TRAM Project

Towards new Regional Action plans for sustainable urban Mobility

Index Number: PGI00208

Methodological guidelines - Part Two: Action Plans and Peer Review by ITRE PANEL

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Introduction

This document covers the second part of guidelines for TRAM Project. Figure 1 sketches the overall activities and deliverables related to the exchange of experience activities.

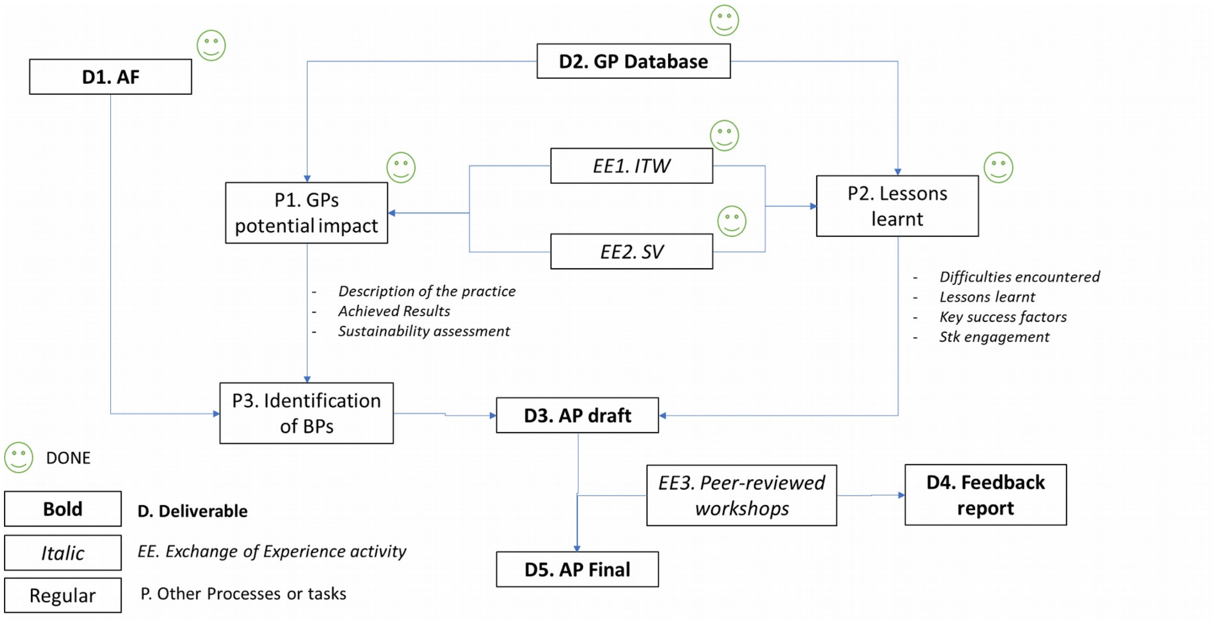

Figure 1 The exchange of experience activities

Part one covered the selection of Good Practices (GP) which were the main outcome of the exchange of the experiences activities. The aim of Part one was: i) to ease the process of exchange of experiences through the standardization of the information flow related to the Good Practices; ii) to set a minimum standard of quality of the different steps in order to enable the exchange of experiences; iii) to set common routines for involvement of Local Stakeholders (LSGs) and for the exchange of experience activities (i. e. Study visits and International Thematic Workshops).

Part two – the current part – aims at providing guidelines to help Project Partners (PPs) to identify a set of limited practices, namely the Best Practices, which are expected to contribute to the improvement of the policy instruments of each partner, and whose implementations will occur through the action plan.

More specifically, Part two includes several chapters. **Chapter one** focuses on the process of identification of Best Practices (P3). **Chapter two** describes the Action Plan and the elements of the implementation Phase (D3,5). **Chapter three** describes the methodological aspects of the Peer-review workshops (EE3 and D4) that is the activity through which the drafts of the Action Plans are validated and delivered for the actual implementation.

The methodological guidelines (both Part one and Part two) are a product of the International Team of Regional Experts (ITRE Panel) of TRAM Projects. The methodological guidelines are approved in joint sessions with Project Partners, so that the methodological guidelines fit with other logistic and organizational aspects and needs coming from the other activities of TRAM Project.

Chapter 1. Identification of Best Practices

The identification of Best Practices is a methodological approach which includes two main activities. Chapter 1.1 identifies the lively issues and gaps of each partner's policy instrument in order to indicate the target of the process of evaluation of good practices (the so-called Gap Analysis). Chapter 1.2 identifies the evaluation process through which the good practices are assessed in respect to the previously identified issues.

