

Quality Management Procedure Applied in Transport Projects Dissemination

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Abstract: Nowadays, more and more principles of Quality Management are applied in implementing and evaluating a project. For the European Community co-financed projects, quality indicators are set out for all processes and quality principles are spread within the project, from elaborating project proposal to actual implementation, evaluation and dissemination of the project. All project activities can be organized by the Total Quality Management principles, but the activity that can actually challenge the implementation of such principles to a project level is dissemination, mostly because of its “larger horizon”. Dissemination begins once with the project and it virtually never ends. A procedure can be developed, at transport projects level for better dissemination based on the experience gained in disseminating CIVITAS SUCCESS Project.

Key-Words: transport projects, dissemination, quality management, dissemination and exploitation plan, promotion, dissemination forms

1 Introduction

Knowledge dissemination is a basic component of communication which has allowed, during human evolution, the spread of knowledge not only from one generation to another but from one community to others, it allowed technology development and nowadays, modern communication tools increase mass dissemination.

The European Commission defines dissemination as “a planned process of providing information on the quality, relevance and effectiveness of the results of programs and initiatives to key actors. It occurs as and when the results of programs and initiatives become available.” [1]

The European Community has, as major objective, dissemination of good practices gained by implementing the co-financed programs. Dissemination and project’s results exploitation (products, practices, processes and experiences) is realized in order to optimize their value, to increase their impact and to integrate them in systems and practices at local, regional, national and European level.

Even if dissemination strategies are structured in a similar way, their implementation depends greatly on the program type within projects are implemented. Techniques used for dissemination have a great impact on the success of a project valorization. Dissemination strategies have a greater impact when the policies are clearly defined

and validated by the experience of persons involved in dissemination process.

There are two sides of dissemination that need to be taken into consideration separately: Within Project Dissemination and Outside Project Dissemination.

Dissemination within the project implies mainly three activities:

- Organizing dissemination at partners level by assigning a dissemination responsible;
- Elaborating a dissemination plan that includes dissemination tools to be used, ways that information will be exchanged between project partners, needs for dissemination of knowledge (for example partners that have not yet implemented an innovative measure need to be informed and guided by partners that have already implemented a similar measure) and the budget for all these;
- Implement the dissemination plan, permanently compare the actual results with the expected ones, and when the results are not the desired ones, correct it within the budget limits.

Outside Project Dissemination has three main goals: to disseminate the information collected during the project lifetime, to raise the awareness of the public and stakeholders and to promote the exploitation of the demonstrations results.

Regardless of project type, the dissemination process is built to valorize the outcomes of innovative activities and to transform project’s key

results into services or products. Experience gained by project partners is increased by dissemination within the project and can become a starting point for others by dissemination outside the project.

A procedure can be developed, at transport projects level for better dissemination based on the experience gained in disseminating CIVITAS SUCCESS Project.

This procedure includes the purpose of dissemination, the field of application for project results; responsibilities'- for functions involved, activities to realize and records that need to be kept.

2 Purpose of dissemination

The aim – by developing the full potential of a project's results – is to create a virtuous cycle of influence making results more sustainable, maximizing their impact, optimizing investment, improving systems, pooling knowledge to avoid overlap of effort, and then feeding back into policy-making.[2]

European projects endorse all economic and social sectors of the community, from culture and education to public health and agriculture; from projects concerning transport and urban mobility, to projects that aim to discover and/ or use new sources of energy, or regional infrastructure projects.

The main purpose of each project co-financed by the European Community is to improve the live of its citizens, by implementing measures with immediate or long time effect. The European Commission wants to ensure that the entire experience and knowledge gained by implementing projects at local level are spread as wide as possible and this way can help other urban or rural communities in implementing similar measures in order to improve the quality of life.

Results dissemination and exploitation constitutes also a source of incomes for the European Community and project partners by selling the know-how and products resulted from project implementation.

Moreover, the European Commission, by disseminating projects intends to identify and promote those successful practices which materialize into products, services and politics from which communities can benefit.

In order to benefit from the proven synergetic effect of shared theoretic and practice experience a project aims at high-profile dissemination and exploitation of the gained results and thus facilitating the exchange of experience between authorities at all levels in relation to sustainable urban development.

