

MINUTES OF THE STEER COORDINATORS MEETING

Tuesday 08 November 2011, Brussels

The objectives of the meeting were set taking into account participants' expectations and topic requests:

Objectives	How
<ul style="list-style-type: none"> Meet other Coordinators and Project Officers 	<ul style="list-style-type: none"> Bilateral meetings with POs, informal dinner, structured and informal networking during the meeting
<ul style="list-style-type: none"> Learn about other related projects: share knowledge, project findings and experiences, identify opportunities for cooperation 	<ul style="list-style-type: none"> Structured networking session in the morning
<ul style="list-style-type: none"> Exchange on project management issues 	<ul style="list-style-type: none"> A morning session for exchange of experiences between coordinators and guidelines from EACI
<ul style="list-style-type: none"> Present IEE within the broader EU policy context 	<ul style="list-style-type: none"> Director's welcome introduction and DG MOVE presentation
<ul style="list-style-type: none"> Exchange knowledge on monitoring and evaluating projects 	<ul style="list-style-type: none"> Afternoon session with presentation, brainstorming and group exercise
<ul style="list-style-type: none"> Explore communication challenges (internal, external, dissemination) 	<ul style="list-style-type: none"> Project management session (internal communication) and the poster contest

Overall, the meeting was very successful. It helped building stronger relationships between coordinators and between coordinators and the EACI. Much information and experience exchange between projects took place during the meeting and there is clear evidence that this has continued even after the meeting. The format and content of the meeting was viewed positively by delegates. The chosen themes were relevant and helped coordinators clarify points or re-assess their views and current practice.

I. Welcome (Patrick LAMBERT, Director of the EACI)

As an introduction to the meeting, Mr. Lambert, Director of the EACI, provided information about the background of the IEE programme – and especially of the STEER action.

The Intelligent Energy Europe (IEE) programme supports the EU energy efficiency and renewable energy policies in order to reach the EU 2020 targets – the so-called 20/20/20 objectives: 20% cut in greenhouse gas emissions, 20% improvement in energy efficiency and 20% of renewables in EU energy consumption.

The IEE programme is part of the Competitiveness and Innovation Framework Programme (CIP) which includes two other operational programmes: the Entrepreneurship and Innovation Programme (EIP) and the Information Communication Technologies Policy Support Programme (ICT-PSP). The Executive Agency for Competitiveness & Innovation (EACI) also manages 2 other initiatives of the CIP (Eco-Innovation and Enterprise Europe Network) and the Marco Polo programme.

A total budget of € 730 million is available under IEE over the period 2007-2013 to fund projects and to put into place a range of European portals, facilities and initiatives. [61 projects](#) have been selected under the STEER action since its creation (plus some more dealing with alternative fuels).

On 29 June 2011 the European Commission presented its proposal for the Multiannual Financial Framework which translates into financial terms the Union's political priorities for the period 2014-2020. After 2013, IEE-like activities are likely to find their place in the new Framework Programme for Research and Innovation called "Horizon 2020".



II. Presentation of the Transport White Paper 2011 - by Franz Xaver SOELDNER, DG MOVE – slides provided with the minutes

Mr. Soeldner, Deputy Head of Unit Clean Transport and Sustainable Urban Mobility at DG MOVE, reminded that the feedbacks of the STEER projects play an important role in the definition of the policies and legislative background (directives and regulations). He then provided further information about the policy background and initiatives launched by the European Commission in the transport sector.

Mr. Soeldner presented the new challenges that face Europe today in terms of transport and reminded the important role played by towns and cities, where 72% of the European population lives and which generate 85% of Europe's GDP as well as the fact that one quarter of transport CO₂ emissions comes from urban transport. A new [White Paper](#) titled "Roadmap to a Single European Transport Area - Towards a competitive and resource efficient transport system" was published in March 2011. It consists of a vision for 2050 and a roadmap of 40 initiatives for the next decade to build a competitive transport system exploiting efficiently a multimodal, integrated and 'intelligent' transport network. In particular, with reference to the energy aspects of transport, the Commission aims to reduce Europe's dependence on imported oil and cut carbon emissions in transport by 60% by 2050.

Several initiatives have been already launched by the European Commission to tackle these challenges such as the [Clean Vehicle Directive](#), the CIVITAS initiative (financed under the FP7 programme) and the [Action Plan on Urban Mobility](#) launched in 2009 which included projects such as the one on Access Restriction Zones (www.lowemissionzones.eu) and foresees studies such as the one on Urban Aspects of Internalisation of External Costs (results to be available in 2012).