Chapter 1.1 – Gap Analysis

The Gap Analysis aims at:

- **Defining the lively issues** of the current policy instruments;
- **Linking the lively issues to the Good** Practices to identify the first set of potential interesting best practices**;**
- **Suggesting a first way to prioritize GPs**, by identifying the scope of each Good Practices.

The GAP Analysis does not aim to identify the extent that GPs might provide solutions to the issues.

1.1.1 Defining the lively issues

Responsible body: Project Partners
Expected duration: 5 weeks

Each PP, with the support of the internal ITRE Expert, defines what the lively issues of the identified policy instrument[1] that are addressing among the themes covered by TRAM project. The analysis starts from the issues indicated in the original Application Form, but it can be updated with the needs and the knowledge coming from either the Exchange of Experience activities of TRAM Project, or the evolution over the time of the issues of the policy instrument, since the original identification of issues dates back up to 3 years. The GAP analysis is essential before the actual selection of Best Practices (for each partner).

According to their internal resources and available resources, PPs can choose to develop such activities with or without the involvement of the LSG. Each PP informs ITRE Panel about the options and the procedures used to involve the LSG.

The list includes a title for the issue and a brief description. Once the list is delivered, each PP evaluates the importance of each predefined issue, using the following 3-value Likert scale: 1 - useful, but not important; 2 - important, but not critical; 3 - critical.

1 The policy instruments are: Regional Operational Programme 2014-2020 (PP1,PP2,PP5); Regional Strategy for Blekinge 2014-2020 (PP3); Integrated Territorial Program for Miskolc (PP4)

The following suggested table reports the result of the first task. The table includes the following info: title of the issue, description, evaluation of importance, potential thematic areas covered by TRAM Project.

Table 1 Listing and prioritization of the lively issues. A table for each PP.

Nr. of the issue	Title of the issue	Description of the issue	Evaluation of importance	Potential improvement area(s)
		(short text explanation)	*1 / 2 / 3*	*Transport policies / ITS / Green transport*
I				
II				
III				
IV				
…				
X				

Table 1 represents an important intermediate outcome. At this stage, each PP knows a codified list of issues, their description and relative importance, and the thematic areas of TRAM project which might be of interest.

1.1.2 Linking the issues to the GPs

Responsible Body: ITRE Expert
Expected duration: 3 weeks

The internal ITRE Expert links the list of lively issues with the whole database of good practices and produces a table for each issue. Each table includes the practices which might be useful, a brief description indicating why it might help and whether there are any further details needed by the promoter.

Table 2 Linking issues to Good Practices. A table for each issue for each PP.

Issue nr. X	Why the actual GP might help solving this issue? *(short description)*	Are there any further details / info needed by the presenter? *(short description)*
GP nr.X		
GP nr.Y		
…		
GP nr.Z		

At this point, both the ITRE Expert and PP know the potential GPs that could help with the issues and the need for further information.

This activity requires 3 weeks. However, this action can be conducted in parallel with the evaluation of importance of the lively issues.

1.1.3 Evaluating the potential value of the GPs

Responsible Body: ITRE Expert
Expected duration: 2 weeks

This table summarizes the potential importance of each GP. The ITRE Expert will review the full list of 36 Good Practices (45 Good Practices minus the 9 presented by the PP itself) to check whether the actual GPs might be addressed to any predefined issues. The following table reports the final sorting.

Table 3 Potential relevance of the Good Practices. A table for each PP.

GP ID	Nr. of issues addressed by Importance			Nr. of issues not addressed
	1	2	3	0
GP nr.X				
GP nr.Y				
...				
GP nr.Z				

The suggested table has a row for each GP (i. e. 36 rows for each PP). The columns represent the importance of the issues (defined in 2nd gap) 1,2,3 and the column "0" is for the number of those issues not addressed by that actual practice. Each cell reports the number of issues covered by each GP.

Table 3 provides a first indication of the importance of each GP, because it provides evidence about the scope of each GP for the needs of each PP. Precisely, the suggested tables presents how many useful, important, critical issues might an actual GP help. The table also shows those GPs which do not contribute to any of the predefined issues, so that it indicates which GPs are not going to be further analysed anymore.

Table 4 shows an example with *6 pre-defined issues and two GPs (x, y)*.