It also complemented the work that is developed individually by each city, by sharing methodologies and work experience and providing a joint vision in order to benefit from the proven synergetic effect.

Through the involvement of the system stakeholders, in particular local authority officers and politicians, different urban areas can learn one from another. Any EC project, not only SUCCESS project, has a distinctive work package for dissemination and exploitation of results. The work package determines the project partner in charge of dissemination and the deliverables with deadlines for them.

3 Dissemination field of application

This dissemination procedure specially refers to EU co-financed transport projects (like CIVITAS – SUCCESS project) but it can be also generalized for any project, excluding the specific aspects of a transport project, mentioned above and below.

Disseminating “good practices” gained by implementing a project from which resulted processes or products with a positive influence on systems or politics brings to the community not only short term benefits (through the results obtained by directly implementing measures) but also long term effects by applying methodologies verified previously at the level of other regions or cities.

Dissemination is strongly related to the exploitation of results. ‘Exploitation’ consists of ‘mainstreaming’ and ‘multiplication’.

Mainstreaming is the planned process of transferring the successful results of programs and initiatives to appropriate decision-makers in regulated local, regional, national or European systems.

Multiplication is the planned process of convincing individual end-users to adopt and/or apply the results of programs and initiatives.

Dissemination and exploitation are, therefore, distinct but closely related to one another.

Consideration of the intervention logic for these activities revealed that the keys to successful dissemination and exploitation are:

- Producing relevant results from projects and programs/initiatives to satisfy the demands of providers, policy-makers– and ultimately society more generally;
- Ensuring, through the use of effective dissemination and exploitation that such results reach the right target audiences in a format and at a time which enables them to benefit from them [3].

For example, in CIVITAS – SUCCESS project, partners from the 3 cities had different tasks and

roles in the project; Preston (UK) and La Rochelle (FR) were cities with experience in implementing transport and urban mobility measures while Ploiesti was an eastern European city, with urban and mobility transport problems but no coherent strategy in resolving those problems. Dissemination within the project made measures implementation at Ploiesti level, easier and with the ability to prevent major problems in implementing the actual measures.

Two practical examples can be given:

1. In creating an access controlled zone: *In La Rochelle*, access controlled zones were created within CIVITAS I program, and this measure faced public disapproval from car drivers, citizens and economic agents living in the area, that more than once lead to vandalism. The situation was resolved only after informational campaigns and public consultations between community leaders and citizens' representatives. *In Ploiesti* case, in order to prevent the same situation, a survey was made, in order to determine the public opinion on the measure implementation as well as the accepted terms of such measure implementation. Moreover, the local authorities found how to approach citizens and how citizens would like to be informed and involved in measure implementation. As a result, even if the measure took longer than planned to be implemented (6 months delay) no vandalism acts were registered and the inhabitants supported the measure implementation by respecting the new rules and cooperating with authorities in area transformation. Nowadays, more Ploiesti inhabitants demand that their living zone do be transformed in an access controlled zone.

2. Implementation of a GPS system for the public transport fleet: *In Preston*, a GPS system was implemented long before the project CIVITAS – SUCCESS; within this project, Preston public and private companies, worked together for a common database. Their experience was transmitted to the Ploiesti teams training in Preston and in Ploiesti in order to share work experience and gained knowledge.

In disseminating European projects, the European Commission has three major objectives:

- spread of good practices;
- less time consumed by other stakeholders in applying similar measures (saving the researchers to reinvent the wheel);

- to test and verify methodologies by promoting their repetition.

4 Dissemination documents of reference

The main documents of reference for dissemination and exploitation of results are:

- the contract signed between project partners and the European Commission that states each partner's responsibilities;
- technical annexes of the contract which contains description of work for all project activities, including dissemination and exploitation of results;
- the Dissemination, Awareness and Exploitation Plan – elaborated by the project partners. In SUCCESS case the contractors, lead by Ploiesti Municipality, Project Dissemination Managers, have set out in a detailed and verifiable manner, the terms of use and dissemination of the knowledge arising from the project, which they own, in accordance with their interests. It has been an evolving document, regularly updated (every 6 months) to give a cumulative overview of the project's undertaken and planned activities, and submitted at the end of each reporting period, through Excel files gathering dissemination and training events, as well as the products achieved, during the reporting period;
- budget and financial statements, for project in general and for dissemination activity in particular;
- guidance offered by European Commission under the form of notes, reporting spreadsheets, templates and frameworks successfully used in similar programs;
- templates built by de project management team.