As a conclusion, Mr. Soeldner reminded the importance accorded – among others - to the improvement of Urban Mobility, to the role of each level of government as well as to the [Sustainable Urban Mobility Plans](#) (SUMPs) and projects. The overall objective is to create a Single European Transport Area where all barriers – between modes, between networks and between borders – are eliminated.

III. Managing your project (Waltraud Schmid, EACI)

Based on requests made by coordinators, participants explored in groups how to deal with difficult partners followed by a quiz on common financial questions.

1. How to tackle difficulties with partners during project implementation

a) Reasons why a partner may not respond/ deliver as expected:

- The partner does not know well the proposal or does not have enough information about what is expected from him;
- There is a change of staff or structural changes and the project is no longer a priority for the partner organization;
- The partner faces time pressure (other projects/tasks with higher priority);
- The partner lacks motivation;
- The directions/information from the coordinator are too complex (ex: too long emails);
- The project is too large and has a high number of partners;
- The personal connections between coordinator and partner are poor.

b) Possible measures/options for the coordinator to avoid the problem:

- The coordinator should check the feasibility of the deadlines and explain their importance and impacts. Clearly define the tasks and expectations in terms of quality standards (for instance providing a benchmark example);
- Define a second contact person or a deputy to attend meetings in case the main one cannot attend or reply;
- If a partner cannot fulfil a task, the problem should be raised and discussed as soon as possible in order to find an agreement (could be a reduction of the contribution of the partner for this given task, or a shift of the task and a reallocation of the work, etc.);
- An agreed procedure on how to deal with issues should be clear to all, especially to the WP leaders;
- The use of social obligations might be effective;
- An internal newsletter can help to keep everyone informed.

c) Communication and procedures which could help implementing the solutions

- Sign a "code of conduct" at the beginning of the project which includes clear procedures for situations when deadlines are not met by individual partners;
- Propose a quality control mechanism for the deliverables (or at least for the important deliverables) such as a peer-review system in order to improve the quality of the work;
- The withdrawal of a partner is only the ultimate solution, but this is foreseen in the grant agreement and the EACI can steer you in this procedure;
- It is advised to keep a good documentation of the exchanges (date of phone calls, minutes etc.) with the non performing partner in order to prove your efforts;
- The experience of the coordinators showed the added value of a clear reporting procedure in case of non performing partners:
 - Reminder e-mail with a reasonable deadline in bold and consequences if the deadline is not met
 - Phone call(s)
 - 2nd reminder e-mail
 - Personal call
 - Formal registered letter and inform the hierarchy as well as EACI

As a general remark, each situation is unique and the coordinator has to understand and "feel" the situation to overcome the problem and solve it. Coordinators should not hesitate to discuss this type of issues with their project officer.

2. Quiz on meeting costs

The right answers to the following questions (highlighted in bold) was discussed in a plenary session:

Dinner costs:

What does the 40 EUR rule include or not include?

- A. The rule of thumb about 40 EUR dinner costs per person are per meeting day not per meeting.
- B. The 40 EUR are not including any lunch costs.**
- C. A paid dinner (invitation) does not affect the daily allowance claim within the own organisation.
- D. 40 EUR is set as (reasonable) benchmark¹, exceptions are possible with justification.**

Travel costs:

Does the EACI accept cancellation costs as eligible costs in case an employee gets ill the day before a meeting and cannot attend?

- A. Yes, this is always accepted.
- B. Yes, this is accepted in case it is part of the usual company policy to pay these costs.**
- C. No, cancellation costs are never eligible.

Do you always need to show evidence that the shortest stay was chosen when going to meetings?

- A. Yes, because these are business trips and not holidays.
- B. No, in case I can show evidence that a longer stay would be cheaper.**
- C. For this decision I compare only flight costs.
- D. For this decision I compare all costs (travel, hotel, allowances, extra hours charged to project).**

How to document this comparison?

Keep the initial calculation of your comparison (with prints of different travel prices) in your notes.

Does the EACI accept CO2 off-setting as eligible costs?

- A. No, this is not an eligible cost item.
- B. Of course, being the IEE programme, this is a must.
- C. Yes, in those cases where the usual company practice as a standard includes the off-setting of CO2 emissions.**

Costs for stakeholders to attend workshops:

There is budget foreseen for reimbursing the costs of stakeholders attending some workshops. How do you proceed? What do you need?