Table 4 An example of evaluation of Good Practices

GP ID	Importance of an issue			Nr. of issues not addressed
	1	2	3	0
GP X	1	1	0	4
GP Y	1	1	2	2

From the given example, it is possible to know that:

- GPx does not provide information about 4 issues, and it provides information about an issue with value 1 (useful but not important), and information about an issue with value 2 (important, but not critical)
- GPy does not provide information about 2 issues, and it provides information about an issue with value 1 (useful but not important), about an issue with value 2 (important, but not critical, and about 2 issues with value 3 (critical).

To conclude, GPy seems more interesting than Gpx, in terms of scope, because it targets more relevant issues (in this case 2 critical issues), although we do not yet know how is going to contribute.

1.1.4 Further notes on GAP Analysis – Role of ITRE Panel

The internal ITRE Expert is expected to carry out the scientific activities identified by this methodology. However, the ITRE Panel keeps the responsibility for the overall validation of the activity of each ITRE Expert. Consequently, each ITRE Expert has to report the activities to the ITRE Panel which has the right to ask for further explanations and to propose changes. For example, ITRE Panel shall check whether:

- the PPs have similar lively issues so that a common definition is given;
- the defined lively issues are clearly described;
- the link between GPs and lively issues is consistent and well-explained;
- any further update to the Gap Analysis is needed through the whole process.

The Action Plan is the document reporting all the activities and the findings of the GAP Analysis. Thus the GAP Analysis will be subject to peer-review during the workshops.

Chapter 1.2 - Identification of Best Practices

This phase evaluates the most promising Good Practices, selected through the gap analysis, to identify the best practices to be included in the Action Plan of each project partner. The activities are:

- **Filtering Good Practices** if too many practices remain from the process of selection during the gap analysis;
- **Evaluating the GPs** according to the criteria of assessments.
- **Identifying Best Practices** to be implemented through the Action Plan

1.2.1 Filtering GPs

Responsible Body: ITRE Expert
Expected duration: 2 weeks

The Gap Analysis produces a selection of good practices potentially able to address lively issues for each Project Partner. Each PP's ITRE Expert communicates to PP such list to be evaluated. PP can:

- Agree on the proposed list, so the process moves to Step 2 or;
- Ask for a further selection, whether the number of selected GPs is too high to be properly discussed with LSG. PP needs to motivate that decision according to the expected frequency and quality of interactions with the LSG. The ITRE Expert makes a further reduction following the listed criteria, presented in decreasing order of importance:
    - The importance of the issues
    - The wider coverage of different issues (i.e. wider coverage is preferred at parity of importance)
    - The quality of existing information of the GP (already evaluated by the ITRE Panel)
    - The possibility to gather more relevant information through exchange of information with other PPs
    - The wider coverage of different TRAM project potential improvement areas

The process starts again from point 1, so that the PP agrees on the reduced list or suggests a further reduction.

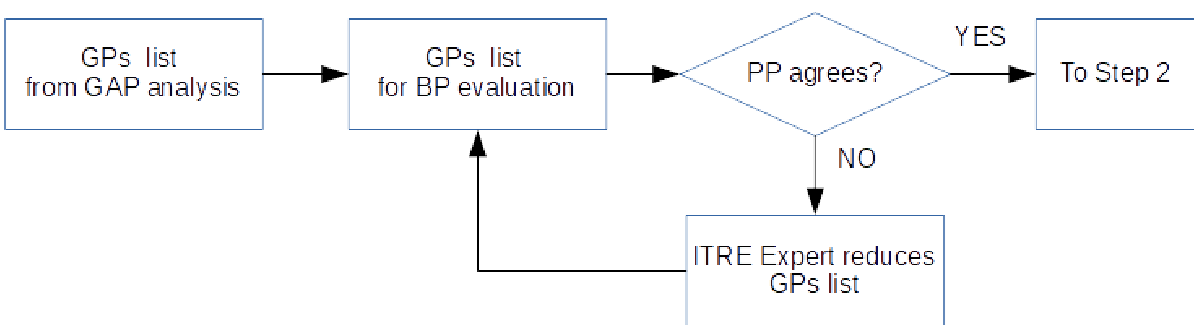

Figure 2 Flow process for filtering of Good Practices

Whether, at any stage, further information about a GP are required, any ITRE Expert might ask for additional information through the ITRE Expert of the PP which presented the GP. Each PP makes sure that local stakeholders provide the required additional information whenever asked.

1.2.2 Evaluating Good Practices

Responsible Body: PP, LSG, ITRE Expert
Expected duration: 6 weeks

Evaluative schemes focus on two criteria:

- The **sustainability dimension,** which refers to the three aspects (economic, environmental, social) already used in the GPs to evaluate each GP in its original context;
- The **complexity of implementation,** which refers to the expected changes required by the implementation of a GP.

