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Capacity Building Manual

LOCATIONS - Low Carbon Transport in Cruise Destination Cities

WP3 – Testing
Activity 3.3 Capacity building for partners to bridge the gaps
Deliverable 3.3.1

M. Marco, L. Mercatelli, P. Machado, V. Grégorio, A. Allué and L. Perini ć

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1. Introduction

1.1 Objective

The last activity providing tools and know-how before the actual implementation of the Low Carbon Transport Plan's pilot activities (Activity 3.4), consists of a three-day capacity building seminar for partners, addressed to bridge the gaps and grant common ground, share knowledge, maximize harmonization of processes, transferability and replicability of approaches and results in the application of the operational model.

The joint transnational capacity building, based on a manual developed for the purpose, provides partners with a more detailed, hands-on approach to the operational model and know-how for its implementation with practical tutorials held by experts in specific fields (data gathering and processing, setting goals and choosing indicators, drafting scenarios, organizing participatory processes, etc.).

The objective of this Deliverable 3.3.1 is, therefore, to develop the Manual required to support the Capacity Building Seminar. Besides, the Manual becomes an instrument to be used by any institution planning to engage in a similar project, since it provides practical and easy-to-follow guidelines about the efficient and successful implementation of a participatory focused project.

1.2 Deliverable description

This document has been designed with the aim of supporting any person, group or entity willing to start a strategic planning process leading to develop a Low Carbon Transport Plan. From this perspective, the Manual has been developed after the contributions of the technical partners in the project, with a rather practical approach, including as many examples as possible, so as to turn it into a hands-on manual.

The Manual is formed by two main parts:

- A step-by-step guide describing in detail and with practical examples based on real cases, the process to be followed so as to produce a sound and efficient Low Carbon Transport Plan (LCTP).
- A compilation of available references and tools which can be used to support the LCTP at every stage of its design and development.

Besides, a series of best practices and tips are presented throughout the whole document, aiming at illustrating with practical examples the concepts explained.

2. Low Carbon Transport Plan Manual

2.1 Step 0: Work plan and team

The Operational Manual is based on the process and activities to be performed so as to maximize the chances of producing an effective, ambitious and realistic Operational Plan for Low Carbon Mobility in Cruise Destination Cities. However, before actually starting with the Manual activities and steps, it is highly recommended to set up the team of people who will be responsible for the project, and schedule one or more meetings so as to define the work plan, milestones, people involved and duties, deadlines, etc.

Furthermore, it may be advisable to train those being part of the Team, especially by sharing this Manual with them, and making sure there is a common ground and understanding about the major steps and the relevance of every aspect included

This preliminary step may result of great help in avoiding misunderstandings, overlapping and frustration, while it also helps to establish homogeneity about the project rationale, goals and available resources.

2.2 Step 1: Initial assessment

2.2.1 Context analysis

A thoughtful assessment of the context in which the LCTP will act is totally essential since it will determine the baseline as well as the relevance of the measures and objectives proposed. A list with different topics and elements which will help to characterize the context of the studied cruise city is shown:

1	EU, national, regional and local framework of reference
2	Current cruise-related flows features, trends, etc., in the city/port
3	Mid to long term development trends estimation and weight
4	Catalogue of current policies/ public & private related initiatives
5	Weighted list of negative impacts linked to the cruise-related flows
6	Existing network, services and infrastructures in the city/ port

1. EU, national, regional and local framework of reference.

Seeking for more far-reaching local sustainable urban transport policies, the reference will set the ground in European context, but also, will encompass regulation national, regional and local framework to ensure the horizontal and vertical integration between multi-level governments. Being sustainable mobility a cross-cutting issue, different regulation areas (environmental, transport, spatial planning, etc.) will be taken into account. As a result, a list with the main normative elements affecting sustainable mobility will be elaborated, and properly updated if necessary, for the conception of the local low carbon transport plan.

2. Current cruise-related flows features, trends, etc., in the city/port

A comprehensive collection of reliable data on cruise-related features, from maritime ports freight and passenger statistics and other relevant sources, will be carried out. For each destination, information (related to passengers and goods traffic, alternative on urban/interurban transport, waste collection, provision of services, etc.) will be gathered, to define the starting point of the low carbon transport plan and serve as the foundation for future trends estimations in further steps.

3. Mid to long term development trends estimation and weight.

Mid to long term trend projections of cruise-related flows features in each City will be drafted and different scenarios considering: most likely to happen, worst case and best case scenario, will be defined. The trend estimations will be based in reliable relevant statistical sources, on consultation to experts, or other validated methodology according to the standards that will be established by each City. These assumptions together with the current statistical situation derived from available resources will represent the current action framework of the local low carbon transport plan. These trend estimations will be revised in further steps of the project to accommodate them in case high-impact events should happen.

These scenarios can also serve as a reference for assessing the impact of the devised LCTP initiatives at local level for energy, transport and environmental issues.

4. Catalogue of current policies/ public & private related initiatives.

Existing problems and emerging challenges result in a variety of initiatives that deal with them with different approaches and resources. Therefore, a catalogue collecting the current public and private initiatives taking place at national, regional and local level affecting the main areas concerned about LCTP will elaborate. The aim is to explore currently relevant mechanisms and allowing reflection on previous experience.

The catalogue will include information about the actors, the innovative contributions, the level of citizen participation and its potential impact, as well as lessons learnt.

5. Weighted list of negative impacts linked to the cruise-related flows

Cruise tourism in departure ports and ports of call often leads to series of impacts and externalities that can be both, positive and negative. Some of the widely known consequences of cruise traffic are:

- Road congestion
- Air and noise pollution
- Increased soil consumption for parking and road infrastructures
- Reduced road safety
- Stress for the local community

These externalities are related to environmental issues, urban mobility, accessibility, social cohesion, cultural heritage, etc. and the role they play in each City must be determined for every particular case.

Once the impacts associated to cruise tourism in a destination, attending to the specific case of each City, have been identified an order of importance must be stablished. This will allow prioritizing goals and barriers to tackle along the local low carbon transport plan. For this purpose, a weight will be given to every negative impact identified. This could be carried out by the City technicians, or by consulting a series of experts, that through a survey would point out the most relevant negative impacts and would assign them a specific weight.

6. Existing network, services and infrastructures in the city/ port

The purpose of this step is to provide an overview of network, services and infrastructures in the City and detect possible gaps/opportunities, favouring low-carbon transport systems and multimodal connection, especially with basic services and main attractions. This inventory will be crucial to uptake tourism and cruise traffic as a strategic resource.

Once the collection of data and information is considered as sufficiently representative of the context, a comprehensive image can be obtained through a SWOT matrix:

SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), is a tool that allows identifying the state of a given situation, by considering the negative and positive aspects of the environment and the organization or project, in this case, the state of the City about urban transport related to cruise-tourism.

SWOT	NEGATIVE ASPECTS	POSITIVE ASPECTS
INTERNAL ANALYSIS	WEAKNESSES: Scarcity of resources and capabilities, low adaptability	STRENGTHS: Capabilities Advantages Resources
EXTERNAL ANALYSIS	THREATS: Risks and unforeseen events	OPPORTUNITIES: New technologies Strategic planning

The SWOT analysis is followed by a CAME[1] analysis in further steps, which is a useful tool to define strategies and actions from SWOT matrix results. The key is to focus on the most relevant weaknesses, strengths, threats and opportunities and, then, associate actions to Correct, Adapt, Maintain and Explore each identified situation.

CAME	THREATS	OPPORTUNITIES
WEAKNESSES	Adaptive strategy *'Resist'*	Corrective strategy *'Take advantage'*
STRENGTHS	Maintaining strategy *'Keep up'*	Exploring strategy *'Maximize'*

[1] CAME refers to the matrix for SWOT possible strategies (**C**orrect, **A**dapt, **M**aintain and **E**xplore)

Both, the SWOT and CAME analysis are efficient tools which from a logical approach present the type of strategy that should be adopted in every case. Different strategies can be followed at the same time, targeting different goals and situations. In every case, a close look to the stakeholders involved must be given, so as to foresee expectations and needs, as well as to maximize participation.