5 Responsibilities within dissemination

The responsibility to disseminate and exploit is highly decentralized throughout most, if not all, programs and initiatives. Responsibility is for a large part shared between the project partners (national or regional authorities) or similar intermediaries and the project promoters.

This is well-justified, as both levels are well positioned to disseminate and exploit, especially on a national level, to relevant national policy makers and other stakeholders.

Under most programs and initiatives, it is the project promoter who holds direct responsibility for the dissemination and exploitation of their project results. This is important because too much involvement of the top-level – from Commission Units and National Agencies – might encourage project promoters to relinquish responsibility and become inactive in this area. On the other hand, too much burden placed on the project promoters without proper guidance may result in poor quality dissemination and exploitation activities. A balance between these effects therefore has to be struck by the relevant Commission Units and National Agencies [5].

Within project CIVITAS – SUCCESS, the Urban Community of La Rochelle, Ploiesti City Hall and Lancashire County Council as well as their partners actively seconded members of their staff to each other during the implementation stage, in order to share and disseminate information and knowledge on best practices.

A mix of dedicated channels was used in order to reach the target groups of decision makers and citizens and to inform them about the impacts of the project.

The project promotes the transfer to other cities of an “integrated package” of initiatives aimed at stimulating more innovative management of environmentally friendly transport.

The strong identity of all dissemination material, as well as the dissemination of European experiences as a whole, was ensured with the support of the horizontal CIVITAS Measure GUARD; the SUCCESS participant cities reinforcing it at national and regional levels.

6 Activity descriptions

1. Organizing dissemination and exploitation of results, at project level: this begins once with the project, and even before that, when submitting the proposal to the European Commission. Technical annexes and project budget includes a detailed overview of how dissemination and results exploitation will take place, what are the main activities and dissemination objective, what is the budget and what are the expected results.

Each project partner organizes its own team of dissemination, at project level these teams are lead by a project promoter representative or a person chosen based on experience from the project's top management

In CIVITAS – SUCCESS project case relations within dissemination are shown in figure 2.

2. Setting out the framework for dissemination: this in using and adopting the European Commission Guidelines and templates (figure 1) in creating a personal, appropriate reporting template for the dissemination process, at project and program or initiative level;

PERIODIC ACTIVITY REPORT	
CONTRACT N° :	
PROJECT N° :	
ACRONYM :	
TITLE :	
PROJECT CO-ORDINATOR :	
PARTNERS :	
REPORTING PERIOD : FROM	TO
PROJECT START DATE :	DURATION :
Date of issue of this report :	

Notes

- Periodic Activity Reports should be prepared after months 12, 24, 36 and 48. The report describes the work done in the last 12 months (tables in annex have to be filled in for the whole project duration and not only for the relevant period).
- The length of a progress report should be around 25 pages in A4 format, plus the annexes of maximum 10 pages per partner.
- The technical part should contain a description of the progress of the horizontal workpackages and the demonstration sites. The technical part is divided into (a) a descriptive part with focus on the integration of urban transport strategies, and (b) a formalised reporting on planned activities versus major deviations and corrective actions. Please note that the reporting on management and co-ordination aspects are integrated in the horizontal workpackages.
- The part on resources should include a comparison of the overall usage of person months per workpackage and per partner by the end of the reporting period, according to the workplan.
- The annex contains tables on 'manpower and progress follow-up', a 'contract bar chart' and a 'budget follow-up table'.
- All progress reports are to be submitted in 1 electronic and 3 paper copies by the project co-ordinator to the Commission Project Officer within 45 days following the end of each reporting period.

The same requirements as mentioned in this document apply to Intermediate Periodic Activity Reports, except for the fact that Intermediate Periodic Activity Reports do not contain the Annexes Tables 1 to 3. Intermediate Periodic Activity Reports have to be prepared in months 6, 18, 30 and 42.

Fig.1 Reporting template for periodic activity report

3. Elaborating a dissemination and exploitation plan: a plan for dissemination and exploitation [3] indicates those activities that are going to be carried out during a project's lifetime. The plan has to be drafted at the very beginning of a project (often at proposal stage) and must contain activities to be carried out continuously until the project's end (and possibly afterwards).