Common methodological aspects.

The ITRE Expert prepares the evaluative schemes to be used to assess the two criteria. The ITRE Expert reports, in the documentation explaining the GP, all the relevant elements gathered through the GP template and the ITW and SV exchange of experience materials. The materials shall be sent well in advance to LSG in order to allow them to frame a position.

ITRE Expert reports to ITRE panel, three weeks before the start of the evaluative procedures, the proposed schemes, documentations, and a brief methodological note about the operational aspects (e.g. voting system) which will be used for the discussion and deliberation. ITRE Panel may ask for further details and may ask for changes.

As general rule, evaluations occur as follows:

1. Each participant provides an individual and not shared evaluation of the different criteria with the possibility to leave space for explanations about the votes
    a. Participant can skip some evaluations if unable to assess
    b. Whether possible and recommended by local conditions, individual evaluation can be performed before the LSG workshop through an online survey
2. ITRE Expert collects and merges the result, providing a synthesis
    a. Whether evaluations agree, the ITRE Expert communicates the resulting evaluations and ask participants for a brief explanation of the given votes
    b. Whether evaluations disagree, the ITRE Expert asks participants which gave the highest and lowest values to present their positions, with the aim of opening a debate and identifying a common position. After debate, ITRE Expert summarizes the discussion and suggests and evaluation. Whether a common position cannot be found, ITRE Expert reports the range of evaluation

Criterion 1. The sustainability dimension.

The sustainability evaluation considers the expected impacts of each GP on both the lively issues and the overall sustainability dimensions of the local context. Table 5 reports the evaluation made for each GP.

Table 5 The sustainability evaluation. A table for each GP.

GP ID: xxx		
Impacts on issues	Issue X	Value. Description
	Issue Y	Value. Description
Impacts on sustainability	Economic	Value. Description
	Environmental	Value. Description
	Social	Value. Description

Value: 1 Negative, 2 Neutral, 3 Positive, 4 Very Positive.
Description: Textual description with a reasoned motivation of the given evaluation. Layout of table might be changed according to the length of the description parts.

Criterion 2. The complexity of implementation.

Criterion two assess the complexity of implementation. Three sub-dimensions are identified:

- **CUL - Social and cultural acceptance** – evaluated by LSG - focusing on the wide cultural and social elements which might influence the diffusion of a practice in the local context
- **CAP - Presence of relevant capabilities and players** – evaluated by LSG - focusing on the existence of local players (business and not) holding the needed competences to fully develop the GP
- **INS - Institutional integration** – evaluated only by PP - focusing on the institutional organizations, and the current targets, aims, procedures internal to the public body

The evaluation scale includes the values reported in Table 6

Table 6 Scale of evaluation of the complexity dimension

1.Complex changes	Very relevant barriers which might be impossible to overcome
2.Important changes	Important barriers requiring extensive time- and resource-consuming efforts
3.Specific changes	Specific barriers which require intensive but time- and scope-limited efforts
4.Limited changes	Punctual barriers requiring limited and focused efforts

Table 7 presents the assessment of the complexity criterion.

Table 7 The evaluation of complexity. A table for each GP. Typology label: CUL, CAP, INS. Assessment values: 1. complex; 2. important; 3. specific; 4. limited.

GP ID xxx	Typology	Assessment
Barrier 1	Label	Value. Description
Barrier 2	Label	Value. Description
Barrier x	Label	Value. Description

1.2.3 Identifying Best Practices

Responsible Body: ITRE Expert
Expected duration: 2 weeks

Step 3 identifies, among the evaluated GPs, those which are going to be identified as BPs. The evaluative process is based on the following information, gathered in the previous steps:

- Identification of relevant lively issues, and their evaluations in terms of importance
- Selection of GPs which deal with at least a lively issue
- Evaluation of the expected impact of each GP in terms of resolution of lively issues, overall sustainability performance, and complexity of implementation

The identification of the BPs is the result of a qualitative multi-criteria selective process represented in Table 8. For each Good Practices, the evaluation includes:

- The assessment of the sustainable impacts for the relevant issues. A good practice here included shall be assessed at least in respect to an issue.
- The assessment of the sustainable impacts for the overall context
- The assessment of the complexity dimensions