- A. I must do the booking of all their travels and hotels to have the costs in my accounting system.
- B. I should collect all their invoices and pay them afterwards.

EACI has no preferred way of managing this. Costs must be in the accounting system of the organisation that intends to claim these costs. But this does not mean that the organisation has to play travel agency and does all the booking. In case of B it is advised to set ceilings to ensure that you can stay within budget.

Time of buying travels:

- A. The time of the booking and buying must always be within the contract period.
- B. In case of kick-off meetings the time of buying can also be prior to the contract start as long as the meeting takes place within the contract duration.**

¹ In the financial guidelines expressed as maximum that should not be exceeded where any deviations should be explained when submitting the financial statements

Pre-financing:

A partner has received too much pre-financing and should pay back to the coordinator (CO). What do you do as CO?

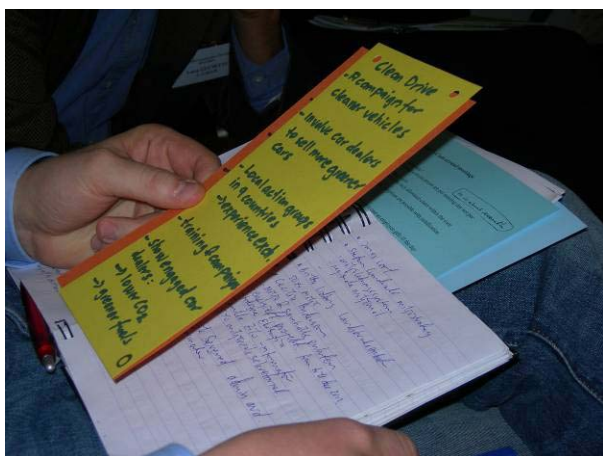
The CO has to demonstrate to EACI that he/she has undertaken all actions within his/her normal power to receive the money back. If the partner refuses the CO should contact the EACI as soon as possible.

In practice the CO writes to the (legal representative of the) partner to ask the money back, preferably with registered letter so that the CO has proof of reception. This letter should set a reasonable deadline and request a confirmation from the side of the partner. The CO sends one or maximum two reminders in the same way. Reactions from the partner are documented. If the partner refuses to pay back or does still not react after reminder(s) then the CO contacts the EACI and explains the situation and steps undertaken.

Provided the CO has undertaken all the necessary steps before, the EACI will then write directly to the partner to insist on paying back the money.

IV. Networking - Projects market

Each coordinator was invited to present his/her project and define what it can offer to other projects as well as what it needs. As a result of this networking activity, several projects have planned joint activities and exchanges. For instance: the coordinator of the ECOWILL project will attend the next project meeting of the ECOeffect project (7-8/12/2011) to look for cooperation possibilities between the two projects. Both projects deal with eco-driving and ECOeffect could benefit from the experiences gathered by ECOWILL. Another example is the Naviki project which will be presented at the next Mobile2020 project meeting.



The following table summarises the key messages:

Project	NEEDS	OFFERS
MOBILE 2020	<ul style="list-style-type: none">▪ Good Practice on cycling/new approaches▪ Smart solutions▪ Project cycling for small and medium sized towns in Central and Eastern European Countries	<ul style="list-style-type: none">▪ Contacts to Central and Eastern European countries (especially cities/towns with cycling issues)▪ Training handbook on cycling planning