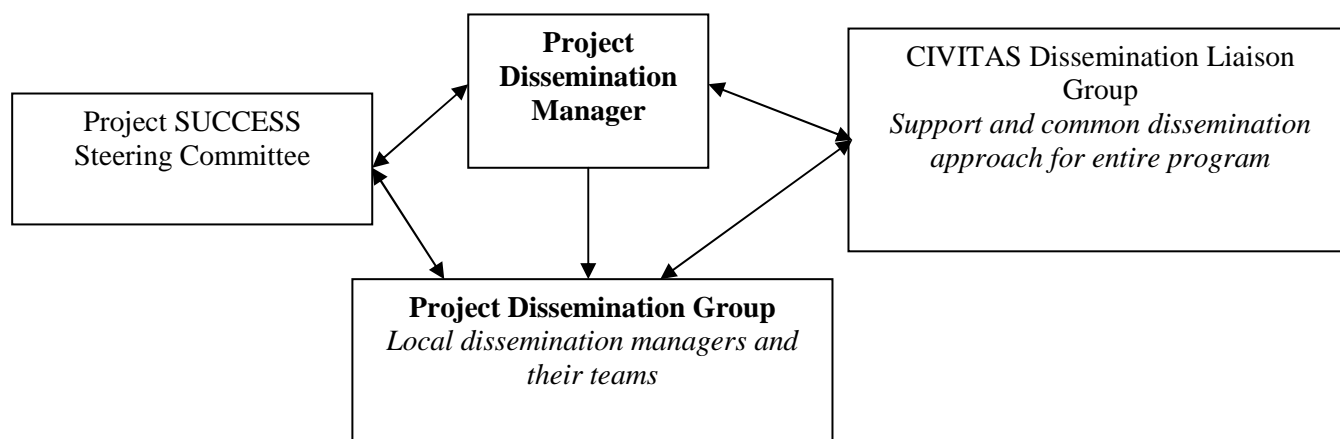


Fig. 2 Organisation of the Dissemination, Awareness and Exploitation Activities within project CIVITAS-SUCCESS

In order to develop a good dissemination and exploitation plan the promoters (or coordinators) should answer the following questions:

- What is the expected project result? (anticipation of the results);
- What kind of needs does the project respond to? (ex – ante needs analysis);
- Who are the final or potential users or beneficiaries of the project's outcomes? (exploitation and sustainability of results)

Additionally the dissemination and exploitation plan has to indicate:

- Types of dissemination and exploitation activities (what?);
- The most appropriate means (how to do it?);
- The most appropriate and efficient calendar (when?);
- The available resources – human and financial.

The plan includes mechanisms for dissemination and exploitation process. Dissemination mechanisms [5] are common across European, national and project levels. Paper publications, mailing lists (postal and electronic), websites, databases, CD-ROM's and other audio visual material as well as prizes and awards are mainly used.

Paper publications, mailing lists, databases and CD-ROMs are particularly suitable for tangible results, such as products (e.g. learning materials), methods (e.g. managerial lessons), and possibly policy lessons if they can be easily described in text. Audio visual mechanisms, such as DVDs, are particularly suitable for intangible results since they can often trigger the viewer's interest and imagination much more than a written text. Exploitation goes much further than disseminating results to an audience and requires that results are

adjusted to different needs and users and transferred to new areas.

The main exploitation mechanisms are: cooperation with policy makers and other stakeholders, policy debates, attendance at and organization of events, special calls and actions for dissemination and exploitation, discussion forums, accomplishment of sustainability, transfer of results to new contexts, commercialization of project results and accreditation of periods of mobility.

In CIVITAS- SUCCESS project case, the Dissemination and Exploitation Plan included 3 sections:

Section 1 – Exploitable knowledge and its use

This section only presents exploitable results, defined as knowledge having a potential for industrial or commercial application in research activities or for developing, creating or marketing a product or process or for creating or providing a service.

It provides an overview, per exploitable result, of how the knowledge could be exploited or used in further research.

This was created by the project coordinator after having obtained input from each contractor that owns the knowledge and has an active role in its exploitation. Both past and planned future activities were included.