Table 8 The final table for identifying Best Practices. A.Values for issues and sustainability: ***1 – Negative; 2 – Neutral; 3 – Positive; 4 - Very Positive*****. B.Values for barriers:** ***1. - complex; 2. - important; 3. - specific; 4. - limited*****. C. Imp refers to the importance of the issue as in table 1.**

GP nr.	impacts on lively issues[A]		Overall sustainability assessment[A]			Barriers by complexity level[B]			
	Issue 1 (Imp[c])	Issue 2 (Imp[c])	ENV	SOC	ECO	1	2	3	4
X									
Y									
Z									

ITRE Expert fills Table 8 with the evaluations provided in Table 5 and Table 7. ITRE Expert indicates a first suggestion of the identified Best Practices, according to specific criteria of selection. The following general criteria have been already identified:

1. The importance of the lively issues (higher is better)
2. A positive overall evaluation of the sustainability dimensions
3. The lack of predominant negative evaluations on a specific issue
4. The complexity of the implementation (lower is better)

ITRE Expert might add further criteria which respond to the specific needs of the local partner. Criteria of identification must be motivated and described.

ITRE Expert and the PP evaluate the BPs according to the criteria. If local condition permits, the selection process might include the LSG.

Whether LSG included. A LSG workshop is arranged. ITRE Expert starts the session providing evidence about the above mentioned table, the suggested criteria of selection, and the suggested list of BPs. PP provides its perspectives about the suggested BPs and the implication for the PI. LSG discusses and proposes the final list of BPs. Whether the parts disagree on a specific GP, the practice is not included in the final list.

Whether LSG not included. ITRE Expert and PP arrange a working session in which they analyze all the GPs and rank them. No specific details are provided about how to conduct the working session.

In both cases, ITRE Expert shall provide evidences about the discussion, the different positions, the details of the assessment, and the description of relevant operational aspects. Such information will be part of a final report which indicates the methodological guidelines followed during the evaluation process.

Table 9 provides and example of the final table in the case of 3 Good Practices (X, Y, Z) and 2 lively issues where Issue 1 ranks 3 (critical), and Issue 2 ranks 2 (important, but not critical)

Table 9 An example of identification of Best Practices. Values for issues and sustainability*: 1 – Negative; 2 – Neutral; 3 – Positive; 4 - Very Positive*. Values for barriers: *1. - complex; 2. - important; 3. - specific; 4. - limited*. Labels for barriers: *CUL - Social and cultural acceptance; CAP - capabilities and players; INS - Institutional integration.* Layout of table might be changed according to the length of the description parts.

GP nr.	impacts on lively issues		Overall sustainability assessment			Barriers by complexity level			
	Issue 1 (Critical)[2]	Issue 2 (Important)[2]	ENV	SOC	ECO	1	2	3	4
X	4	3	2	3	3	BAR 1: CUL	BAR 2: INS	-	-
Y	4	3	3	3	3	-	BAR 3: SOC	-	BAR 4: SOC
Z	2	3	1	1	2	-	BAR 5: CAP BAR 7: INS	BAR 6: INS	-

GPs X and Y target a critical issue (nr.1) and have both an overall positive impacts on the sustainability level of the considered context. GP Z has a positive impact on Issue 2 but it performs badly in terms of overall sustainability impact on the local context. GP Z shall be excluded because of its negative assessment in terms of overall sustainability.

Both GPs X and Y might be considered for implementation, with GP Y having a slightly better impact on the critical issue in terms of social aspect. However, the implementation of GPx might shows very relevant barriers, especially in terms of cultural element (Barrier 1). For this reason, GPx might be discarded if the implementation is likely to be blocked but such a complex barrier. However, the final decision is always up to the qualitative confront between PP and ITRE Expert who are able – given the debate occurred in the LSG - to figure out the actual existence of actions which can be implemented to overcome the identified barriers.

Chapter 1.3 Identifying Actions to implement BPs through SWOT for each BP

Responsible Body: ITRE panel with support of PP

Expected duration: 2 weeks

Step 1. Make a SWOT analysis for the BP.

This step uses a SWOT analysis[2] to identify actions to implement the above selected BPs.
A SWOT includes four aspects (see table 10):

- Strengths = helpful to an organization or activity and are under internal control
- Weaknesses = harmful to an organization or activity and are under internal control
- Opportunities = helpful to an organization or activity and are under external control
- Threats = harmful to an organization or activity and are under external control

In this case subject of the SWOT analysis is an organization which refers to the actor responsible for the implementation of the BP.