Project	NEEDS	OFFERS
ENERQI	<ul style="list-style-type: none"> ▪ "Followers" ▪ PT Operators/authorities willing to implement quality monitoring scheme in their city using - implementation guidelines / online questionnaire tool ▪ Strategies to recruit voluntary PT travellers to 'observe' or act as 'quality scout' ▪ Ideas to activate and reward these people for their participation 	<ul style="list-style-type: none"> ▪ A tool for PT operators and authorities to continuously monitor perceived quality of PT (perceived by travellers); online questionnaire providing data that operators/authority can use to improve quality of their service thus increasing use of PT ▪ A "dictionary" defining a wide range of public transport terminology in 9 EU languages to avoid confusion e.g. "delay", "service" or "cleanliness". Useful for all PT related projects.
ECOSTARS	<ul style="list-style-type: none"> ▪ Introduction to fleet operators in own scheme areas ▪ Registrations for project e-newsletter ▪ Additional concepts and information sources - vehicle fuel efficiency (to recommend to scheme members) 	<ul style="list-style-type: none"> ▪ Environmental Fleet Accreditation scheme operations in 8 regions with free advice for members ▪ Relationships & dissemination channels to freight & passenger transport fleets
BAMBINI	<ul style="list-style-type: none"> ▪ Dissemination ▪ Links with websites 	<ul style="list-style-type: none"> ▪ Toys - contact to toy producers for gadgets ▪ Strategies on how to involve children in sustainable mobility needs (stories, rituals) ▪ Activities for children and educational materials (colouring in, games) ▪ Educational materials for child pedagogues
QUEST	<ul style="list-style-type: none"> ▪ Experts who want to become QUEST auditors in (Poland, Finland, Baltic States, Bulgaria, Greece and Portugal) 	<ul style="list-style-type: none"> ▪ Quality management tool to improve sustainable transport policy - based on self assessment by local stakeholders ▪ Cities receive tailor-made actions - improvement plans ▪ Supported by local authorities?? ▪ Helps cities to actually make progress ▪ National Seminars
MERCX	<ul style="list-style-type: none"> ▪ Impact ▪ Role of electrical bikes, cargo bikes ▪ Future cycling policies ▪ Possible improvements (e.g. NAVIKI) for champion cycling cities 	<ul style="list-style-type: none"> ▪ Experiences (Best practices and failures) from top cycling cities ▪ Workshops and training sessions on implementing cycling measures, developing cycling strategies to target groups.

Project	NEEDS	OFFERS
MoMa.Biz	<ul style="list-style-type: none"> ▪ Know-how on successful implementation of SWT mobility actions e.g. car- and bike-sharing etc. ▪ Successful designing and carrying out of promotional campaigns aiming at behavioural change ▪ Development of training on mobility management (trainers contacts in Bulgaria, Estonia, Spain UK and Italy) 	<ul style="list-style-type: none"> ▪ Bottom-up (participatory) methodology for the development of mobility plans in Business and Industrial zones ▪ Boxed solutions: a set of guidelines, flexible and easy to adapt for the planning and implementation of standard mobility actions (e.g. car pooling) ▪ A mobility labelling system designed for Business and Industrial zones.
EFFICIENT 20	<ul style="list-style-type: none"> ▪ Innovative ideas from urban or freight planning that could be applied to agriculture. ▪ More links with machinery, industry and dealers 	<ul style="list-style-type: none"> ▪ Fuel savings on agriculture
TRAILBLAZER	<ul style="list-style-type: none"> ▪ Freight contacts ▪ Knowledge of other organisations 'managing' their deliveries 	<ul style="list-style-type: none"> ▪
GO PEDELEC	<ul style="list-style-type: none"> ▪ Translation of training materials on PEDELECS into HU, IT, NL and CZ 	<ul style="list-style-type: none"> ▪ Road Shows on PEDELEC/ Speakers on PEDELEC - Cost is about 2000€ ▪ Expert trainings on PEDELEC (electric Bicycles)
ECOMOBILITY	<ul style="list-style-type: none"> ▪ Other cities to pilot the scheme ▪ Feedback from/exchange of info with QUEST + ADVANCE 	<ul style="list-style-type: none"> ▪ Quality Management System to test ▪ Auditor training
CLEAN DRIVE	<ul style="list-style-type: none"> ▪ Contacts in more countries ▪ Good examples / possible campaign activities to implement networking - dissemination activities & seminars etc ▪ Experience exchange 	<ul style="list-style-type: none"> ▪ Experiences from car dealers ▪ Good examples of campaigns ▪ Good network ▪ Base for experience exchange
ECOWILL	<ul style="list-style-type: none"> ▪ Contacts to fleets ▪ Contacts to car manufacturers/dealers ▪ Impact on legislation ▪ Evaluation results on impact of Eco-mobility training 	<ul style="list-style-type: none"> ▪ Certified driving instructors ▪ Updates Eco-driving tips ▪ Contacts to driving school associations + responsible ministries ▪ Contacts to fleets, automobile clubs
ADVANCE	<ul style="list-style-type: none"> ▪ Provide contacts of cities and auditors willing to conduct an audit on Sustainable Mobility Plans 	<ul style="list-style-type: none"> ▪ To become an Auditor for Sustainable urban Mobility Plans - Your gain: To earn money with that
ACTIVE ACCESS	<ul style="list-style-type: none"> ▪ Participants for the final event in Budapest May/June 2012 (includes "follower training") ▪ Dissemination of project results - 2012 	<ul style="list-style-type: none"> ▪ Walking audit tool & guidance ▪ Experience of shadowing ▪ Training materials - Impacts