2.2.2 Stakeholders' involvement:

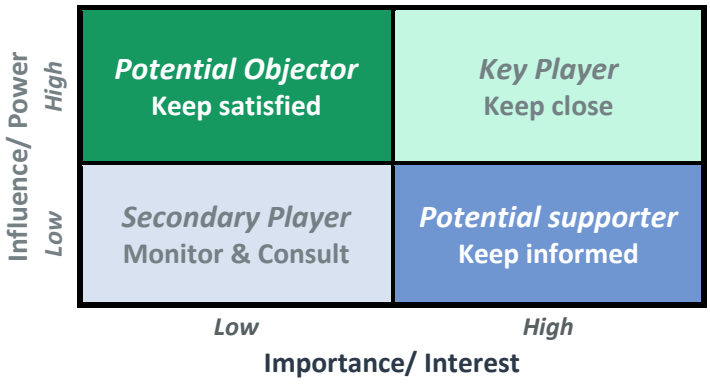
The identification and involvement of stakeholders is a crucial question which will have a major influence in the future acceptance of the Plan. A sound identification and engagement of stakeholders is of paramount importance in order to successfully establish a participatory approach. The process to grant a sufficient level of stakeholders' involvement relies on two consecutive phases: Identification and Dialogue.

Identification:

From a general standpoint, the targeted stakeholders will be all those individuals or groups which affect or are affected by the project which is being conducted. This definition includes present and future actions derived from the plan, so a wide scope must be considered when selecting potential stakeholders. Once there, three main questions shall define the relevance of every group of stakeholders, as well as the strategy to involve them in the project:

- How important the stakeholder is to the project?
- How influential/powerful the stakeholder is towards the project?
- What contribution/feedback do we expect from the stakeholder?

The first two questions are the ones determining the way in which the stakeholders will be approached by the project team. A frequent tool to assess both variables, importance/interest and Influence/power, consists in drawing a four cells matrix combining both variables in their two possible levels (low – high), and thus obtaining four different categories of stakeholders:



Those stakeholders identified which are considered *Key Players* must be involved and engaged in the project as soon as possible, so as to count on their support and contribution. For those included in the *Potential Objector* and *Potential Supporter* cells, the strategies to be followed imply establishing efficient lines for communication, as well as large predisposition to receive feedback, suggestions and advises. Finally, those included in the least relevant cell, considered as *Secondary Player* should still be monitored and consulted, so as to gain their support and avoid them upscaling to the *Potential Objector*'s cell.

The third question, related to the expected contribution from every identified stakeholder, will determine the moment and mechanism linked to their involvement. The project process includes designing the plan, gaining political support, involving local authorities, securing human, technological and financial resources, transmitting the plan to the citizenship, etc. The potential contribution of every stakeholder may be linked to one or more of these project phases, and shall be planned accordingly. Therefore, it is convenient to define a coordinated stakeholder engagement process, i.e., a stakeholder engagement strategy. Once defined the engagement strategy, the Dialogue with Stakeholders phase begins.

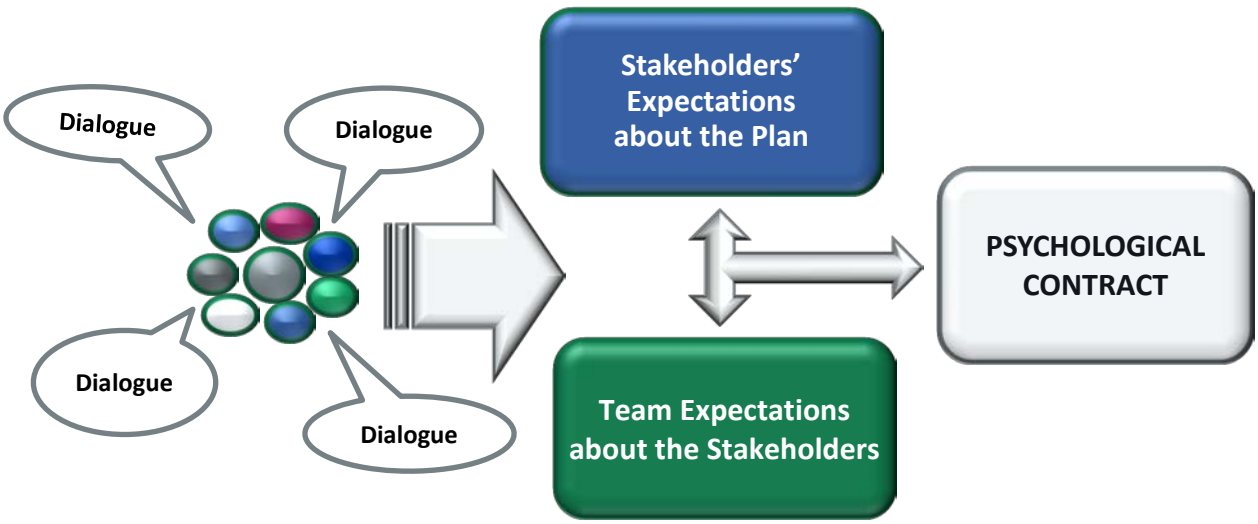
Tillburg municipality sought help from research company TMO for the drafting of the SUMP. Firstly, it was held a working local session that included experts from several areas such as transport, environment, social affairs, economy, scientific mobility, psychology, and modelling. From this meeting, measurable indicators were defined. After this with TMO´s modelling tool - Urban Strategy - different scenarios were tested which helped to explore the significance of the indicators. A second meeting took place with city council members and the experts from the previous meeting to bring the SUMP process to the political level. This approach was considered successful since early results were gathered regarding effect of different scenarios and measures. It is pointed out that one of the strengths of the project was the adopted participative approach. www.eltis.org/discover/case-studies

Dialogue:

Although every particular process may present specific characteristics affecting the stakeholder engagement strategy, as a general standard, it is advisable to follow the three steps presented next:

1. Contact the stakeholders; inform them about the project, goals and process.
2. Present your expectations about their contribution, input, participation, etc., soliciting their feedback and impressions about it, and agreeing on the future relationship.
3. Request the agreed contribution (whatever it is), in due time. This contribution may vary deeply depending on the type of stakeholder and its role in the project. However, once the participation has been agreed during the second step, it becomes very important to continue the process, asking for the contribution or, in case it is no longer needed, contacting the stakeholder to explain the new circumstances.

The whole process of successfully involving stakeholders relies on the idea of the 'psychological contract' which is virtually established between the Team and the Stakeholders through active dialogue:



From the moment the engagement has been achieved, the project team has to assume this engagement will last until the end of the project, implying regular communication and update about progress even when the stakeholder participation is already over. It is convenient to keep record of all communications and activities related to stakeholders, as well as to let them see their input and opinions have been considered.
There are many different techniques designed to reach and enhance the stakeholders' engagement, including public consultations, questionnaires, surveys, social media contributions, workshops, open debates, mass communication, participatory activities in the city, etc. Again, every technique must be adapted and designed bearing in mind which is the stakeholder targeted, as well as the input we want to get through the activity.

Lisbon's citizens can propose projects for the city in several areas such as transportation, mobility, environment, energy, culture, education or urban rehabilitation up to 500 000 € that were analyzed by the technical services of the city council and then voted by the citizens. The winning proposals are then validated and put into action. Since it began until now (2008-2016) 5770 proposals have been submitted of which 105 have won their contest and have either been or are in the process of being complete. In financial terms this means that 17 200 000 € have been spent on complete projects and other 14 105 000 € are to be spent on projects that are ongoing. On the first participatory budget, only 1101 votes were gathered while on the last (2016) the number was fixed at 51591 votes. www.lisboaparticipa.pt/home; https://factsreports.revues.org/3363

It may happen that one or more stakeholders have already participated in related previous plans, leaving a history of contributions, efforts, potential disappointment, expectations, etc. In these cases, prior to any other progress with stakeholders, it is advisable to gather all relevant information about the previous projects which involved the stakeholders, and figure out the real situation in the municipality so as to avoid misunderstanding, mistrust and disaffection towards our goals.

In those two cases, it is recommended to contact the previous team and gather as much information as possible, contact and solicit feedback from other relevant stakeholders, and, if possible, try to assess through surveys or similar means, if the public opinion and expectations match those you consider reasonable at this stage. If the assessment results do not correspond to what should be normal, some issues or unknown factors could have been underestimated, limiting the future chances for success.

Although the Identification and Dialogue phases are consecutive, they should bring feedback to each other, since the dialogue with stakeholders may bring in relevant information about not yet considered stakeholders, or other relevant data. As a general approach, the stakeholders' involvement process should be perform through the following four steps, so as to be sure all relevant information has been collected, and all related stakeholders have been involved:

1	**Stakeholders identification and first power vs. interest matrix**
2	**Dialogue with stakeholders. Expectations**
3	**Information and data sources linked to stakeholders**
4	**Stakeholders' relevance final matrix & psychological contract**

When both, the context analysis and stakeholders' involvement phases are complete, the initial assessment step is over, and the participatory process phase shall begin.