Section 2 – Dissemination of knowledge

The dissemination and training activities section consists of an update of the SUCCESS Dissemination, Awareness and Exploitation Plan, thanks to the information contained in reporting tables filled in by the Local Dissemination Managers of La Rochelle, Preston and Ploiesti every twelfth months during the project 4 years.

It shows that SUCCESS partners have organised and/ or participated in more than 200 events at

international, national or local levels, as well as achieved more than 250 types of products delivered all over Europe (marketing material, press articles, brochures etc.).

Section 3 – Publishable results

This section provides a publishable summary of each exploitable result the project has generated, and therefore includes only what the consortium is ready to publicize and have taken the appropriate measures to protect their IPR.

For each exploitable result, this section indicates:

- Result description (product(s) envisaged, functional description, main advantages, innovations);
- Possible market applications (sectors, type of use etc.) or how they might be used in further research (including expected timings);
- Stage of development (laboratory prototype, demonstrator, industrial product etc.);
- Collaboration sought or offered (manufacturing agreement, financial support or investment, information exchange, training, consultancy, other);
- Collaborator details (type of partner sought and task to be performed);
- Intellectual property rights granted or published;
- Contact details.

These data will be entered in the CORDIS results database which is open to the public and may be used by the Commission in its own promotional material (see <http://www.cordis.lu/marketplace/about.htm#summ>).

By the end of the project, this section of the final Plan for using and disseminating the knowledge included a complete set of all publishable exploitable knowledge.

The overall objective of the Dissemination Activities and Documents is to ensure that knowledge and experience gained during the project are shared as widely as possible and can, thus, support the urban medium size areas involvement in such sustainable mobility strategies.

4. Dissemination evaluation: It supposes an evaluation of the dissemination process consisting in the following actions:

- a. Determine if the set out dissemination objectives were reasonable, reachable and whether they have been achieved;
- b. Determine if the exploitable results were identified and how the addressed audience was reached;

- c. Determine if different stakeholders were properly allocating responsibilities and resources;
- d. Evaluating the effects of dissemination. Project promoters are requested to report on the dissemination and exploitation of their results, both in monitoring reports and in evaluation reports.

7 Disseminated Results

Project results [4] can be *tangible* and *intangible*: this affects the tools used to collect, disseminate and exploit them.

1) '*Products*' are tangible and durable outputs in the form of new learning products, new curricula, new qualifications, videos, etc.; they include:

- reports and (comparative) studies;
- traditional education and training modules like handbooks and other training tools;
- innovative education and training modules new curricula and qualifications;
- guidance material to new approaches and methodologies;
- events such as conferences, cultural events, youth gatherings, public awareness campaigns, seminars, debates and symposia;
- online education and training material (e-learning).

2) '*Methods*' include:

- increased knowledge of the participants within a certain field and topic;
- cooperation processes and methodologies;
- managerial lessons learned and know-how;
- exchange of ideas and good practice.

3) '*Experiences*' are intangible and perhaps even less durable than products and methods; they include:

- experience gained by the project partners in the management and undertaking of (transnational) partnerships;
- experience gained by individuals;
- exchange of experience and best practice through the establishment of networks;
- experience gained from town-twinning, cultural events, etc.

4) '*Policy Lessons*' usually emerge from the overall experience of projects within a program or initiative (or group of programs or initiatives) or from individual projects that are particularly innovative or effective. They are applied more widely at 'systems' level by multiplier agents. The generation of policy lessons is unlikely to be the primary consideration of project promoters or

coordinators (and partners) and their reason for participating in an EU program or initiative.

5) 'European Co-operation' as a means, in part, to increase awareness about the EU and improve its visibility but also to reinforce actions at EU level. It includes:

- new or extended European partnerships;
- transnational sharing of experience and best practice;
- cross-cultural dialogue and co-operation; and
- new dialogue and partnerships between EU and non-EU countries.

In CIVITAS- SUCCESS project case the disseminated results consisted in methods, experiences and policy lessons.

Disseminated results concerned measure level, city level and project level results. For each type of results specific collection and dissemination instruments were used – from periodic activity report (figure 1) to measure level result template (figure 3).