Project	NEEDS	OFFERS
SEGMENT	<ul style="list-style-type: none"> ▪ Other cities to work together with to define our methodology into the most useable form for all municipalities 	<ul style="list-style-type: none"> ▪ A methodology for using segmentation to increase the impact of sustainable transport marketing ▪ A book of robustly designed campaign ideas, rigorously evaluated for impact (spring 2013) ▪ A group of questions which you can add to surveys will give a good idea of how to target your initiative ▪ Impact of this initiative in terms of model shift
TOGETHER	<ul style="list-style-type: none"> ▪ Good examples of training materials on walking, cycling, public transport and eco-driving to be adapted for immigrants ▪ Extra opportunities to implement TOGETHER material ▪ Extra network opportunities with immigration associations, integration services 	<ul style="list-style-type: none"> ▪ Tailor-made dissemination guidance towards immigrants training modules on walking, cycling, public transport, eco-driving and energy efficient lifestyle. ▪ A network of immigrant organisations
EPOMM	<ul style="list-style-type: none"> ▪ Your cooperation! ▪ Contact us with your needs ▪ Use our tools TEMS and MaxEva ▪ Upload or send your dissemination materials ▪ Make suggestions for improvement ▪ Contact our national platforms 	<ul style="list-style-type: none"> ▪ "Project Legacy" keep your project alive after it is finished through EPOMM services "Calendar": Put your events into our combined national / international calendar ▪ "Policy transfer" We help you transferring good policies between countries ▪ Access to 22 countries via National Platforms ▪ Bi-annual conferences ECOMM+ EPOMM network meeting ▪ E-newsletter going to 3000 subscribers ▪ City model split database with >300 cities ▪ MaxEva evaluation tool for MM projects ▪ For 27 EU countries a brand new report on MM in that country ▪ Training - training audience, trainers, training quality label ▪ Website to disseminate your products per country
NAVIKI	<ul style="list-style-type: none"> ▪ Towns cities regions, tourism organisations to run a tailor-made bicycle route planner and smartplan application 	<ul style="list-style-type: none"> ▪ Cycling navigation all over Europe ▪ Tailor-made bicycle route planners for municipalities tourism ▪ Services for improving bicycle infrastructure

Project	NEEDS	OFFERS
ISEMOA	<ul style="list-style-type: none"> ▪ Cooperation in dissemination to cities, regions and consultants ▪ Inform your partners about the offer of ISEMOA auditor training courses in autumn 2012 in 15 EU countries 	<ul style="list-style-type: none"> ▪ Cooperation in dissemination - target groups: local & regional authorities, Consultants who advise local & regional authorities (stakeholder workshops, newsletters website...). ▪ Materials: Overview of existing QM-/ audit schemes, Overview of needs of PRM, Overview relationship: improving accessibility - environmental + social benefits
TRANSPORT LEARNING	<ul style="list-style-type: none"> ▪ Addresses of friends in Portugal, Spain, Greece, Italy, Hungary, Bulgaria, Poland, Romania to invite them to trainings to save energy ▪ Good practice examples from these 8 countries 	<ul style="list-style-type: none"> ▪ Teaching materials / e-learning tool in 8 national languages ▪ Many project results from the practical trainings
PRESTO	<ul style="list-style-type: none"> ▪ Cooperation / exchange about e-learning 	<ul style="list-style-type: none"> ▪ Policy Guidelines on Cycling infrastructure ▪ Fact Sheets on Cycling Promotion ▪ 7 e-learning courses on Pedelects
C-LIEGE	<ul style="list-style-type: none"> ▪ Good practices and experience sharing for cleaner and energy efficient Urban Freight Transport (UFT) in Europe ▪ Knowledge sharing and communication activities ▪ Horizontal stakeholders integration for sharing 	<ul style="list-style-type: none"> ▪ Policies and measures for energy-efficient UFT demand management / planning ▪ Good practices and experiences in UFT sharing and transfer ▪ Road maps and action plan for cleaner UFT
CYCLE LOGISTICS	<ul style="list-style-type: none"> ▪ know more how about micro-consolidation centres ▪ Access to business associations, international supermarket chains 	<ul style="list-style-type: none"> ▪ Creative tested solutions for last mile cargo ▪ Holistic approach for short trip transport urban goods
MOMO		<ul style="list-style-type: none"> ▪ Practical guidance on city-to-city level on Public transport ▪ Public transport level and from car-sharing operators (for workshops) ▪ Fact sheets in various languages ▪ Video clips (website, you tube, DVD) ▪ Picture gallery (on momo website and DVD) ▪ Host study visits

V. Poster Contest

Each project was invited to take part to a poster contest.