2.3 Step 2: Participatory process

2.3.1 Participatory process design

A participatory process implies the involvement of "public" in decision making processes. The definition of "public" depends on the topic to be addressed. Therefore, participatory processes can target several kinds of "public" such as citizens, the stakeholders of a project or policy, experts and even members of government and private industry (Slocum, N. 2003).

Generally, policy making processes like the decisions required for LCTP, implicate a three-step cycle of planning implementation, and evaluation for which the participatory processes can be used in some of these steps (Fig.1).

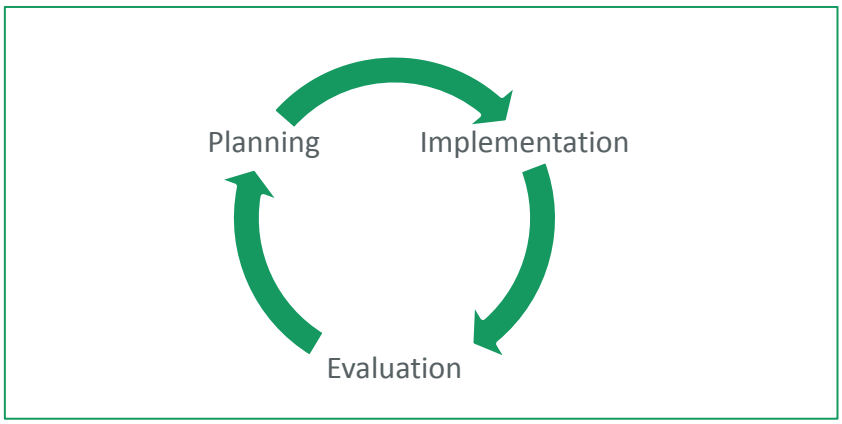


Fig. 1- Participatory process for policy making decisions. Source: Adapted from (Slocum, N. 2003).

Considering that the development of a LCTP implies a continuous decision making process, the involvement of several types of stakeholders should be considered according to the stage of the plan. We highlight that in the case of decision making process it is generally recommended to involve policy-makers as much as possible and in an early stage of the process which will increase the likelihood of their support to the process and to the outcome (Slocum, N. 2003).

With the purpose of supporting the identification of different groups of stakeholders and their role in the project we used a comparative chart for participatory methods (Tab. 1).

Tab. 1- Comparative chart for participatory methods.
Source: Adapted from (Slocum, N. 2003).

Method	Objectives	Topic*				Participants	Time		€
		Knowledge	Maturity	Complexity	Controversial		Event	Total	1-4
Charrette	Generate consensus among diverse groups of people and form an action plan.	+/-	+/-	-	+/-	Average citizens or stakeholders. Others give input.	1-5 days	2-3 months	**3**
Citizens Jury	A decision that is representative of average citizens who have been well informed on the issue. Aims	+/-	+/-	+/-	+	12-24 randomly selected citizens. Experts, stake-holders & politicians	3 days	4-5 months	**4**
Consensus Conference	Consensus and a decision on a controversial topic.	+	+/-	+	+	10-30 randomly selected citizens. Others give input.	3 weekends	7-12 months	**4**
Delphi	Expose all opinions & options regarding a complex issue.	-	-	+	+/-	Experts	Variable	Variable	**1-3**
Expert Panel	Synthesize a variety of inputs on a specialized topic and produce recommendations.	-	-	+	+/-	Experts	Variable	Variable	**2**

Focus Group	Expose different group's opinions on an issue and why these are held (reasoning).	+/-	-	m	+/-	Stakeholders and/or citizens	2 hours – 1 day	1 month	**1**
PAME	Evaluating and learning.	+/-	+/-	+/-	+/-	All stakeholders	Variable	Variable	**Var**
Planning Cells	Citizens learn about and choose between multiple options regarding an urgent & important issue. Develop	+/-	-	m	-	25 average citizens. Experts & stakeholders present positions.	5 days	5 months	**4**
Scenarios	Planning and preparedness for uncertain future. Vision-building.	-	-	+	+/-	Anyone	2-5 days	6 months	**1-3**
World Café	Generating and sharing ideas	+/-	-	-	+/-	Anyone	4 hours – 1 day	1 month	**1**

Legend: Explanation of chart symbols:

*Topic	+	m: Medium	-
Knowledge	A lot of common knowledge exists.		There is little common knowledge.
Maturity	Most people have already formed opinions on the subject		The subject is new; people are still forming their opinions.
Complexity	Highly complex or technical		Not very complex or technical
Controversial	Highly controversial		Not very controversial

Note: +/- means that the method can address subjects with either + or –.

€:1 = inexpensive; 2 = moderate; 3 = expensive; 4 = very expensive

As depicted in the chart, the methods are variable in accordance with the objectives and the type of participants. For example, if the goal is to obtain specialized inputs and recommendations from experts, the methods applied are Delphi or Expert Panel which require highly complex and technical knowledge. This type of information is particularly important to obtain in the initial stage of a decision-making process that requires the design of a technical plan. Every decision-making process has impact in different groups of people and in different economic activities, therefore the focus group method is a very common method since it can cover several types of stakeholders and citizens, it is not expensive and it is short in time.
Another example that could be relevant when we deal with uncertainty, as it is the case of an LCTP, is the application of a method based on scenarios where anyone can participate but the costs associated may be variable and expensive. Overall it is crucial to analyze carefully the methods proposed in Fig. 2, select one or more methods per the stage of the project, the type of stakeholders that we want to involve, the objectives and the available budget.

When a participatory method is adopted there are specific ways to communicate and share information among the participants which is crucial for the success of the participatory process. The language used and the depth of the contents should be adapted to the participants. For example, in a focus group it is important to use a trust and open language to quickly build synergies and secure cooperation among participants.

DISCUSSION

- What kind of stakeholders would you select to participate in each stage (planning, implementation, and evaluation) of a participatory process for policy making decisions, such as an LCTP?
- Choose some of the participatory methods depicted in Fig.2 and allocate them to each stage of an LCTP.

The participatory process development can be divided in four phases: preparation phase, publication phase, dialogue phase and response phase (Krywkow, J. 2008).

The preparation phase includes:

1. To define the purpose and goals of the strategy.
   The clear definition of objectives is crucial for the success of the project. It is important to consider the current political situation regarding the subject in study. Understanding the political context and relevance of the subject will increase the political influence.
2. To determine the scope of a public involvement process.
   The definition of the scope of a participatory process will require defining the topic, to identify the political decision making powers and consider the budget.
3. To understand legislative, legal, jurisdictional, and social context for the issue.
   Understanding the context will be important in identifying stakeholders, choosing the method, or spotting possible limitation of the project. Important variables may be: level of governance influencing target system elements or if there have been any past interventions.
4. Identify the stakeholders and define their participation.
   Stakeholders can be individuals, non-governmental organizations, and private companies, experts on the issue or policy makers. It is then important to clearly identify them, categorize them according to their relevance to the project and finally select who to involve in the process.
5. Resources
   Manpower and funding must be allocated for the project. Resources such as cost of expert's advice, computer capacity, locations for meetings or printing costs should be considered
6. Design the plan
   The plan can be designed according to one of the above methods which can be explore in depth in (Soulum, N. 2003) and taking into consideration all the information and decisions of the previous steps.

The publication phase includes providing information on the process through website publications and/or newsletters. Stakeholders should be aware of the process and able to give feedback and contact with the project employees.

During **dialogue phase** and after public and stakeholders have been informed a first meeting with public or stakeholders should take place. During this phase awareness, can be raised, questions answered, previous neglected problems identified and new unknown stakeholders identified. It is important to have this meeting on the right stage of the process, not to early that not enough information has been collected or processed. All aspects of the meeting must be covered, from logistics to stakeholders and public invitations. There should have an analysis of the meeting to figure out several aspects of the process. Better categorization of stakeholders; identify conflicts or errors such as missed criteria, side effects or hidden costs can come out of this process.

The **response phase** will answer the questions raised by the analysis of the meeting. Additional meetings can be planed or educational activities to better inform the public can take place. A final meeting should always be planned at the end of the project with all stakeholders and public to show the results.

TRAINING

- Considering the above-mentioned phases of a participatory process, develop a draft of a participatory guide to a LCTP.

Case study: ClimadaPT.Local (http://climadapt-local.pt/en)

Why was ClimadaPT.Local project chosen as a case study for the Participatory Process?

The ClimadaPT.local project was chosen as a case study regarding their implemented participatory methodologies in the decision-making process of climate change adaptation strategies. The project is an example of best practices due to their purposes, characteristics and the meaningful number of Portuguese municipalities involved.

What are the main features of ClimadaPT.Local?