A practical example can be given when considering the evaluation and dissemination of measure 5.8 "Conversion of buses to LPG". The Ploiesti bus fleet is obsolete and it has to be renewed. Conversion has been chosen as a solution to decrease pollution. The entire PT Company fleet composes of 190 buses, 33 trams and 25 trolleybuses. The bus fleet has 20 ISUZU buses, 50 MAN buses, 50 BMC buses (relatively new buses) and 70 old buses (54 long articulated buses and 16 short buses). Before CIVITAS, in a pilot project 5 old buses were transformed in LPG fuelled buses. During the project CIVITAS – SUCCESS lifetime another 25 buses were transformed from diesel engines to LPG fuelled engines.

Results of the implemented measure were evaluated and disseminated considering 3 types of indicators: economic, environment and social.

For this particular measure the only economic target set was to reduce costs with fuel consumption and maintenance/ reparation costs.

Otherwise the measure is not economic rentable; priory to measure implementation it was determined that this measure will not bring economic benefits but will improve Ploiesti air quality and citizens comfort when using Public Transport.

The target was to decrease CO emissions with 20%. As it was revealed by the pipe measurements in 2007, the decrease is of 83.5%, for the first year of use. We need to mention that the comparing was made between an old diesel bus and a modified on LPG, old diesel bus (IKARUS 280).

MEASURE-LEVEL RESULTS	
Measure title:	Project:
Measure number:	City:
<i>The Measure – what is it about?</i>	
M1: Measure objectives:	
M2: Measure description:	
<i>The Implementation – how was the measure implemented?</i>	
M3: Innovative aspects:	
M4: Situation before CIVITAS:	
M5: Design of the measure:	
M6: Actual implementation:	
M7: Deviations from the plan:	
<i>The Evaluation – how was it done and what are the results?</i>	
M8: Method of measurement:	
M9: Achievement of quantifiable targets:	
M10: Achievement of evaluation-related milestones:	
M11: Report on the measure results:	
<i>Lessons Learned – what do other cities, other actors and the EC have to consider?</i>	
M12: Barriers and drivers of the measure implementation / Process evaluation	
M13: Interrelationships with other measures	
M14: Lessons learned	

Fig. 3 Measure level result template

The target was to decrease CO emissions with 20%. As it was revealed by the pipe measurements in 2007, the decrease is of 83.5%, for the first year of use. We need to mention that the comparing was made between an old diesel bus and a modified on LPG, old diesel bus (IKARUS 280). In January 2009, measurements were made for all 25 buses with LPG equipment. Results varied from 0.25 CO % in volume, to 2.5 CO % in volume. WHY?

The Public Transport (PT) Company replied: the measurements were made, after the end of each shift, and the result were higher for buses that were more charged with passengers.

A higher quantity of fuel is consumed when the bus charge is maxim in order to maintain bus power, and so more CO is produced by fuel burning. Still, even the high readings for the LPG are lower than for the diesel bus.

When trying to model emission for LPG buses a problem occurred: no modelling software we know gives as the option to model emission for LPG fuelled buses. This is why an accurate modelling was not made.

Still estimation was made via COPERT II, which allows a higher level of data input. Practically, instead of buses we chose passenger cars, which allow LPG as fuel, and at data input, we put fuel and

other LPG buses characteristics. The results are shown in table 1.

Because of the artificial input, data presented below, has only a guidance role.

Table 1. Emission modeling estimates

HOT Emissions	Unit measure	Type of bus	
		Old diesel bus	LPG bus
NOX	g/vkm	14,489	2,027
CO	g/vkm	5,474	3,497
VOC	g/vkm	1,313	1,388
CH4	g/vkm	0,175	0,080

As it can be noticed, the significant reduction is in NOx emissions.

The social impacts expected were: increase comfort of PT users, awareness, acceptance and perceived security. They were all measured using surveys.

The first survey made in august 2007, revealed an increased appreciation for all measured implemented by Public Transport Company. The data collected was supported by the survey made in October 2008.

The conclusions of the study, applicable to this measure were:

-The awareness levels for the measure are at 66,4%, practically this measure is second known and appreciated measure implemented within CIVITAS – SUCCESS, by the PT Company, the first one being “Implementation of a real time information system for PT”, that “leads” with 76,0%.

-The PT users consider that the comfort was significantly improved to LPG buses (comparing to old buses). Is true, the LPG equipment itself did not increase the users’ comfort but this aspect is significant because the investments were also made in the refurbishment of the old buses equipped with LPG.

