

COMMON TOOL (GUIDELINES) FOR PASSENGERS AND FREIGHT TRANSPORT STAKEHOLDERS INVOLVEMENT AT FUA LEVEL

Deliverables D.T.1.2.2- D.T.1.2.3

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1 Introduction

This document provides overall and transferable guidelines for passenger and freight transport stakeholders involvement at FUA level in order to set-up a collaborative process for the SOLEZ Action plan elaboration in the project target FUAs. The aim is to timely and properly involve relevant stakeholders during the Action Plan elaboration process, identifying and sharing potential low-carbon mobility actions and policies connected with traffic regulation and/or access restriction schemes (e.g. LEZ, LTZ, etc.) to reduce the negative side effects of these so-called “push” interventions.

A “push” measure is one that is imposed on operators and citizens with a view to influence operational practices (mobility behaviours) such as regulatory constraints (e.g. access restrictions) as well as financial instruments (e.g. road tolls, etc.). A “pull” measure is designed to encourage low-carbon mobility by offering added-value services, ICT smart applications for transport, etc..

The guidelines are based on common and transnationally shared approach on how to select and engage passenger and freight transport stakeholders in low-carbon mobility Action plan elaboration process at FUA level. They provide clear understanding and guidance of the different key phases and questions which are recommended to be addressed during the Action Plans elaboration process.

This document was designed following the key objective of ensuring overall compatibility and compliance with the most relevant and well-recognized European sustainable mobility planning guidelines and other existing supporting instruments for identifying, selecting and engaging relevant passenger and freight transport stakeholders in low-carbon mobility planning process.

These guidelines are expected to support Public Authorities in the elaboration of Action plan, improving cooperative approaches for low-carbon mobility planning and increasing acceptability of push and pull interventions they are going to propose working jointly with relevant stakeholders.

Stakeholders involvement is strongly suggested to be implemented through the organization of at least three different stakeholders meetings (round tables) for each pilot site in an integrated manner with other information and consultation channels based on local experience and requirements.

These meetings should take place at the main milestone phases of the Action Plan elaboration process which are problems identification and stakeholders’ needs elicitation, strategic objectives identification/sharing, low-carbon mobility actions selection, final validation and adoption of the SOLEZ Action plan based on the pilot actions implementation and evaluation within project lifetime.



Starting from members of the stakeholders' meetings, a roadmap to move forwards Quality Partnerships or Memorandum of Understanding (MoU) among the parties is finally provided.

2 Stakeholder engagement process

2.1 SOLEZ stakeholders engagement process

This document provides overall and transferable guidelines for passenger and freight transport stakeholders involvement to set-up a collaborative process for the SOLEZ Action plan elaboration in the project target FUAs. It handles the questions of what to expect from stakeholders' participants, what to expect from the meetings as well as how to proceed during the Action Plan elaboration.

Stakeholders involvement process is recommended to address the following key issues:

- 1) **WHAT: Forms of cooperation**
- 2) **WHICH: Level of cooperation**
- 3) **WHO: Identification of relevant stakeholders**
- 4) **HOW: Approaches for relevant stakeholders involvement**
- 5) **WHY: Main reasons of stakeholders involvement**
- 6) **WHEN: Timing for stakeholders involvement**



Figure 1: SOLEZ different key phases for stakeholders engagement process for the Action Plan elaboration

2.2 Forms of cooperation (What)

The first step for stakeholders engagement is to understand which forms of cooperation we are planning to address for the SOLEZ Action plan elaboration process. In this respect, four different forms of cooperation can be considered within stakeholders engagement actions as described below:



- **“Vertical“ cooperation:** this type of cooperation is common and happens when organisations which are accountable to another organisation (e.g. Local Authorities with higher level authorities such as the province, the region and national administrations) have a vertical cooperation which is mainly ruled by hierarchical links.
- **“Horizontal“ cooperation:** this type of cooperation is common and happens when organisations which are independent and autonomous in relation to one another (e.g. local authority and private operators) have a horizontal cooperation without hierarchical links.
- **“Cross-sectoral“ cooperation:** this type of cooperation is common and happens when organisations with different knowledge and fields of expertise (e.g. between different sectoral departments of the local authority) have inter-sectoral cooperation.
- **“Spatial“ cooperation:** this type of cooperation is common and happens when organisations representing different geographical areas and levels (e.g. the lead local authority, the neighbouring authorities as well as all other relevant stakeholders included in the functional area) have an interest in spatial cooperation. This is quite important when focusing on FUA as an area that reflects the actual mobility situation and not the administrative boundaries.

For the scope of the SOLEZ Action plan elaboration, it is recommended to implement “horizontal“, “spatial“ and/or “cross-sectorial“ cooperation actions based on the respective legislative e regulatory framework, transport and mobility policy framework, existing transport Quality Partnerships, etc.

2.3 Level of cooperation (Which)

The second step for stakeholders engagement is to answer the question on which level of cooperation should be looking for public and private stakeholders for the Action plan elaboration.

It is possible to distinguish different levels of cooperation, moving from simple and non-formalized forms to a complex and formalized forms of cooperation.

The levels of cooperation are indicated as follows:

1. Information-sharing and creating a co-operative discussion group
2. Coordination of the stakeholders’ individual strategies and programmes
3. Drafting joint visions, goals, low-carbon mobility strategies and actions
4. Joint development and implementation of low-carbon mobility actions
5. Joint institution(s).

The first two levels (information sharing and coordination) are still rather non-committal: relationships and institutional linkages become cooperative, but each stakeholder keeps his full independence. On the third level, all stakeholders work concretely together and produce a joint document (such as the Action plan) that outlines a future scenario that all the parties aspire to.



On the fourth level, this working together manifests itself in joint actions and programmes, such as a city logistics projects and other passenger low-carbon mobility initiatives that are jointly planned and implemented. But such level of cooperation may not go beyond the scope and lifetime of the project.

This status changes on the fifth level, when relevant stakeholders actually form a joint organisation, that would typically be long-term oriented, have some kind of central steering and include more than one project. Which level of cooperation will be addressed in the SOLEZ project target FUAs?

The local round table discussion (meeting) in the SOLEZ pilot cities should bring together key local public and private key actors in the field of passenger and freight transport at FUA level. Information should be shared between relevant stakeholders, key issues and challenges should be jointly discussed and round tables' participants should agree on a few priority and locally based low-carbon mobility measures covering both "push" and "pull" mobility measures to achieve sustainable targets.

Thus, the first three levels of cooperation (information sharing, coordination and drafting joint visions and low-carbon mobility strategies) should be initially taken through round tables sessions.

There has been often dialogue between local authorities and business stakeholders, but it has been often not very constructive leading to achieve concrete results. Constructive dialogue and consultation to get things done where each engaged stakeholder can bring a range of initiatives and added value proposals to the table is recommended within the Action plan elaboration process.

The challenge step has been to build, upon these first achievements, a consolidated and shared passenger and freight transport strategy at FUA level (jointly designing, implementing and monitoring low-carbon mobility measures) and then moving towards a joint partnership institution (jointly discussing, preparing and setting up a transport partnership).

The question whether or not it is appropriate to reach a formal agreement with the main stakeholders, which will be engaged during the SOLEZ Action plan elaboration process, should be answered upon local/national conditions, peculiarities and constraints (including relevant legislation). Based on relevant experiences across Europe, formal existing agreements are simply statements of best intentions, rather than anything that is legally binding with specific obligations for partnerships or Memorandum of Understanding (MoU) signers.