The ClimadaPT.Local is a pioneer project in Portugal that ran from January 2015 to December 2016 with the main purposes of developing 26 Municipal Strategies for climate change adaptation (MSCCA) and disseminating these works to other municipalities through the creation of a Municipal network for climate change adaptation. The main characteristics of this project rely on the processes and methodologies adopted to capacitate municipal technicians, to involve policy makers and to raise awareness and participation of local stakeholders. The 26 municipalities selected for the project cover about 21 % of total country residents and were selected in each Intermunicipal Community, Metropolitan Area, and Autonomous regions. This geographic selection across all the country aimed to assure the socio-economic diversity, vulnerabilities, and opportunities of Climate Change in the several sectors already identified by the National Strategy for Climate Change Adaptation and to reinforce the political and institutional engagement for the future implementation of MSCCA. To reinforce the capacity building process and the transfer knowledge process, the project accounted with the participation of 3 additional Municipalities in different stages of their MSCCA (Fig.2).

Fig.2- Portuguese municipalities participants in Project ClimaAdaPT.local - Municipal Strategies for Climate Change Adaptation (26 municipalities developed their own strategy and 3 municipalities with their ongoing strategies).
Source: Adapted from (Simões, et al, 2016)

The ClimadaPT.local involved several partners including universities, research centers, municipalities, and urban planning companies. The EEA Grants and the Portuguese Carbon Fund co-financed the project.
The methodology adopted by the project relies on the assumption that Climate Change Adaptation is a decision-making process and therefore encompasses the following main characteristics:

i. Continuity - activities that should be revisited and updated according to their relevance;

ii. Specificity - should be focused in questions or concrete decisions and consider strategies and decision making-processes already existent;

iii. Multiplicity of agents - important to understand different perspectives and their influence in the decision-making process;

iv. Temporally adjusted- understand the lifetime of a decision will support the identification of the requested information and the level of uncertainty

KEY TOPICS FOR LOCATIONS:

- Innovation in participatory processes is a key for the success of strategic local planning.
- To innovate in participatory processes, it is crucial to develop new methodologies to capacitate municipal technicians, local decision-makers and to raise awareness among stakeholders.
- Alike ClimadaPT.local, LOCATIONS project involves continuous decision making-processes.

How was the participatory process designed in ClimadaPT.Local project?

The participatory process is a key element in the methodology used in ClimadaPT.Local project and it's embedded across all their implementation. This methodology was based in a tool designated ADAM ("Apoio à Decisão na Adaptação Municipal") developed by the project to support Decision in Municipal Adaptation. The methodology was inspired by UK Climate Impacts Programme (UKCIP) and the ADAM tool was built upon the UKCIP Adaptation Wizard (Capela Lourenço, et al, 2014). Therefore, the structure of ADAM tool benefits from the robustness and the experience of UKCIP Adaptation Wizard tested by several implemented cases in UK, Germany, Australia, Canada, and United States (Capela Lourenço, et al, 2014). The conceptual scheme used in ADAM methodology is a continue process that encompasses five steps (Fig. 3):

I. The step zero is dedicated to the preparation of work. The main goals are to assure the understanding of the methodology and the main motivations of each municipality to implement an adaptation strategy and to gather the technical team as well as the municipal decision-makers (Capela Lourenço, et al, 2014).

II. The first step is the identification of current climate change vulnerabilities. The main goals are the increase of awareness about the current vulnerabilities, the localization of the main municipal areas affected by climate events and the identification of the municipal departments or other institutions more prepared to plan and respond to past climate change events (Dias, et al, 2016a).

III. The second step is the identification of future climate change vulnerabilities. The main goals are the identification of the future climate change impacts that require an answer using different climatic scenarios that allows targeting geographic areas, sectors, and social groups more vulnerable to future climate change (Dias, et al, 2016a).

IV. The third step is assessment of climate change options. Like other decision processes, the climate change adaptation process require a strategic planning to achieve a specific ambition in the medium-long term which is usually designed by guide lines that support a vision and specific objectives. In this context, it is possible to assess climate change vulnerabilities defining the involvement of different stakeholders and prioritizing options and measures (Capela Lourenço, et al, 2016).

V. The fourth step is the integration of the adaptation options within the framework of territorial management. This step aims to identify and characterize territorial management policy instruments at the municipal level that can materialize the adaptations options selected for each municipality in the previous steps. It also considers the definitions of guidelines that will allow this materialization. The monitoring process is also included in this step of the methodology (Barroso, et al, 2016).

All the steps of the ADAM methodology include participatory approaches oriented to several targets and using different techniques (Fig.3). While all the methodology was developed by the municipal staff guided and trained by the technical team of the project, the third step related with the assessment of climate change options involved the participation of local stakeholders. The local policy-makers were also involved from the beginning of the process.

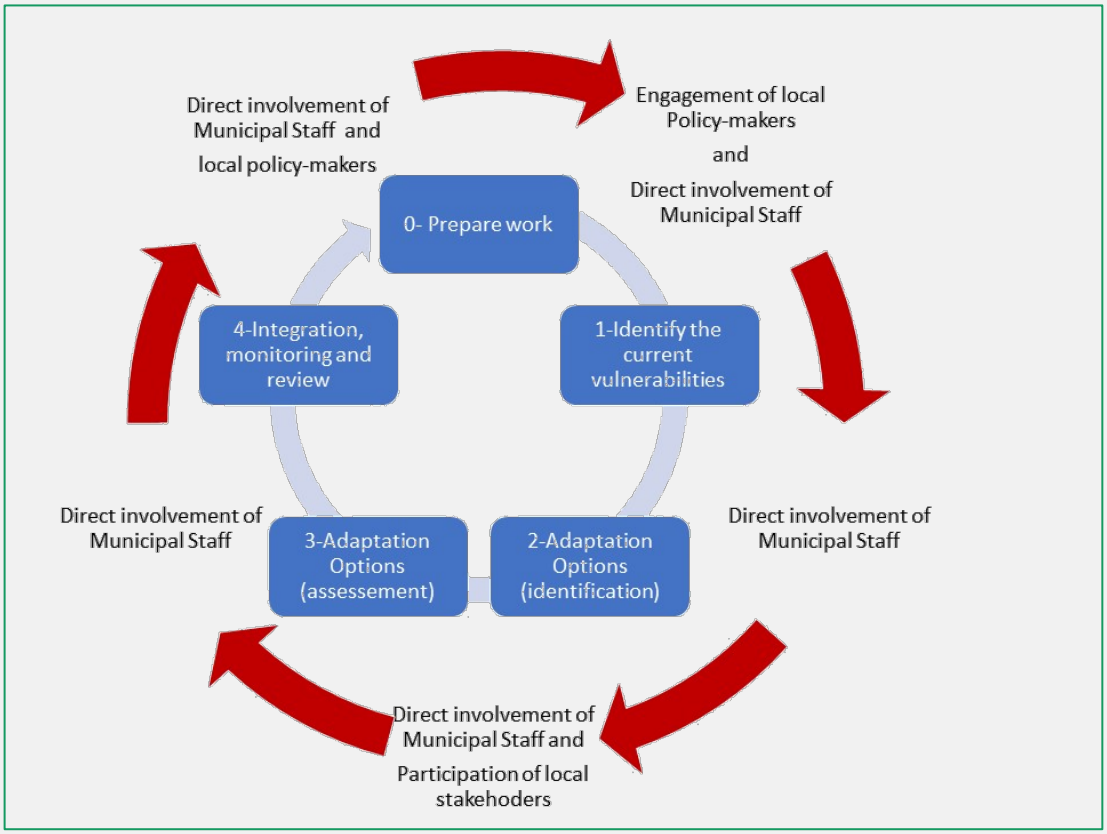


Fig. 3– Conceptual schema of ADAM (Support Decision for Municipal Adaptation) methodology used for the development of Municipal Strategies for Climate Change Adaptation (MSCC). The participatory process is continuous across the steps from ADAM methodology and involves different entities. Source: Adapted from Capela Lourenço et al (2014).

- The ClimadaPT.local adopted an innovative approach concerning the development of the municipal strategies. Each municipality involved in the project was responsible for the development of their own municipal strategies for climate change adaptation (MSCC). This approach was supported in all stages by the technical team of the project engaging all the participants in training sessions and local workshops.
- Given the continuous decision making-process in LOCATIONS, the participatory process should be embedded in its methodological approach;
- For each step of LOCATIONS, it is crucial to identify clearly how to involve entities and what kind of entities are key for each stage of the project.

How was the participatory process conducted?