Table 10 is filled out by

- Sorting the identified barriers from table 7 into weaknesses and threats
- Identifying new issues that fit under strengths and opportunities

Table 10 An example of SWOT analysis for each BP to identify respect *Barriers and Possible Actions (see table 7)*

	Helpful	**Harmful**
Internal origin	**Strengths (to be named S1, S2, S3, etc)**	**Weaknesses (to be named W1, W2, W3, etc)**
External origin	**Opportunities (to be named O1, O2, O3, etc)**	**T hreats (to be named T1, T2, T3, etc)**

2 More info on SWOT analysis: https://en.wikipedia.org/wiki/SWOT_analys

Step 2. Identify BP Implementation Actions from the SWOT that either exploits strengths and opportunities or overcomes weaknesses and threats.

The identified Actions - which can be novel - need to be linked to at least one of the elements in the SWOT analysis: either to a helpful or a harmful element (see table 11)

Each action could be:

- a transposition of a Best Practice, selected in the previous steps, coming from the GP Database of TRAM Project (GPs of other regions)
- a mix of several experiences and specific aspects developed by more Best Practices regard to a specific theme (this option is considered the preferable way, considering that it's not realistic that all feasibility condition of a practice emerged in a specific regional context can be transferred in another one)

Table 11 An example of how an identified action relate to the SWOT analysis for a BP (please provide brief descriptions)

Best practice ID	Name of identified action	Overcoming Weaknesses (refer to W1,W2,W3, etc)	Overcoming Threats (refer to T1,T2,T3, etc)	Exploiting Strengths (refer to S1,S2,S3, etc)	Exploiting Opportunities (refer to O1,O2,O3, etc)

Chapter 2 Defining Action Plan Timeframe, beneficiaries, costs

Responsible Body: PP.

This chapter further describes the list of actions that were identified in chapter 1 with the TRAM methodology - starting from a Gap analysis (see tables 1-11). The ITRE panel here provides a template for each action plan that is compatible with the instructions from Interreg.

Please define the details on timeframe beneficiaries and costs by filling out the action plan template below. Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their time frame, the players involved, the costs (if any) and funding sources (if any).

2.1 Part I – Action Plan General information

Project:___TRAM____

Partner organisation:____

Other partner organisations involved (if relevant):________________________________

Country:____

NUTS2 region:____

Contact person:____

email address:

phone number:

2.2 Part II – Action Plan Policy context

The Action Plan aims to impact:

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

Name of the policy instrument addressed:______________________________________

2.3 Part III – Details of the actions envisaged in the Action Plan

Here the details of the implementation of each above identified action (table 11) are described. Together these actions build up the action plan. It is often necessary with three or more actions so therefore three empty action forms prepared below.

2.3.1 Action 1

IDENTIFIED ACTION 1 (see table 11)

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

   ____
   ____
   ____

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

   2.1 Describe the action

   ____
   ____
   ____

   2.2 Action Justification (Why?)

   ____
   ____
   ____

   2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

   ____
   ____
   ____

   2.4 Effects of the action (what happens if the action is implemented?)

   ____
   ____
   ____

   2.5 Case of no action (what happens if the action is not implemented? or potential risks)

   ____
   ____
   ____

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

   ____
   ____
   ____

4. **Timeframe**

   ____
   ____
   ____

5. **Costs** (if relevant)

   ____
   ____
   ____

6. **Funding sources** (if relevant):

   ____
   ____
   ____

2.3.2 Action 2

IDENTIFIED ACTION 2 (see table 11)

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

   ____
   ____
   ____

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

   2.1 Describe the action

   ____
   ____
   ____

   2.2 Action Justification (Why?)

   ____

2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

2.4 Effects of the action (what happens if the action is implemented?)

2.5 Case of no action (what happens if the action is not implemented? or potential risks)

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

4. **Timeframe**

5. **Costs** (if relevant)

6. **Funding sources** (if relevant):

2.3.3 Action 3

IDENTIFIED ACTION 3 (see table 11)

1. **The background** (please describe the lessons learnt from the BP that constitute the basis for the development of the present Action Plan)

   ____
   ____
   ____

2. **Identified Action** (please list and describe the main steps needed to implement the identified action)

   2.1 Describe the action

   ____
   ____
   ____

   2.2 Action Justification (Why?)

   ____
   ____
   ____

   2.3 How to implement the action (e.g. how to Guarantee key success factors, prevent difficulties encountered and reflect on lesson learnt)

   ____
   ____
   ____

   2.4 Effects of the action (what happens if the action is implemented?)

   ____
   ____
   ____

   2.5 Case of no action (what happens if the action is not implemented? or potential risks)

   ____
   ____
   ____

3. **Players involved** (please indicate the stakeholder organisations in the region who are involved in the development and implementation of the action and explain their role)

   ____
   ____
   ____

4. **Timeframe**

5. **Costs** (if relevant)

6. **Funding sources** (if relevant):

Chapter 3. Peer Review Workshops

3.1 – Introduction

The first versions of the Action Plans are assessed and evaluated by ITRE through peer review workshops, offering PPs the chance to discuss with project experts their most pressing questions related to the implementation of the APs in their PIs and to receive their feedback and policy advice.