2.4 Identifying relevant stakeholders to be engaged (Who)

The third step for stakeholders engagement is to identify and select relevant local stakeholders: it is needed to get an overview over the different types of potential stakeholders to be engaged within the SOLEZ Action plan elaboration process. This should include their specifics as well as why cooperation with them is necessary or desirable. With



this understanding, approaching and engaging individual stakeholders is much easier. The types of public and private stakeholders are listed below:

- 1) Public institutions
- 2) Associations and other institutions which act as intermediaries between stakeholders
- 3) Private stakeholders
- 4) Other actors

There are several ways to search systematically for relevant **Public institutions** in mobility planning:

- by spatial hierarchy,
- by the scope of their responsibility,
- by the legal or administrative influence they can have in their field.

Of course, what we are looking for are the responsibilities and the potential influence. The description in this report nevertheless is based upon hierarchy as a first step when regarding public institutions. This is, because a spatial hierarchy exists in every country in Europe and beyond.

Most of the local administrations have control over e.g. access restrictions and extending environmental zones. But in some localities the larger and harder low-carbon mobility measures must be implemented by the central or regional government. Local administration should have an understanding about traffic levels often separately for passenger cars and freight vehicles.

Local administrations have several roles in transport planning and more specifically in low-carbon mobility planning as follows:

- setting low-carbon mobility framework conditions,
- moderate a process,
- getting involved as a player themselves.

Local authorities in many cases play the role of an intermediate between stakeholders.

Consultation procedures with private stakeholders provide a better understanding and allow defining shared action plans programs. Key questions to any local administration are as follows:

- Does a mobility plan at FUA level exist?
- Does it explicitly cover passenger and freight transport?
- Does it analyse passenger and freight goods transport flows?
- Does it suggest low-carbon measures and which ones for passenger and freight mobility?



Which department(s) within the local administration should lead the process for the elaboration of the low-carbon mobility action plan at FUA level? Planning, road traffic and local economic affairs may be handled in different divisions of the local administration itself. The department of the administration that has set up a such plan is of course a key stakeholder potentially able to coordinate and manage the SOLEZ Action plan elaboration process.

Internal communication among different departments within Local administrations, namely **“cross-sectoral” cooperation** (e.g. Mobility department, Environment department, Land Use planning department, etc.) is essential in order to define low-carbon policies in the same direction as well as within an integrated strategy On the other hand, the internal communication can find out which policies cannot be aligned or which policies need not be tackled as well as can even be integrated.

Passenger and freight transport problems do not end at city limits. Check carefully whether identified problems you t are going to address may involve the territory of neighbouring municipalities within the project target FUAs. If that is the case, check with the main neighbouring local municipalities of target FUAs - namely **“spatial“ cooperation** - about information and engagement policy regarding its neighbours. Whenever you inform any neighbouring FUA municipalities about anything you are planning, check every step with municipalities you are mainly working with and get an opinion about implications of any suggested strategy.

The regional level, especially if associated to administrative competences, might be also particularly interesting because it concerns a wider territorial scale on which mobility phenomena and operations happen, in the sense that passenger and freight transport processes on a wider territorial scales.

There will be quite a number of relevant **associations and intermediaries** to be potentially engaged in the SOLEZ Action plan elaboration such as Chamber of Commerce and Business associations.

A Chamber of Commerce typically relates to an administrative area, e.g. a city or county. A Chamber of Commerce usually shapes the policies which affect local entrepreneurs. A Chamber of Commerce consists of local businesses from a city or locality and its purpose is to promote local business interests. There are various Chamber models, from local and regional to state. The people occupying Chambers are elected representatives from the local businesses that protect their own business’ interest. In some countries, membership is compulsory, in other countries the chamber depends on the contributions of companies which joined voluntarily. The scope of activities varies: in some countries, the Chamber of Commerce can join economic activities, in others it keeps strict neutrality. It is a relevant stakeholder in all questions regarding freight transport, trade and manufacturing.

Business associations in the field of retail, trade, transport, logistics, smart parking and manufacturing are also quite important for the cooperation process within the Action Plan. Manufacturers are commonly experienced with freight transport because of its necessity



for transporting goods through Business-to-Business (B2B). The companies have extensive logistics tasks concerning export and warehousing. General associations of trade and retail may set up a local initiative in which retailers of the city are engaged. Such initiatives may even exist for specific areas of the town/city. These initiatives may be purely aimed at local marketing, but even if their core activity is limited they may have an overview on key players in urban retail trade.