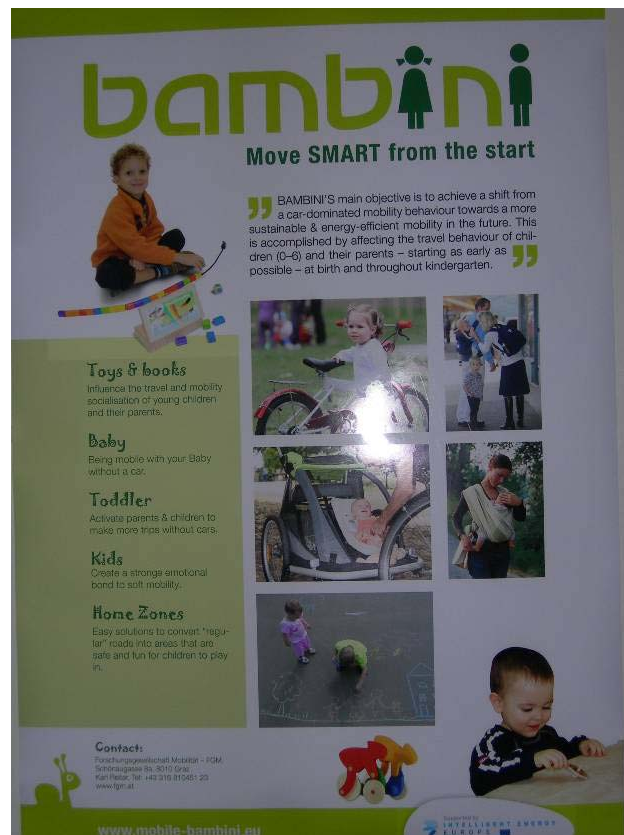
The objectives were to enhance the knowledge about the various STEER projects, to help the coordinators to identify other related projects and opportunities for collaborations and to experience a range of different approaches to poster design and to compare various communication strategies.

All the posters were displayed and each coordinator was asked to vote for his/her favourite one.

The common features of the winning posters were:

- clean look: the poster is not too busy with information, images or colours
- short and easy text, highlighting the objectives and the target groups
- clear and evocative images

The 2 winners (tie) were BAMBINI and Mobile 2020. Congratulations!



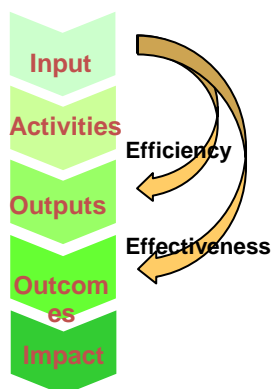
VI. Monitoring & Impacts evaluation (Vincent Berrutto and Christof Marx, EACI)

Vincent Berrutto reminded that the objective of the session was to improve the monitoring and impact evaluation process of projects. According to the IEE II final evaluation², respectively 53% and 14% of IEE beneficiaries consider that the quantification of the expected impacts of their project is "difficult" or "almost impossible". However, 66% of them indicate that performance indicators bring an added value to their project management process. The objective of the session was therefore to exchange experiences and methods among the coordinators and the EACI project officers.

As expressed by the survey, the monitoring and impact evaluation facilitate the overall management of the projects and the IEE programme in general. The results are also important to demonstrate to taxpayers the effectiveness of activities and to measure the contribution of IEE to the 20-20-20 targets.

² http://ec.europa.eu/cip/files/docs/2011_iee2_programme_en.pdf

Christof Marx reminded that monitoring and evaluation should be addressed at all stages of a project: from the proposal (to clearly set out what the proposal is aiming at), to the kick off (to make sure that there is a clear understanding of the objectives and the main issues for each partner), to the interim stage (where an adjustment of the activities is still possible or the first success can be used for communication/dissemination) until the final evaluation.