-The majority of PT users fill as safe in a LPG bus, as in any other bus. Still 7 % of the PT users do not feel as safe in a LPG bus as in a diesel one.

Under the section of lessons learned, recommendations were made:

- Before implementing a similar measure is better to first evaluate the costs and benefits of such measure from all points of view. In Ploiesti case, when adopting the measure, an assumption was made, that maintaining in service the LPG buses will cost less than maintaining the old buses with their original engine. This assumption was not economic founded and the exploitation results were not the expected ones.

- It was a good idea to overhaul the buses before conversion. Even if the costs were totally covered by PT Company, this activity proved to be useful for the bus fleet. Overhauling the buses, the PT Company increased comfort and this way gained the users appreciation, awareness and acceptance.
- When decided to install LPG equipment on diesel buses it is recommended first, to train staff with at least a month before starting the installation. It is useful for them not only to learn theoretical aspects of the work that will be done but to actually assist such an installation.

8 Dissemination forms adopted

The forms chosen for results dissemination have a wide range. The forms used in disseminating CIVITAS – SUCCESS included all types of mediums, and can be generalize for any project:

1. *Website* – The website is an effective method of making project deliverables and the latest developments within the project available to interested third parties. It is also a place for project partners to share information and news.

For that goal, a private area has been implemented “Partners area”.

The public part provides information about the different project’s measures and strategy, the objectives, involved organisations, events, intermediate and final results, downloadable documents, people contacts. The site gives a brief introduction into the CIVITAS initiative with relevant links (www.civitas-initiative.org). The non-public part (Intranet), or “Partners Area” (password protected), has been used as a channel for the inter-project communication. The protected part provides the opportunity for project partners to update themselves their specific parts and to upload documents. This part allows the partners to download huge documents like photos, presentations, to share it with the others and to work on in collaboration.

2. *Project leaflets and poster* – The project leaflet describes the project’s objectives and expected results at the project level and in each site. It has been disseminated via the website and through direct mailing to organizations that have an interest in the project results and the general topic of policy formulation, but are not interested in actively participating in the project. This has also been given hand-to-hand when participating in seminars or meetings related to transports, sustainable mobility and clean vehicles, as well as in the CIVITAS-SUCCESS cities.

All partners have contributed to these leaflets and poster, which have been realised by Ploiesti City Hall. The leaflets have been prepared in English language, each city being free to produce a leaflet translation into its own language, and to produce complementary leaflets, on themes of their choices (cf. local dissemination plans). Ploiesti City Hall has organised the printing locally for the partners' dissemination needs, according to their requests.

Ploiesti City Hall had the responsibility of international dissemination, particularly targeting candidate countries and new member States. Each site had the responsibility to disseminate the leaflet at national level and within their networks.

3. *Project newsletters* – The SUCCESS newsletters have two main goals: information within the CIVITAS family, so that all the cities are able to know the different progresses and barriers known in SUCCESS, and dissemination of best practices at regional, national and European level, in the fields of sustainable mobility and clean vehicles means in the small and medium size cities.

The bi-annual newsletter issued by Ploiesti City Hall (both in paper and electronic versions), reported how the SUCCESS methodology was progressing and comprised fact sheets of project partners, the measures taken, and forthcoming actions, especially with regards to exploitation of the outputs by other cities.

The newsletter contained 4 pages: the first page being dedicated to the project news (meetings, cooperation lessons etc.) and the 3 other pages to the progress in sites. The newsletter was issued in English and sites were free to translate it for local and national dissemination. Nevertheless, the amount of work imposed to the Local Dissemination Managers has not allowed continuing this initiative during the following years.

La Rochelle, Preston and Ploiesti have contributed to the news provision for those newsletters. Ploiesti City Hall has published (and designed with Petroleum Gas University of Ploiesti) the newsletters uploaded them on the SUCCESS and CIVITAS websites. Ploiesti City Hall has also organised the printing and the provision before each important event, each site being free to print (and possibly to translate) also copies when needed. Ploiesti City Hall has transmitted to the Local Dissemination Managers the newsletter under a Word file, so that translation is possible and local pages can be added.

Cities have also locally produced newsletters to promote SUCCESS, all along the project.