Private stakeholders are very important in the decisional and implementation process of low-carbon mobility measures and, from the relevant experiences, it became clear that Public-Private Partnerships (PPPs) are crucial to develop innovative and efficient solutions. The role of the private sector consists in the private initiatives, that can be in cooperation amongst agents and can be part of low-carbon mobility transport policy, particularly when public measures are taken to support this.

Among private players and representatives are, primarily, the individual businesses and companies to be involved. Here it is important to take care of all fields of logistics as well as all fields of receivers/senders of goods which may be involved within consultation activities and consensus building. Usually logistics service providers, due to the fact of being private entities, do not consider themselves as key players whose strategies, behaviour and actions are key issues to whether or not solutions proposed by the city will be successful and beneficial to the city and to themselves as commercial operators. Usually they tend to complain on the regulations implemented by cities even if these regulations focus on the congestion relief. This is because operators mainly experience problems at an operational level and do not typically consider the wider scope of the problems and proposed solutions.

The private actors' main interest is to find those aspects which help to improve their own businesses, or which can endanger their profitability lines. This includes a strong preference for **short and mid-term measures**. The private actors work in a competitive environment. They are generally willing to cooperate on common issues - but usually they will never accept cooperation with a competitor on a core issue. Even if such cooperation appears unavoidably reasonable to them, they may nevertheless prefer if each works separately with the same neutral institution.

There are finally a number of relevant **other actors and representatives**.

Three main categories have been considered as follows:

- Educational institutions, research institutes and consultants,
- Local media and general public,
- Political framework and parliaments.

Educational institutions, research institutes and consultants may have quite some experience in this and adjoining fields, both locally and with regard to general technical or organizational aspects.



Important “other” actors are the local media and the general public. Both should be informed about the on-going, typically the general public through the local media. The general public may have just a limited understanding about low-carbon mobility. During any project work with administration at various levels, with organizations and with private representatives, the basic decisions on policies are with political bodies (known as councils, parliaments or assemblies). Each such body will probably have experience of and a clear process for dealing with conflicts and with decision making. In some cases, they usually follow the suggestions of party leaders or fixed coalitions, while other political bodies take pride in personal decision making and resulting across the board decisions as well.

Final outcome of identifying relevant stakeholders is to set out a complete list of relevant stakeholders which are expected to be involve at FUA level in the SOLEZ Action Plan elaboration.

LIST OF RELEVANT STAKEHOLDERS	
Number	
1	Relevant public Institutions
	Local administration
	Neighbouring local municipalities
	Regional administrations
	National and State administration
2	Relevant Associations and intermediaries
	Chamber of Commerce
	Business associations
3	Relevant private actors
4	Relevant other actors
	Universities, researchinstitutes and consultants
	Local media and general public
	Political framework and parliaments

Figure 2: List of relevant stakeholders to be engaged at FUA level for the Action Plan elaboration

2.5 How to involve relevant stakeholders (How)

Even within a single public administration, experienced observers know immediately whether they deal with a group of engineers, a group of legal experts or a group of managers. The engineers strive for facts which include computable numbers. The legal experts will go for facts which describe a desired behaviour. The managers will prefer to deal with the relation between people or institution, their interest and responsibilities. Because these approaches differ so basically, any answer from one type of person may in earnest be targeted at the question of a person from another group, but may not fit into that group’s scheme of handling a topic. Therefore, it could be difficult for people from these different cultures to establish consensus and good working relationship. In practice, in order to deal with a topic it is most helpful to understand the likely needs of all three approaches. The best way is to structure one’s own question in anticipation of the type of answer you are likely to get.



Once you reflect the local situation against the relevant topics, it should be easy to find a sufficient number of relevant stakeholders for the project work, including the round tables and to engage them. But how can you approach and engage them within the SOLEZ Action Plan elaboration process? They are based upon practical experience with local and regional stakeholder groups.