PPs prepare a presentation (overview of the Aps and PIs and a set of chosen questions) and shared it in advance with ITRE. Workshops are conducted through 3 steps: first ITRE identifies the real questions behind the issues at stake, then offer their policy advice addressing the questions and finally the key insights for all of them to take home from the session. After the discussions, feedback is given from ITRE and PPs are asked to reflect shortly upon the given policy advice and identify steps they might take upon returning home.

The Peer Review Workshops planned in the Application Form have been rescheduled moving the Ancona PRW from July 2018 (5th semester) to Mars 2019 (6th semester), and starting in September in Seville:

5^{th} semester April 2018 – September 2018	• Seville (10th September)
6^{th} semester October 2018 – March 2019	• Karlskrona • Miskolc • Cluj Napoca • Ancona

3.2 - Previous tasks and deadlines

Responsible Body: ITRE Panel
Expected duration: 4 weeks

A draft of the Action Plan has to be sent to ITRE panel at least 4 weeks before each Peer Review Workshop in order to have enough time to analyse the draft and to send a feedback to PP before the PRW. Otherwise the PRW will be the occasion for Partner to present the draft of AP, starting discussion with ITRE, and final feedback is postponed two weeks after the meeting (eg. Possible situation for the first PRW in Seville).
In case the action plan is written in a national language other than English, an abstract in English has to be made available to the INTERREG Programme Secretariat

3.3 – Peer Review Activities

Below follows recommended steps in the agenda of a peer review activity.

3.3.1 Introduction

Responsible Body: Host PP and local ITRE expert
Assistants: PP and ITRE Panel
Expected duration: 1,0 hours (9:30 – 10:30)

Welcome and Summary of the BP identification process implemented by the host PP: GAP analysis, GP's evaluation and BP's identification (see chapter 1).

Debate: suggestions and difficulties encountered in this process that might help to other PPs.

3.3.2 Presentation of the AP

Responsible Body: PP and local ITRE expert
Assistants: PP and ITRE Panel
Expected duration: 0,5 h (11:00 – 11:30)

The presentation has to be prepared and send to PPs and ITRE panel before the Peer Review Workshop, in a similar way than the GPs presented in the ITWs and SVs. The minimum content of the presentation could be the following;

GENERAL FRAMEWORK	Al least two general goals to be achieved The links between these goals and existing problems that AP pretends to solve or reduce its negative effects
BRIEF OVERVIEW OF THE AP	Timeframe main stakeholders beneficiaries costs
RISKS	Main concerns and difficulties
EXPECTED BENEFITS AND RESULTS	Some indicators are needed, for instance: savings in tons of CO2, GEI and other benefits par € inverted (see Application Form)

3.3.3 Discussion

Responsible Body: ITRE PANEL
Assistants: PP and ITRE Panel
Expected duration: 2 h (11:30 – 13:30)

Pressing questions for evaluating:

- **the previous learning process and how well the AP fits into each PI and into the aims of TRAM Project**
  - Is the AP coherent with the local/regional sustainable policy? Is it included in any strategic plan?
  - What are the selected good practices related to the AP? which aspects of the GP have influenced more? Degree of transferability.
  - Are there any other possible approaches?
- **the results of the AP**
  - Indicators for evaluating the economic, environmental and social dimension
  - New issues and the way to solve them. Degree of innovation
- **the feasibility of the AP**
  - Which part of the AP is expected to be more difficult to implement?
  - Is it necessary some kind of public bidding process? Can it generate any delay?
  - Who is the main promoter of the project? Which is its linkage with the PP?
  - Are there any SG involved in the financing and/or the management of the project?
- **the Methodological process**
  - Have the steps followed a coherent order and methodology?

3.3.4 Conclusions about the AP

Responsible Body: ITRE panel
Assistants: PP and ITRE Panel
Expected duration: 1 h (15:00 – 16:00)

Presentation of possible different approaches. Final assessment of both ITRE Experts and PP's on the overall improvement of the final version in respect to the original AP draft.