Christof Marx briefly explained the terms and rationale used by the EACI to ensure projects deliver a clear evaluation approach. First of all, **objectives** (strategic and specific) to the project are set to define what the project seeks to achieve. **Inputs** are the resources (time and money) required to implement the necessary **activities** and produce the expected **outputs** (products and services, e.g. deliverables, number of people trained...). These outputs aim to lead to expected **outcomes**. Efficiency measures how many outputs (e.g. number of people trained) have been produced with given resources. Effectiveness will, for instance, indicate whether the training has actually been helpful for the participants once they are back in their office. The final step would be to measure the actual energy-related impacts and to compare them with the expected savings.

The EACI identified a number of common problems when reviewing impact analysis submitted by STEER projects, including:

- The calculation methodology provided is not clear;
- Mistakes in calculations and unit conversions;
- The data provided are not complete and do not picture the overall situation;
- Assumptions are provided without justification;
- Additionality effect: difficulties to assess to which extent impacts are beyond what would have happened in any case;
- Replication effect: difficulties to assess to which extent impacts will be repeated following the end of the project



Evaluation methods

A brainstorming exercise was conducted with project coordinators to identify evaluation methods (tools) used in their projects. This list was further expanded during the group exercise run in the second part of the afternoon (texts in annex).

- Questionnaires / survey (e.g. hands up, household, users, telephone interviews, Street interviews in strategic places,...)
- Focus group
- Measurements (number of participants...)
- Experts panels
- Observations
- Quantitative evaluations (e.g. counting of vehicles/pedestrians/bikes; tickets sold; Milenometer reading; Fuelpump measurements; ...)
- Mobility diary / delivery diary
- Micro-simulation model
- Control group

- Statistics
- Benchmarking
- Max-Sumo methodology
- Media data

Group exercise

During the group exercise delegates were asked to discuss and present their evaluation approach for a particular case study. This highlighted the importance of establishing a baseline (to be able to assess the before/after situation) and to evaluate the impacts on different target groups during the project's key phases.

Another important point noted was that while a project might have several objectives, it is fundamental to define from the beginning the key ones (both strategically - e.g. what is the ultimate objective of the project especially in terms of energy impacts - and in terms of feasibility e.g. are 3 years enough to measure any realistic impacts on accident rates?).

The second part of the exercise aimed to change people's point of view and to imagine what information was needed by, for instance, a politician who was thinking about implementing a similar project in his city. This showed the importance of considering the information needs of people with whom projects communicate to enhance the project's transferability chances.

The following elements were considered as important pieces of information to effectively present the results of a project to external stakeholders:

- Cost;
- Effectiveness (e.g. achieved modal shift; achieved energy efficiency; ...);
- Key elements for successful replication (e.g. profile type of the new user);
- Whether the action continues after the end of the project;
- Key arguments to convince policy makers to adopt the approach.

As a conclusion, the project coordinators identified their main difficulties encountered during the exercise:

- The lack of information and details which force to do assumptions;
- As in a real case, only a limited amount of resources was available to assess complex projects;
- The difficulty to assess end-users behaviours and the impacts of a project in terms of habits. Impacts are not always direct.

Due to the time constrains, some issues had to be ignored although they should have been considered in a real life evaluation design, including:

- The format of the data of the different partners;
- The level of skills available;
- The various understanding of the evaluation exercise among the consortium partners;
- The side effects or boundary effects, i.e. out of the scope of the project;
- The cost of the measurement tools suggested;
- The long term effects.

Finally, coordinators suggested ideas on how the EACI could better assist project coordinators in their monitoring and evaluation process:

- Provide guidelines with concrete examples / case studies (although it is recognised that they will then be too project specific);
- Discuss the indicators and monitoring process already during the negotiation phase of the project to decrease, where necessary, the complexity and keep them realistic;
- Increase the budget of the work-package devoted to the evaluation process;
- Devote time during the kick off meeting to work together with the partners on the monitoring and evaluation phases (trainings, workshops...),
- Highlight the importance of the mid-term reporting of the evaluation process.

VII. Feedback and suggestions

The participants provided their feedback during the closing session and through a satisfaction questionnaire. Overall, the participants were very pleased with the meeting. They thought that it met their expectations and that a similar event should take place on a regular basis (indicatively every 1.5-2 years).

The interactive approach and the network opportunities were appreciated; more time to discuss the topics and even more bilateral meeting occasions were suggested as possible improvements.