Nevertheless, it is always suggested to check the advice against local conditions. For each type of stakeholder, as described, it is suggested to get an overview regarding key questions as follows:

- Which are the members of the stakeholder group (institutions / persons)?
- Is it possible to get a list of all stakeholders of that group? Is it necessary?
- Do you already know some of the group members?
- Do you already have working relations with some members of the stakeholder group?
- Which are the prominent persons / speakers of the group?
- What is their mission and interest?
- What can they deliver for the low-carbon mobility action plans and its environment?

Different strategies can be used to reach out to them. In most cases this may be an informal process, where a mailing list is compiled as above described. Sometimes formal invitations might be required, especially when reaching out to high-level management (including politicians). It is recommended to have bilateral contacts with those that are really necessary for the planning process, to clarify their role, mandate and position in the low-carbon mobility action plan elaboration process.

The next step is to check the **level of engagement**. Participation can be seen as a continuous scale, or continuum, ranging from a low level of stakeholder participation to a high level of participation.

There are the four (general) levels of stakeholders engagement as follows:

- **Inform:** To provide the stakeholder(s) with balanced and objective information to enable people to understand the problem, alternatives and/or solution.
- **Consult:** To obtain stakeholder feedback on analysis, alternatives and/or decisions. It involves acknowledging concerns and providing feedback on how stakeholder input has influenced the decision.
- **Collaborate/Partnership:** To work as a partner with the stakeholder(s) on each aspect of the decision, including the development of alternatives and identification of preferred solution.
- **Empower/Control:** A process of capacitating the stakeholder(s) through involvement and collaboration so that they are able to make informed decisions and to take responsibility for final decision-making.



Check which stakeholders you need to inform, to consult, with which you want to collaborate as well as which are controlling the process. This depends not only on the group of stakeholders. Within that group, it will soon become clear that some institutions and persons will need to be engaged more than others within the SOLEZ Action plan elaboration process. This may be because of their institutional role or because of their personal knowledge and/or availability. Therefore, in many cases the degree of engagement is not at all clear from the beginning. Approaching stakeholders is rather easy if a personal contact was established already before. Generally, the key persons should nevertheless be contacted individually (usually better by phone than by email, but an email may announce the phone call). The key persons in the local administration need special consideration. This is because the project will not work without involvement of the local administration. In the **private sector**, if one person or business is not interested, there may be some other person or business to work with instead. In the **public sector**, this is different, because every function is carried out by one specific organizational unit. Key persons in the local administration should therefore be approached personally and individually. They will for sure have matters to debate regarding the project as a whole and their role in it, and they may not want to do so at a general meeting.

But even within the public sector there often are alternatives, if approaching one specific person or department was not successful, there are second best solutions with other departments. With other words: there is hardly a single person or institution that cannot be substituted. Having this in mind reduces pressure when approaching people and institutions. This in return can improve results. In the private sector, associations will generally have to be approached individually, one by one. Selected members of larger stakeholder groups will be invited to the meetings (round tables). Here it is necessary to think about alternatives, since not everybody will follow such an invitation.

The process of engaging stakeholders lasts throughout the project. There will be the need to check administrative and legal issues. Which ones, will depend on the way the pilot projects and actions are to be organized. These questions tend to be less obvious than those influencing business models of private stakeholders. Therefore, there should be a **continuous mutual consulting with stakeholders** preferably from the municipal level, which can help with such questions, even if these stakeholders for whatever reasons do not continuously take part in the round tables and consultation meetings.

An established working relation always is a huge advantage. But make sure you do not work with a certain person as a representative of a certain stakeholder group, just because you already have a good working relation. As an important rule, don't make yourself dependent of a single member of a stakeholder group. Any person's personal view is important, but it is his/her personal view.