The participatory approach was a continuous process in ClimadaPT.Local. Different participatory methods were applied according to the participants. The municipal staff directly involved in the elaboration of MSCCA received from the project team several training sessions and technical support to their work. In this context, the municipal staff produced a report for each phase of the project. Additionally, the municipal staff directly allocated to the project had also the responsibility to disseminate the project inside the municipality and engage other municipal technicians and policy-makers. Regarding the participation of local stakeholders (academia, private organizations, associations, public administration, and citizens), it was developed a local workshop for each municipality involved in the project where were organized round tables organized by subjects (e.g. Energy and health, agriculture and forest, Urban planning, Water resources, etc.) and moderated by experts to discuss the impacts of climate change and possible adaption options adjusted to each municipality. These surveys involved about 1 500 participants for the 26 local workshops organized. Afterwards the stakeholders involved received a report with the feedback of this workshop. The results of the workshops were considered and incorporated in the final MSCCA.

How was the participatory process monitored?

The participatory process and the project itself was monitored using four types of surveys that targeted specifically the technical staff involved in the MSCCA, the other technical members of each municipality, the policy-makers, and the local stakeholders. This monitoring covered all the period of the project and it was applied to surveys for each type of participants in different moments aiming to evaluate the evolution of the projects and the perception of each group of participants.

DISCUSSION

- How do you think that it could be organized and conducted the participatory process in LOCATION project?
- What kind of strategy could be designed to disseminate inside each municipality the LCTP during its construction among the technical staff and the municipal policy-makers?
- What kind of monitoring process could be adopted in LOCATIONS?

2.4 Step 3: Draft of the operational model

2.4.1 Design of the Plan – the Logical Framework Approach

The drafting of the Operational Model will define and guide all the subsequent measures and actions to be taken. Therefore, it is of the utmost importance to prepare a sound plan, based on solid foundations, which integrated all the data obtained through the previous steps.

A logical sequence of steps must be followed, so as to make sure no wrong assumptions or premature conclusions are included in the plan:

- **Definition of the current scenario**
  This first step is a summary of the information collected through the previous phases, so as to present the current context, including the main issues, opportunities and resources. The key factor is to establish a clear, schematic and synthetic image as a baseline scenario, which must permit the use of indicators to assess the evolution of the scenario variables through time. A useful advice at this stage is to share the baseline scenario developed with relevant stakeholders who could complement, adjust or even question some of the conclusions obtained.

To improve the mobility and quality of life for its citizens, Dresden developed a SUMP to meet the mobility needs of residents, businesses, and the region for decades to come. It carried out an ex ante evaluation using a combination of potential scenarios and an impact assessment. Data collecting started in January 2014, and the city expects to perform monitoring activities annually and a SUMP evaluation every three years. Dresden organized a roundtable to involve partners and stakeholders in the process of creating, monitoring and evaluating the SUMP. The German city already has important findings due to this early monitoring and evaluation. This requires excellent co-operation between all involved parties, and significant financial and staff resources – the allocation of which Dresden intends to standardize for the next SUMP cycle. The co-operation of political and technical levels was also a challenge. It was used the CH4LLENGE template for SUMP monitoring and evaluation which Dresden believes to be a good guide when developing a local plan, and advises other cities to use city-specific indicators and partners to collect data. A great advantage, it says, is receiving data describing urban mobility development that can be matched to data of actual developments with political objectives. www.sump-challenges.eu

- **Definition of vision and objectives**

  Defining the main goals of the LCTP (after the vision of city that the team and stakeholders share), will determine all subsequent steps. This main vision derives from the previous work, as well as from the four guiding principles described previously. It is essential that both, vision and main objectives are shared and participated by all, or most of all, in order to reach good expectations of duration and success for the LCTP. Therefore, all relevant stakeholders should be part of this step, and the outcomes should be simple, clear and easily understandable.

- **Definition of actions and indicators**

  As with most project development processes, after the vision and main goals, the more specific goals shall be determined, together with the corresponding measures and actions, the time span, the expected results and the indicators/source of data stated to their assessment.

  To that end, it is advisable to use existing project design tools such as the logical framework approach (LFA), since it will allow to present all key elements of the plan in a clear, logical and efficient way. Furthermore, the LFA permits not only the project design but also its management along time, since it is an evolutionary, iterative analytical process which sets out in a systematic and logical manner all the project objectives and the causal relationships between them. The main advantages of using a LFA are:

  - Easy and clear project design.
  - Allows project management and monitoring.
  - Fosters coordination and common ground among stakeholders.
  - Clearly establishes the priority and relevance of every objective and measure throughout the whole Plan strategy.
  - Permits a separately monitoring and assessment of every line of objectives.
  - Allows changes and inclusions along time.

  A visual example of a scheme of the Logframe Approach, as offered by the German Foundation for International Development (DSE)[2], is presented below:

[2] Introduction to the Logical Framework Approach (LFA) for GEF-financed projects. DSE - Deutsche Stiftung für internationale Entwicklung. www.unep.org/dgef/Portals/43/publications/file.2006-08-24.doc

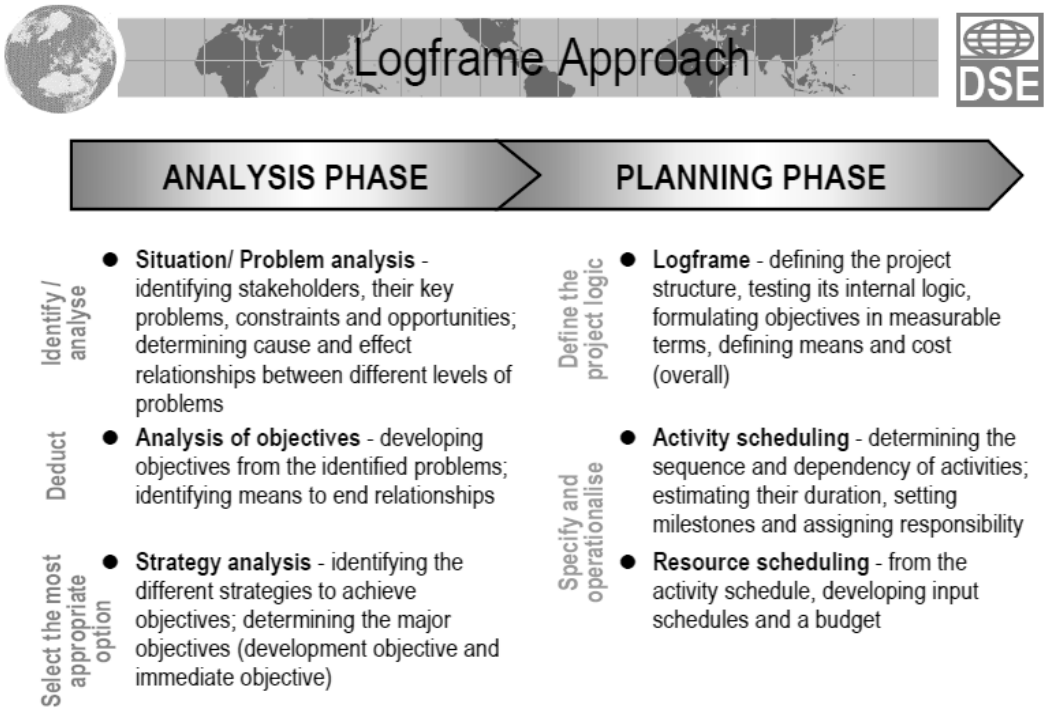
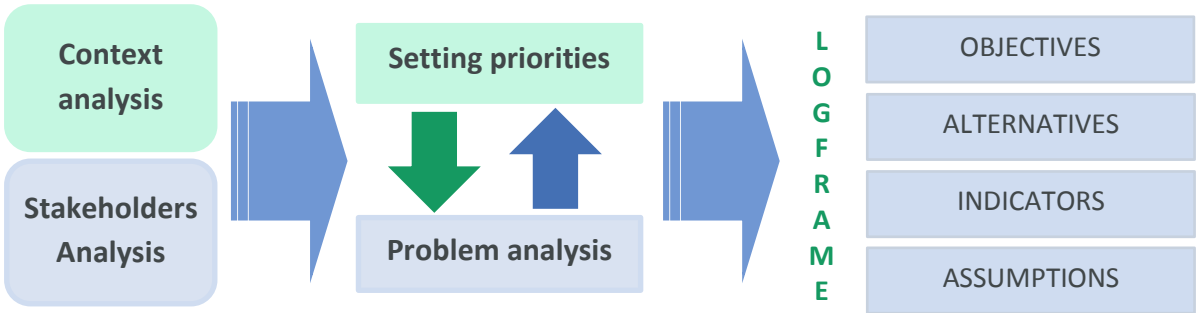


Fig. 4- Logframe approach. Source: DSE

The Logframe Approach is built on a matrix (Logframe matrix), which will comprise all the information obtained through the Analysis, Stakeholder identification, Prioritization and Planning phases, in a systemic, logical and summarize view. The sequence to be followed responds to a step-by-step analysis with the following structure:



It is important to understand that the LFA matrix is the results of all previous work, analyzing and processing the necessary information. It aims is to present in a useful manner the data previously obtained, and will always depend on the quality of the latter. The LFA is a process, not a goal.

