver
		2	Second most important
		3	Third most important

C4.

Activities are actions taken by one or more action partners to handle the barriers and / or to make use of the drivers to reach the action objectives. In the checklist below you will find a number activity fields and <u>examples</u> of possible activities taken <u>during the reporting period</u> to overcome the barriers or to make use of the drivers

Checklist of activity fields and examples of possible activities

NR	Activity field	Examples of activities
1	**Political / strategic**	(Co-)development of vision on sustainable development or sustainable mobility, (Co-) development of a program towards sustainable development or sustainable mobility, discours with key stakeholders (politicians etc)
2	**Institutional**	Analysis of and/or proposals to change impeding rules, structures, legislation, organisational structures etc.
3	**Cultural**	Facilitating cultural circumstances and life style patterns

NR	Activity field	Examples of activities
4	**Problem related**	Thoroughly analyzing problems towards sustainable mobility to be solved, activities to explain the pressure of the problem, all activities towards sharing the sense of urgency among key stakeholders to sustainable mobility
5	**Involvement, communication**	Consultation of target groups by workshop, conference, focus group, expert meeting, face-to-face interviews or questionnaires, telephone interviews or questionnaires or web based questionnaires, public awareness campaign about the sustainability problems to be solved, bringing together key stakeholders to discuss the sustainability problems to be solved (sharing different viewpoints), public awareness campaign about the action through media activities, involvement of key stakeholders (politicians etc) in the action
6	**Positional**	Put the action concerned into a running sustainability program (combined with the strategic actions), activities to exchange experiences with other actions / cities (workshop, conference, focus group etc)
7	**Planning**	Raising or attempting to raise additional 'time budget' for the action , (re)conduct the economic and technical planning as well as analysis to determine requirements of action implementation, (re)conduct market analysis to determine requirements for action implementation, thoroughly analyzing user needs analysis to better understand the user requirements
8	**Organizational**	Activities to raise the competences of the action partners (for example special courses etc), activities to raise the motivation of the action partners (for example extra action meetings)
9	**Financial**	Raising or attempting to raise additional financial budget for the action, developing a context which is attractive to the business community to contribute financially
10	**Technological**	Raising or attempting to raise additional technical resources for the action (all kind of equipment), all kind of actions to solve technological problems
11	**Spatial**	(Attempts) Adjusting the construction permissions, creating experimental and /of investment zones / city parts / corridors
12	**Other**	

What are the three most important activities taken <u>during the reporting period?</u>

Please fill in the number of the activity field from the checklist above in the open box according to importance. Please bear in mind that there should be a link between the barriers and drivers as mentioned before.

Please fill in a specification of the activity in one sentence.

This is important to make the activity more understandable for people outside the cities - without detailed knowledge of the action and to link them to the barriers and drivers as mentioned before - the drivers should be described with more detail.

<u>Example</u>: The (political) driver is a strong political commitment in the participation in the campaign to raise awareness for sustainable mobility. The (involvement) activity taken (to

make use of the driver) may be described as: "Involvement of committed politicians in the awareness raising campaign activities such as: Conferences, Meetings, Public discussions"

NR	Specification of the activity (max one sentence)		
		1	Most important activity
		2	Second most important
		3	Third most important

C5.

Regarding the barriers, drivers and activities undertaken how do you estimate the risk to reaching the objectives (question B1) on the high, strategic and action levels at this moment?

- *There are predefined answers.*
- *Please put a 'X' in the open space before the number.*
- *Only one answer for each level is possible.*

High level / Longer term		1	Very low risk
		2	Low risk
		3	Moderate risk
		4	High risk
		5	Very high risk
Strategic level		1	Very low risk
		2	Low risk
		3	Moderate risk
		4	High risk
		5	Very high risk
Action level		1	Very low risk
		2	Low risk
		3	Moderate risk
		4	High risk
		5	Very high risk

Part D. Any other comment

- *If you have any other comment, you can note this in the box below.*
- *If there are any ambiguities in the previous parts of the form, it is advisable to make use of this box for explanations. This might be <u>for instance</u> be applicable if there are mentioned several barriers in part C2 but no actions taken by a action partner to overcome them in part C4. Why have there been no actions taken?*

THANK YOU VERY MUCH FOR YOUR COOPERATION