2.6 Main reasons of stakeholders involvement (Why)

By involving relevant public and private stakeholders, Local Administrations can identify problems perceived by those relating to passenger and freight transport at FUA level, **identify low-carbon mobility actions** (including "quick wins" short-term measures as well



as long-term measures) to resolve such problems and to promote environmental-based and cost-effective mobility at FUA level.

Setting up and agreeing on both short and medium-term plan of low-carbon mobility actions proves the partnership's ability to bring together its members behind collective activities and bring about tangible outcomes. In setting up such an action plan, care should be taken to **balance concrete, short-term actions and expectations with more ambitious future-oriented measures**. These actions should include for sure ICT-based services for smart parking, value-added passenger and freight mobility services increasing LEZ/LTZ attractiveness as well as ICT tools for bus electrification planning.

Local meetings (round tables) engaging both public and private key actors should develop a common understanding of passenger and freight transport issues, problems and needs, among all the identified stakeholder groups. Those common issues should promote the definition of common strategic objectives and goals towards efficiency, environmental and social concerns, leading to the elaboration of most appropriate and locally-shaped low-carbon mobility strategies able to properly face aforementioned problems and needs based on FUA-wide level overall assessment. These round tables should work out as a supporting tool to establish a constructive dialogue among public and private relevant actors to build understanding and consensus between each of the identified stakeholder groups on what the key issues should be, to identify problems and needs as well as to define tangible solutions for transport problems that benefits all parties in the target FUAs.

This consensus building and constructive dialogue might finally lead to the establishment of a **Premium Quality Partnership** in the respective FUAs where the identified and shared solutions will be applied. During the process leading to establish and promote a Premium Quality Partnership, freight transport issues for instance should be checked against the strategies of stakeholder groups involved in the concertation and consensus building actions. Foreseeable conflicts will be laid open and synergies will be searched for. For logistics service providers there is a significant potential for improving their performance instead of complaining on regulations imposed by Local authority.

Many examples exist of cases where companies have achieved benefits of open dialogue and working together towards solutions within a public-private partnership in freight transport domain. For instance, there are cities that have developed regulations on access restrictions (time windows), but allowing operators less strict restrictions if they use the consolidation centre to meet the load fill target and use an environmental-friendly vehicle. In this way both the city and the private sector benefit. Cooperation amongst city agents should be part of an urban freight transport policy (cooperation between public and private parties), particularly when public measures and solutions are taken to support logistics service providers. The implementation of measures can be supported by making correct behaviour more attractive or by discouraging other behaviour (i.e. road pricing).

Low-carbon mobility actions selection within the action plans, verification of the coherency among selected measures with regional and/or local transport plans (which include passenger and freight mobility), checking how much planned measures are able to



effectively face identified problems as well as defined tangible targets (environmental, energy, economic) should be discussed and shared with engaged stakeholders within the overall cooperative approach of SOLEZ Action plan setting up.

Some recommendations can be point out as follows:

- have a clear definition of common and shared problems and needs,
- have a clear definition of strategic objectives enabling their further evaluation,
- perform a cross check between problems and low-carbon mobility measures to verify if we are selecting “push” and “pull” measures that solve identified problems and needs,
- analyse budget issues for the implementation of selected and shared measures,
- define an action plan for the selected low-carbon mobility measures implementation,
- understand how the success of the selected measures will be finally assessed.

Strategies previously chosen during round tables should work towards their full implementation.

General challenge in the preparation of round tables is to understand the scope of potentially interested stakeholders. The different stakeholder groups in general might be large, given the size of passenger transport and logistics sector as well as of trade and industry. Some potential members might be obvious choices, such as relevant members of the local administration, etc. In some other cases, the choice might be not so obvious. For example, many logistics companies in some way or other deal with urban goods transport, but often just marginally so. Judgment might be needed to find the relevant stakeholders within those groups. The result is to set-up a first stakeholder list for each pilot city which might be enlarged afterwards to involve more important local stakeholders.