The usual Logframe matrix consists in a 4 x 4 cell table, which starts in the upper left corner, and has both vertical and horizontal logic. The vertical logic can be understood as what the project intends to achieve, thus presenting the objectives in its different levels. The horizontal logic can be associated to the progress, impact and monitoring of every line of action.

Project Description		Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal	What is the overall broader impact to which the action will contribute?	What are the key indicators related to the overall goal?	What are the sources of information for these indicators?	What are the external factors necessary to sustain objectives in the long term?
Purpose	What is the immediate development outcome at the end of the project?	Which indicators clearly show that the objective of the action has been achieved?	What are the sources of information that exist or can be collected? What are the methods required to get this information?	Which factors and conditions are necessary to achieve that objective? (external conditions)
Outputs	What are the specifically deliverable results envisaged to achieve the specific objectives?	What are the indicators to measure whether and to what extent the action achieves the expected results?	What are the sources of information for these indicators?	What external conditions must be met to obtain the expected results on schedule?
Activities	What are the key activities to be carried out and in what sequence in order to produce the expected results?	Means: What are the means required to implement these activities, e. g. personnel, equipment, supplies, etc.	What are the sources of information about action progress? Costs: What are the action costs?	What pre-conditions are required before the action starts?

Fig. 5- Typical Logframe Matrix. Source: Barreto (2010)

Vertical Logic:

1. Goal: Overall objective of the project. The overall objective may be beyond the reach of this project on its own, for instances: Reach a healthy, sustainable and comfortable city.
2. Purpose: Desired outcome that the project will achieve. Improved city cruise related mobility.
3. Outputs: Project intervention strategy. There may be several outputs: 1.1 Reduced Carbon emissions, 1.2 Reduced traffic congestions, 1.3 Increase in visitors expenditure in the city …
4. Activities: Specific tasks needed to achieve these outputs. There may be several for each output. Statements should be brief and with an emphasis on action words. Examples: 1.1.1 Increase and develop the pedestrian itineraries; 1.1.2 Put in place a sharing car scheme; …
5. Inputs: If required or useful, provide additional information, such as the means and costs, legal requirements, etc., which are needed to carry out these activities.

Horizontal Logic:

1. For every one of the levels vertically presented in the first column from the left, objectively verifiable indicators of achievement must be determined. From the top to the bottom of the objectives hierarchy, the indicators will allow to measure the progress in terms of quantity, quality and time. The indicators can relate to the impact of the measured goal or activity in the overall objective (carbon emissions decrease percentage in a given time), or to the process of the activity, thus related to the expected results and outcomes (car sharing number of users growth per year).

2. Sources and means of verification: the source of verification should be considered and specified at the same time as the formulation of indicators. This will help to test whether or not the indicators can be realistically measured at the expense of a reasonable amount of time, money and effort. They should specify how, who and when the information will be gathered.

3. Assumptions: This concept refers to those facts or events which must hold to allow the move from one stage of the Logframe to the next one. Assumptions are external factors that have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project managers. Assumptions are usually progressively identified during the analysis phase, and ca present different ranges of impact (1. Political commitment towards sustainable mobility is granted throughout the project; 1.1.2 Car sharing schemes remains a legal alternative).

This process shall be adapted to the specific circumstances and needs of the context, although the matrix may become too complex if too many details are included. It is advisable to use it to develop the plan in its basic and more important features, leaving to separate documents (annexes), the specific description of activities development and expected outcomes.

It is also convenient to define actions and measures from a modular approach, meaning to say with the possibility of being independent from one another. The different measures will most likely be strongly related, but if the way in which they are designed permits their deployment separately, the risk of blocking the whole LCTP after a failed measure decreases substantially. This approach is especially relevant in long term plans where there is no certitude about the budget allocations in coming years and, therefore, which activities and measures will be feasible.

2.4.2 Development of future scenarios

The complexity of the context together with the many factors intervening, and the ambition and duration of the Plan imply the likely possibility of deviations and relevant changes in the context. The potential future scenarios are uncountable and impossible to foresee. However, reasonable predictions can be established, looking to the most influential and frequent factors, and rating them in a scale from:

1. Nothing changes, neither for better nor for worse (Business as usual scenario, where historical data, trends and behavioral conduct will help us to define the future context).

2. Most positive possibilities foreseen actually occur, surpassing the expected outcomes and allowing to incremental adaptations of the Plan (Best possible scenario, which could require a revision of the main objectives and activities, as well as the consequent adaptation of the Logframe).

3. Unexpected events or circumstances, mostly negative for the project, become a significant obstacle and hazard for the fulfillment of foreseen objectives. In this case, the whole Plan should be revised and, if necessary, reconsider from its roots.

4. Most likely scenario: when events occur in the most likely way, thus progressing to a certain stage (not as good as they could have), but getting low or even stuck in some aspects. In this scenario, the most important is to properly assess the context and the most likely trends for the near future.

Typically, the Plan design, goals, measures and expected outcomes will be based on the most likely scenario, since it is the best way to be on the 'safe side' while trying to be ambitious. It is also the most

effective scheme to get sources of funding and stakeholders' participation, since the presentation of the Plan goals can be supported by reasonable and shared expectations.

Foreseeing and describing the potential scenarios can be done at different levels:

- For the whole project, thus combining the results and changes of the different strategies involved,
- Per main objective, strategy or line of action, which is especially useful when they are rather independent from the other,
- Per measure or pack of measures, this permits to analyze specifically different trends, gaining in accuracy and reducing the impact of unexpected negative events.

Obviously, the more developed and specific the future scenario is, the more expensive and complex it becomes. In order to design the Plan, a good advice in this sense would be to establish a general potential scenario for the whole Plan, and then go in some depth in those areas where the relevance or peculiarity of the measure makes it wise.

A visual example of different scenarios linked to the development of transport CO2 emissions from 2010 to 2050 in some Indian cities is presented below:

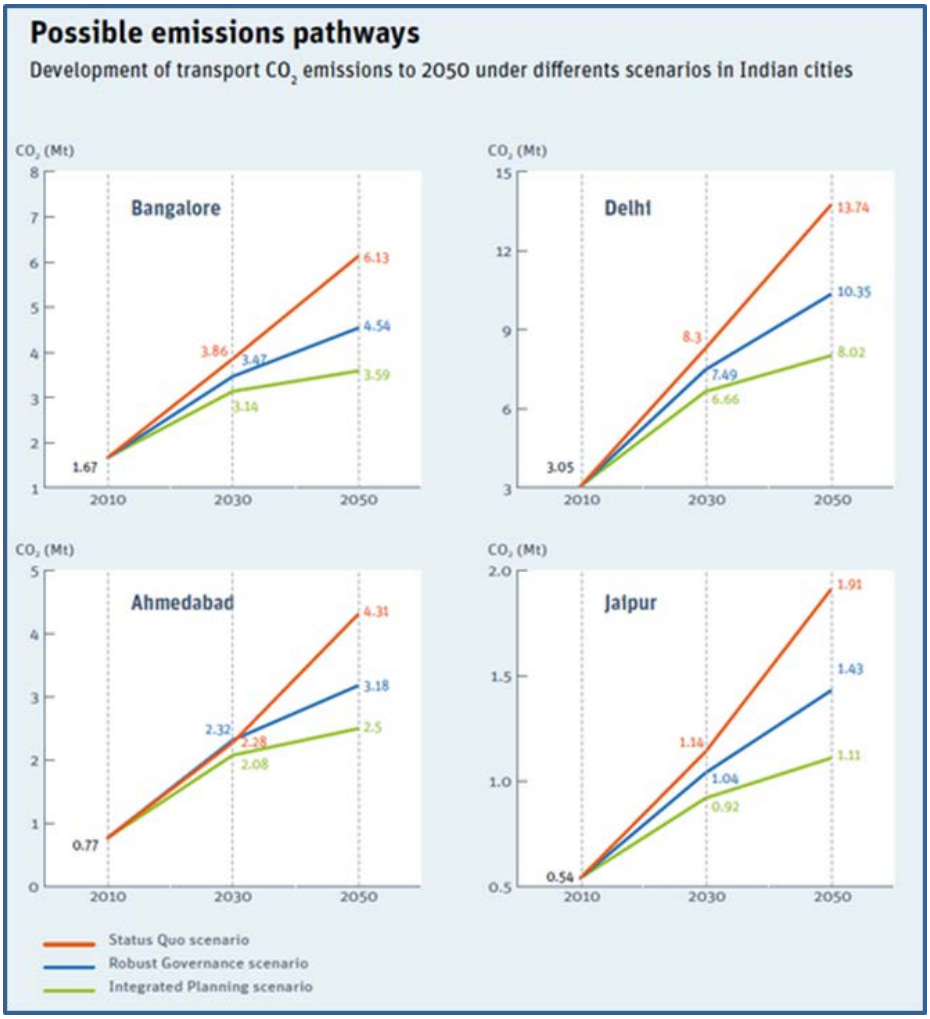
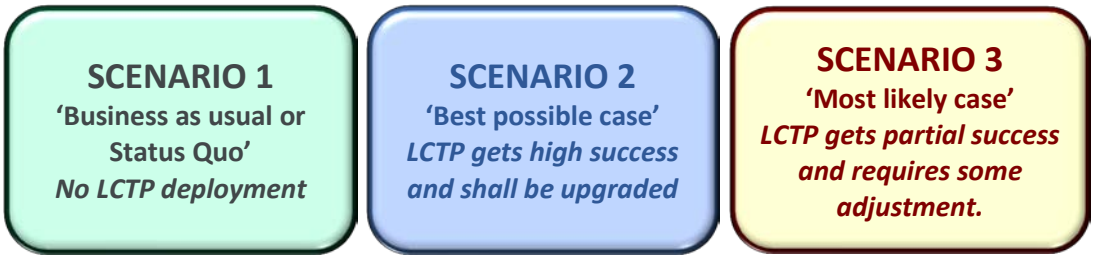