3.3.5 Conclusions about the PRW

Responsible Body: PP and internal ITRE expert
Assistants: PP and ITRE Panel
Expected duration: 1 h (16:00 – 16:30)

Is it necessary to adapt the methodological guidelines?

- Suggestions for the next drafts of AP
- Suggestions for the next PR workshops

3.4 – PRW report

The main role of the feedback report is to highlight and formalize the knowledge transfer process within the peer review workshops for the action plans. In this regard, the peer review workshop is merely used as a tool ensure a better knowledge transfer from the good practices identified to the actions meat to be implemented.

The PRW report should be realized by the ITRE expert of the PP that hosted the workshop and is sent to the ITRE panel to recieve feedback. After the feedback is integrated in the updated version of the report this should be sent to the project partners by the ITRE Secretariat. It is recomanded that this process should not take more than 2 monthes, counting from the end of the PRW.

The feedback report is built of 5 main components: 1. Introduction and general information, 2. Best practices, 3. Action plan links to Lively issues and BP's 4. The actions of the Action Plan and 5.Conclusions and changes to be applied.

3.4.1 Introduction and general information

This first part of the report should contain general information about the event: location, agenda, participants and (optional) a brief description of the cities / regions for whom the action plan is designed (population, size, modal split and other relevant indicators).

3.4.2 Best practices identified

This part briefly presents the best practices that lie at the base of the action plan. It also includes short links to the selections phase, highlighting some of the reasons for which certain GP's became BP's. If possible, the GP report should contain an excerpt of table 8 showing the raking of the selected GP's. Using table 8, the relation between the selected BP's and the identified lively issues can be analyzed.

The process of filtering GP's, linking them to lively issues and identifying BP's is analyzed by the participants of the workshop. The results of this debate should strengthen the links between BP's and the Action plan, if necessary even other BP's can be suggested. Table 12 should contain suggestions made by ITRE experts and other partners: ex. New links between BP's or actions contained and lively issues, methods to overcome barriers, etc.

Table 12 Table used to highlight possible improvements on the BP's selection phase.

ID and name of the BP	Problem identified	Possible approaches or solutions
1 Name of BP	Problem 1	Possible improvement
3 Name of BP	Problem 2	Possible improvement
6 Name of BP	Problem 3	Possible improvement

3.4.3 How Action plan is linked to BPs and addresses lively issues

This part presents the way in which the action plan is linked to the policy instrument addressed by the TRAM project and to the lively issues (Chapter 1.1.1). To better understand this section, it starts with a brief presentation of each action forming the action plan. After that, table 13 should be completed in order to better understand the links between actions and lively issues and to highlight possible improvements. The focus in this part is to also highlight in which way the actions forming the action plan use information from BP's to solve lively issues.

Table 13 An example of how an identified action relate to the SWOT analysis for a BP (please provide brief descriptions)

Main difficulties encountered	**Lively issues addressed**	**Possible improvements**
Action 1	Lively Issue 1, Lively Issue 2	Possible improvement 1
Action 2	Lively Issue 3	Possible improvement 2 Possible improvement 3
Action 3	Lively Issue 5, Lively Issue 1	Possible improvement 4

3.4.4 Actions

This part, highlights the discussion on the details contained by each action. To highlight possible improvements suggested by ITRE table 14 should be completed. This table links problems, difficulties or threats that could be encountered in the implementation of the actions with possible solutions suggested by the ITRE panel.

Table 13 An example of how an identified action relate to the SWOT analysis for a BP (please provide brief descriptions)

Main difficulties encountered	**Possible approaches or solutions**
Problem 1	Solution 1 / possible approaches
Problem 2	Solution 2 / possible approaches
Problem 3	Solution 3 / possible approaches

Possible issues to be addressed:

- Does the action include suitable indicators for monitoring? Are there other indicators, better ones, that can be used? How can they be obtained?
- Are the partners comfortable with their roles? Should there be any changes in the roles of each partner? Should / could there be any other partners interested in implementing the action?
- How are barriers listed in the BP identification phase overcome? Are there any other options?

- Is funding sufficient? Is the estimation of costs realistic? Are there other possible funding sources?
- Is the timeframe coherent? Is it possible to implement the action in the given timeframe?

3.4.5 Conclusions and suggestions for further improvements

This section briefly presents the main conclusions and improvements that should be included in the update version of the action plan. Recommendations for the improvement of the next peer review workshops or of the general methodology should also be included into this section.