2.7 Timing and key checks (When)

Six key checks can be recommended within the overall action plan elaboration process as indicated below, according with the common tool (guidelines) for SOLEZ Action Plans elaboration (D.T1.2.1):

- Check #1 - Consistency among the identified problems & needs and stakeholders' feedbacks
- Check #2 - Measures against key issues and objectives from other local and/or regional plans
- Check #3 - Strategic objectives properly reflecting the identified problems & needs
- Check #4 - Strategies fit defined strategic objectives and shared with involved stakeholders
- Check #5 - Low-carbon mobility actions selection and agreed with involved stakeholders
- Check #6 - Contribution of selected measures to economic/environmental impacts in FUAs



3 From Round Tables to Quality Partnerships

Round Tables are commonly aimed at introducing key topic for passenger and freight transport at city-wide level as well as to debate potential demand-oriented mobility measures on a broad base, resulting in the suggestion of a set of local-based push and pull measures and bringing them forward.

Beyond finding creative solutions on low-carbon mobility, round tables are aimed at preparing decision making of relevant stakeholders and they also might be the nucleus of a Quality Partnership.

Stakeholders have at least the interest, often also the obligation to give preference to certain views on a topic. This is not only legitimate, but also a reason to use the instrument of a “Round Table” at all: the different views all get their role there. Just remember that each participant will likely interpret any topic more or less strictly from his or her point of view or institutional interest.

It is fundamental to have an open debate in the stakeholders’ participation process, resulting in strategies and selected low-carbon mobility measures for a more energy efficient, sustainable and professional passenger and freight transport at FUA level. From the carried out assessment reported in the SOLEZ deliverable D.T1.1.2 - Low-carbon mobility framework conditions in project target FUAs, it became clear that the SOLEZ pilot cities are heterogeneous, having a different perspective and development when addressing this thematic area. Each pilot city should analyze their problems in a holistic and integrated way and measures are being designed in order to give an answer to the problem as a whole. The consensus building and concertation activities which will be implemented in the eight project target FUAs by local round tables (at least three meetings as previously described) might lead to the definition of an agreement between Public Authorities and business stakeholders at FUA level upon appropriate low-carbon mobility measures covering short to long timeframes.

Starting from members of the stakeholders’ meetings, it would be very effective that the lead Local Administration of the target FUA promotes a medium-term agreement or **Memorandum of Understanding (MoU)** among the parties. The Member States and European experience confirms the usefulness of formalizing and signing such an agreement in which the parties commit to take all initiatives and actions aimed at supporting the process of reorganizing transport system in urban and peri-urban areas. This agreement should have the aim, among others, to establish the time and ways for gradual renewal of more polluting passenger and freight vehicles and to establish progressive time restrictions for such vehicles, including establishment of time slots for goods loading/unloading.

These potential partnerships should be achieved by a step by step process which starts from relevant stakeholders’ identification and engagement within the decision making process, until the identification and sharing of appropriate push and pull freight mobility



measures at FUA level to be included in local agendas and action plans as well as implemented in each reference scenario.

In freight transport sector for instance, **Freight Quality Partnerships (FQPs)** should be intended as a means for Local authorities, business, freight operators and local community to face specific problems and constraints for what concerns urban freight as well as to achieve effective and shared solutions for sustainable freight transport. The most usual instruments to achieve an active engagement of stakeholders from the public and private sectors are FQPs. Their aim is to develop an understanding of freight transport issues and problems, promote constructive solutions which reconcile need for accessing goods and freight services with local environmental and social concerns.

There is a wide spectrum of goods being transported, from parcels via clothes and different categories of food to industrial products, building material and waste, plus the goods brought in by repair and construction services. While measures influenced them each in a different way, very little is known in general terms about the shares of each such service.

The Memorandum of Understanding or Quality Partnership should be used to establish for instance:

- timing of gradual renewal of most polluting passenger and freight vehicles used in urban area
- progressive limitations to access city, including establishment of specific time slots for loading/unloading, up to a possible prohibition to access for the most polluting vehicles,
- recognition scheme for passenger transport and freight operators who wish to carry out transport and goods delivery under facilitated regulations within the area(s) of intervention.