Fig. 6- Possible emissions pathways. Source: Int. Transport Forum. COP21

Once the most likely scenario (to whatever chosen level of detail) has been drafted, it is very important to do so with the extreme potential scenarios, so as to have a framework delimiting the future cases, permitting to assess the outcomes of the LCTP in every case, and increasing the chances to adapt it or adjust it to new conditions arising. Leaving apart the worst case scenario since it is actually very hard to foresee, at least three potential scenarios should be drafted for a medium/ long term future (5 to 10 years' time):



Defining future scenarios is necessarily linked to the monitoring and assessment process, so as to make sure the established indicators bring in the required information to evaluate the whole picture from a scenario perspective. In this regard, it is important to proceed with step 3 and step 4 in a coordinated manner, revising its consistency and robustness.

2.5 Step 4: Monitoring, assessment and sources for funding

2.5.1 Definition of the process for monitoring

Monitoring means 'supervising activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets'.[3] In other words, monitoring means taking a snapshot of the current situation (or a series of snapshots) in the implementation of activities and pinpoint where we are, how much we achieved, how many resources we used and how well in comparison with our work-plan. For the purpose of this manual, two monitoring processes will be described, respectively measuring:

- Performance in the production of the LCTP
- Performance in the implementation of the LCTP

Quantitative as well as qualitative parameters shall be used for monitoring processes, which may vary depending on the individual features and choices made in the design of each LCTP. The following lines are, therefore, general guidelines and need adapting and customizing for each individual operational context.
The main elements to be considered in monitoring actions are: timing and deadlines; indicators; methodology for data gathering and elaboration; reliable sources of data; accountability or definition of responsibilities.

2.5.1.1 Monitoring LCTP production

The steps in LCTP production are described under WP 3 (Testing). After the preparation phases are concluded and over a period of 16 months (March 2017 – July 2018), LCTPs need to be produced (draft and

[3] Source: Businessdictionary.com

finalized versions) and evaluated according to a set of evaluation parameters developed firstly for the mid-way stock-take in November 2017 and then finalized by March 2018 for the final evaluation of LCTPs (preparing evaluation parameters and procedure is an activity envisaged under WP 4 - Transferring).

The Gantt chart represents the envisaged sequence of actions.

				Module 1 - TESTING																												
				2016		2017													2018														
WP		Activity (A) / Deliverable (D)	Responsibility	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7								
3 - Testing WP Leader: CIRCE	***A 3.1***	***Coordinating the WP***																														
	A 3.2	***Tailoring the operational model for LCTPs***																														
	D 3.2.1	Operational model for LCTP for cruise destination cities	CIRCE			★																										
	A 3.3	***Capacity byuilding for partners to bridge the gaps***																														
	D 3.3.1	Capacity building manual	CIRCE					●																								
	A 3.4	***First phase in the implementation of pilot activities***																														
	D 3.4.1	7 drafts of LCTPs	allPPs + Aps																													
	A 3.5	***Mid-way stock take***																														
	D 3.5.1	Mid-way stock take report	CIRCE													●																
	A 3.6	***Finalisation of pilot activities***																														
	D 3.6.1	7 complete LCTPs	all partners																													
	A 3.7	***Evaluating the 7 complete LCTPs***																														
	D 3.7.1	Report on the evaluation of the first 7 LCTPs																														
	D 3.7.2	7 finalised and evaluated LCTPs	all partners																						★●							

The main milestones are the following:

- <u>October 2017 – Drafts ready:</u>
  - ⇥ LCTP drafts in the national languages ready with detailed report in English or full translated version produced by each PP (this stage envisages the organization of at least 2 participatory sessions in each territory);
  - ⇥ LCTP drafts in the national languages + detailed report in English or full translated version to be sent to CIRCE and AREA for assessment against a set of shared evaluation parameters (templates for the detailed report and evaluation parameters will be provided in due course);
  - ⇥ Draft assessment reports sent to all PPs in due course and before the midway stock-take session.

Deadline	Indicator	Methodology	Source of data	Accountability	Output
27/10/2017	7 Draft LCTPs (national languages) + detailed reports in English or full translated versions	Collection of detailed reports / full translated versions in English, checked against parameters	PPs	All PPs to CIRCE/AREA	7 draft assessment reports

- <u>November 15-16, 2017 (Rijeka) - Midway stock-take:</u>
  - ⇥ all PPs present the main features of their LCTP drafts according to a common set of slides based on their detailed reports in English/full translated versions of LCTPs drafts (templates for the slides will be provided in due course);
  - ⇥ strengths and weaknesses of each plan are discussed jointly during the workshop in a proactive effort to improve and upgrade existing drafts in the following months, also learning from what the rest of the partnership managed to produce;
  - ⇥ all outcomes will be gathered in the midway stock-take report;

Deadline	Indicator	Methodology	Source of data	Accountability	Output
15/11/2017	7 PPTs	Collection of 7 reports + PPTs + suggestions for improvements	PPs	PPs to CIRCE/AREA	1 midway stock-take report

- May 8-9, 2018 (Durres) - Finalization of LCTPs:
  - following suggestions and ideas from the mid-way stock take, LCTPs are finalized to come up with their complete versions by the end of April 2018 (this stage envisages the organization of at least 2 additional participatory sessions in each territory);
  - Complete LCTPs will be presented during the meeting in Durres with updated detailed reports in English/full translated versions highlighting progress from the midway stock-take session (templates for the slides will be provided in due course);

Deadline	Indicator	Methodology	Source of data	Accountability	Output
8/5/2017	7 complete LCTPs + updated detailed reports in English/full translated versions	Collection of complete LCTPs + updated detailed reports in English/full translated versions	PPs	PPs to CIRCE/AREA	Collection of PPTs

- July 2018 – LCTPs finalized and evaluated:
  - evaluation of LCTPs completed (evaluation pack: quality standards and procedures by REAK);
  - 21 modular packages;
  - all outcomes will be gathered in the report on evaluation of the 7 LCTPs;

Deadline	Indicator	Methodology	Source of data	Accountability	Output
31/07/2018	7 LCTPs finalized and evaluated	7 evaluation reports	PPs	PPs to CIRCE/AREA	Report on evaluation of the first 7 LCTPs

2.5.1.2 Monitoring LCTP implementation

Based upon the work-plan (actions, indicators, timelines) developed following the guidelines contained in paragraph 3.4.3, a monitoring plan shall be developed, containing detailed instructions to supervise implementation, with the purpose of checking the timely achievement of objectives within established deadlines, measuring performance using the chosen set of indicators. The main elements are again: timing and deadlines; indicators; methodology for data gathering and elaboration; sources of data; accountability or definition of responsibilities.