The vision for a **Quality Partnership at FUA level** should be to promote environmentally sensitive, economic and energy efficient transport to best serve the needs of business and the wider community. The objectives of each Quality Partnership should reflect this vision but should be as specific as possible. Each partnership should address a need or solve a problem. The potential benefits of such Quality Partnerships are numerous. However, establishing an partnerships is not an end in itself and cannot be considered successful until tangible progress has been made, in part or whole towards the objectives of sustainable mobility strategy in project target FUAs. It is likely that only through jointly beneficial outcomes that the necessary drive and commitment will be encouraged. Key features for the establishment of a Quality Partnership are as follows:

- *Partnership formation*: reasons for establishment, key objectives, activities to be carried out for establishment, drivers and challenges, project contribution, etc.
- *Partnership composition and structure*: Members, coverage, management structure, governmental legislative and statutory status, etc.
- *Partnership funding*: amount, sources of funding, private sector contribution, etc.



- *Partnership operation and management*: managerial positions and roles, regularity of meetings, progressing of actions, actions evaluations and monitoring, etc.
- *Partnership activities*: main actions, mobility measures, outputs, successes and failures, etc.

The importance of having a local authority involved in the formation of Quality Partnerships emerges in all the relevant experiences at EU level and beyond. Local authorities commonly take the lead in establishing such partnerships. They are by far the most common type of Quality Partnerships' members, followed by business and network associations. Other private actors and universities feature also as common member types. The single versus multiple territorial areas covered by a Quality Partnership have different advantages and disadvantages, particularly with regards to measures implementation and policy making. Regarding resources, the majority of the partnerships are self-funded by the work of their members and/or receive the funding from the local authorities.

Most common challenges facing the establishment of Quality Partnerships are primarily related to attracting and obtaining the commitment of private sector companies and transport operators due to their workload and budgetary pressures, as well as securing funding for partnerships operation.

An additional challenge is also related to achieving the implementation of the proposed push and pull mobility actions, as these are typically within the remit of local/regional administrations. Finally, the diversity in the membership often imposes the challenge of facing the needs of different organizations, which should be harmonized for successful outcomes. There is not a unique standard model for a Quality Partnership, mostly due to prevailing local circumstances and frameworks. These can primarily act as key drivers in maintaining the partnerships formed, as well as recommendations and guidelines for potentially transferring such schemes in other urban areas including target FUAs.

Main factors which can contribute to the success of a Quality Partnership are summarized as follows:

- technical analysis in terms of identifying needs
- attendees feel that the Partnership is moving forward pro-actively and providing value for participants,
- the power of the group e.g. political and financial as well as power to do things,
- marketing,
- regularity of meetings,
- adequate budget to enable the delivery of tangible measures,
- showing actions and measures,
- number of members.

It has also been acknowledged that a good chair and organization is essential, both to maintain the structure of the partnership and safeguard the regularity and attendance of meetings.



The importance of regular attendance by a core group at meetings needs to be highlighted. In addition, there is the importance of disseminating the partnerships' work and achievements beyond the confines of its group of participants. The majority of the partnerships therefore, will produce promotional material to raise awareness as well as targeted at informing, among others, policy makers, state authorities, and the private sector. If disseminated properly, Quality Partnerships can have an influence on the decision making processes, while this could also open up channels to receive public and private funding for their core administration costs or measures these promote.

An important recommendation for the formation of Quality Partnerships at FUA level is the need for delivering tangible measures, demonstrating, that a Quality Partnership is not just a “talking shop”. Obtaining and maintaining the commitment of its members is finally crucial, while the governance of a group of public and private authorities should be based on interaction and on effective leadership.

The SOLEZ pilots will then investigate on the opportunities and feasibility for the potential formation of Quality Partnerships reflecting the targeted FUAs within the overall Action plan elaboration process, relevant low-carbon mobility measures selection and finally pilot actions implementation.

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