For an efficient use of resources and for LCTPs to be effective, it is paramount to align them with the most relevant plans affecting traffic and mobility in the city (typically a SUMP, a SEAP, a traffic plan, city development plans, etc.). Since these plans are likely to have a monitoring plan of their own, it is recommendable to harmonize monitoring actions in order to achieve synergies and economies of scale. In this respect, the definition of LCTPs' milestones and the general timing of operations will enhance their feasibility and applicability if broadly in line with actions and measures contained in the other plans of reference.

The indicators chosen for measuring performance in the implementation of the actions contained in the work-plan need to be SMART (Specific, Measurable, Attainable, Relevant and Time-bound). As a consequence, the work-plan sets timelines against which to monitor the achievement of objectives and provides indicators and sources of data. Data sources and methodologies used to define the context analysis (paragraph 3.2.1) should be used as much as possible also during monitoring operations to allow for feasible comparison and facilitate measuring.

In the definition of the monitoring plan, it is advisable to appoint a person to be responsible for the management of the process. In a monitoring team accountable to the monitoring manager, different individuals may contribute with data and information. Members of the team may include representatives of different departments within the institution implementing the LCTP (local authority, port authority) and partners identified in other institutions and organizations capable of providing support in data collection and elaboration. Once performance has been assessed, a review of objectives and timelines needs to be carried out and corrective actions devised and agreed upon, adjusting the work-plan accordingly.

Work-plan complete with deadlines and responsibilities

Main goal 1							
Specific goal 1.1	Start/ deadline	Outcomes	Indicators	Data source	Responsibility for monitoring	Monitoring schedule	Description and methodology
						(Milestones)	
Action 1.1.1	Start/ deadline	Outcomes	Indicators	Data source	Responsibility for monitoring	Monitoring schedule	Description and methodology
						(Milestones)	
Action 1.1.2	Start/ deadline	Outcomes	Indicators	Data source	Responsibility for monitoring	Monitoring schedule	Description and methodology
						(Milestones)	

Gantt with deadlines and milestones

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Main goal 1																								
Specific goal 1.1																								
Action 1.1.1				❶					❶			❶												
Action 1.1.2		❶					❶											❶						
❶ = milestone																								

2.5.2 Funding

Without a sound estimation of the financial resources needed to go from planning to doing, any plan, no matter how well designed, remains a book of dreams. Defining where funding shall come from is an essential element of the work-plan and needs to be indicated by each action, identifying an estimation of the needed resources and the potential sources.

Koprivnica launched Croatia's first public electric car charging network and municipal e-car sharing system which was achieved through the combined support of an EU-funded urban mobility project and financed from a Croatian national fund and electro mobility program. This synergy proved to be beneficial for all parties. For the city, the initial costs were considerably lower due to the external financial contribution. On the other hand, for these partners it was provided the opportunity to test new solutions and to contribute to reaching their own goals through the implementation of innovative technologies. The national environmental fund paid for charging systems, and additional funds were also provided by the CIVITAS DYN@MO project. Also through the monitoring and evaluation of the project valuable data will be gathered for these partners and future users. Moreover, the system is considered highly transferable. www.eltis.org/discover/case-studies

Resources may be made available, partly or entirely, for instance by

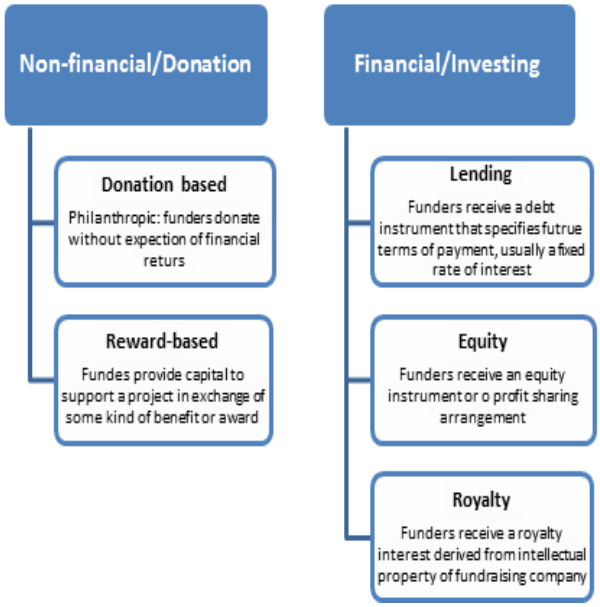
- the institution designing the plan through its own budget;
- external EU, national, regional, local institutional donors;
- revolving funds originally public, later becoming self-sustaining;
- public support to leverage commercial financing;
- commercial financing (loans from banks, municipal bonds)
- a mix of the abovementioned measures.

Moreover, innovative funding opportunities include:

Crowdfunding: the practice of funding a project or venture by raising monetary contributions from a large number of people. Several types of crowdfunding models exist, which can be grouped in two categories:

- Non-financial or donation crowdfunding, where individuals' contributions are not associated with a financial return;
- Financial or investing crowdfunding, where financial instruments are sold in relation to companies assets and/or financial performance.

Figure shows an overview of major crowdfunding models



Public-private partnership (PPP): a funding model for a public infrastructure project, where the private partner can be a privately-owned business, public corporation or consortium of businesses with a specific area of expertise. Different models of PPP funding are characterized by which partner owns and is responsible for maintaining assets at different stages of the project. Examples of PPP models include:

- Design-Build (DB): The private-sector partner designs and builds the infrastructure to meet the public-sector partner's specifications, often for a fixed price. The private-sector partner assumes all risk.
- Operation & Maintenance Contract (O & M): The private-sector partner, under contract, operates a publicly-owned asset for a specific period of time. The public partner retains ownership of the assets.
- Design-Build-Finance-Operate (DBFO): The private-sector partner designs, finances and constructs a new infrastructure component and operates/maintains it under a long-term lease. The private-sector partner transfers the infrastructure component to the public-sector partner when the lease is up.
- Build-Own-Operate (BOO): The private-sector partner finances, builds, owns and operates the infrastructure component in perpetuity. The public-sector partner's constraints are stated in the original agreement and through on-going regulatory authority.
- Build-Own-Operate-Transfer (BOOT): The private-sector partner is granted authorization to finance, design, build and operate an infrastructure component (and to charge user fees) for a specific period of time, after which ownership is transferred back to the public-sector partner.
- Buy-Build-Operate (BBO): This publicly-owned asset is legally transferred to a private-sector partner for a designated period of time.
- Build-lease-operate-transfer (BLOT): The private-sector partner designs, finances and builds a facility on leased public land. The private-sector partner operates the facility for the duration of the land lease. When the lease expires, assets are transferred to the public-sector partner.
- Finance Only: The private-sector partner, usually a financial services company, funds the infrastructure component and charges the public-sector partner interest for use of the funds.

Budget connected to each action in the work-plan

Action 1.1.1	Start/ deadline		Cost Category					
			Staff	*Description*	Subcontracting	*Description*	Investments	*Description*
		Amounts						
		Source of funding						

The Morgenstadt Network aims to accelerate the global transition to sustainable urban systems. The primary mission of the Network is to identify, conceive, initiate, and implement pilots and demonstration projects for sustainable urban solutions in cities in Germany and around the world. The Fraunhofer Society thereby acts as an aggregator between the development needs of the partner cities and the solutions offered by industry and business. Since 2014 the Morgenstadt network has launched 18 mostly publicly funded innovation projects with an overall volume of 82 M EUR. www.morgenstadt.de/en/city-of-the-future.html

3. Tools and Techniques

Urban mobility

- Urban Mobility Package (EU)
- The urban mobility observatory
- SUMP guidelines
- CIVITAS: cleaner and better transport in cities
- CIVITAS Guide for the Urban Transport Professional
- European platform on mobility management

Climate change

- Climate Action: transport
- Covenant of Mayors for Climate and Energy
- Planning for Adaptation to Climate Change
- Guide To Community Energy Strategic Planning

Stakeholders' involvement & participatory techniques

CIVITAS:

- Involving Stakeholders: Toolkit on Organizing Successful Consultations
- Citizens' involvement in planning
- The use of social media for participatory processes
- Co-deciding with Citizens: Towards Digital Democracy at EU Level (ECAS)
- e-Participation Best Practice Manual (EU)

Funding:

- CIVITAS EU financing opportunities for urban mobility
- Guidelines for successful Public – Private – Partnership (EU)
- Resource Book on PPP Studies (EU)

Project development

- Project cycle management and logical framework approach (EU)
- The guide to the LFA approach (Republic of Serbia, EU Integration Office)

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