Preston has edited regular newsletters: March 2006, May 2007, January 2008, and October 2008, April 2009 (hand and electronic distribution).

In La Rochelle, some articles have been regularly published in the CdA internal newsletter, for example in May 2007, on the urban mobility strategy of the Urban Community of La Rochelle and the involvement of the local authority in the CIVITAS programme, or via the CdA intranet.

GUARD has supported the dissemination of the CIVITAS-SUCCESS Newsletters at European and international level, within appropriate networks and contacts database (emailing), as well as through a possible download from the CIVITAS website.

4. *Project promotional DVD* – It provides a combined video, of the 3 sites implementations which allows targeting wide publics, with a strong impact.

5. *Coordination with international networks* – The relevant best practices have been disseminated, via participation/ presentation in conferences, working group or seminars within organizations such as ACCESS, POLIS, UITP, and ICLEI, but also to newsletters or magazines of institutional organizations such as the European Commission, the Committee of Regions, the European Parliament.

All the partners have participated, according to their degree of involvement and relationships within their different networks.

Each partner has disseminated the project results and any relevant information, via national networks such as GART, CERTU, PREDIT and INRETS (France, La Rochelle), ATCO, LGA and CSS (UK, Preston), URTP and AMR (Romania, Ploiesti).

For that purpose, each site has set-up and activated a kind of “taskforce”:

The Task Force aims to facilitate the transport technologies research dissemination, within an informal group aiming at (among other goals):

- enforcing the CIVITAS apparition on the national level;
- disseminating, in each national context, the results of the research and demonstration projects lead by local authorities in Europe;
- promoting the national projects and the cities involved in CIVITAS.

The SUCCESS team has been strongly involved in the preparation of the CIVITAS II Final Conference. The aim of the conference was mainly to disseminate the achievements and recommend-

ations extracted from the 200 best practice examples developed within the four CIVITAS II demonstration projects: CIVITAS CARAVEL, CIVITAS MOBILIS, CIVITAS SMILE and CIVITAS SUCCESS. More than 300 participants (politicians and experts) from over 20 countries gathered in Toulouse to discuss the findings of the 50M€ European Commission funded CIVITAS II programme, and counted with the participation of the Mayor of Toulouse, Mr. Pierre Cohen, and the Vice-President of the European Commission and Commissioner for Transport, Mr. Antonio Tajani.

Speaking at the CIVITAS II Final Conference, Vice President Tajani cited CIVITAS II as a good example of how the EU could support cities with funding aimed at illustrating innovative technologies and policy measures for promoting clean vehicles, public transport and other more sustainable modes such as walking and cycling.

The integrated approach to the CIVITAS II programme aimed at giving residents and local politicians within the SUCCESS project, the feeling that improving the quality of life in the city is an issue that is being seriously considered, both by the European Commission and at the city level.

9 Conclusions and recommendations

Dissemination and promotion for a better exploitation of results concerns all activities, promoting the project issues towards:

- other potential users/ replicators of the findings for who it is made “easier”, “natural” to decide radical innovative changes in their community;
- citizens whose behaviour regarding transport and mobility choices change positively towards more sustainable and energy-efficient modes;
- economic actors, from providers of technologies, goods producers and transport services operators to work with for sustainable development based on clean fuels, integrated and soft strategies using inter-modality and combined solutions (access control, car-sharing, integrated pricing, traveller information and fleet management systems).

A mix of dedicated channels has been used in order to reach the target groups and to inform them about the project impacts. The relevant segments SUCCESS focuses on are: citizens, companies as sender and recipient of goods, municipalities, transport operators, freight carriers involved in city logistics, developers of the integrated software fleet

management-ticketing- real time information.

For each program and initiative, the Commission clarifies how dissemination and exploitation contributes to the overall purpose of the program or initiative, including where possible in the legal base.

The objectives of dissemination and exploitation are clearly set out and integrated into the design of the programs and initiatives. Each project has a distinctive work package appointed for dissemination and exploitation of results.

The design of programs takes into account the likely motivation and incentive of project promoters (and other stakeholders) to disseminate and exploit results above and beyond their own organizations.

The European Commission should encourage each project partner to ensure that all relevant national policy documents and frameworks make explicit reference to the programs and initiatives. This way a new policy can be traced back to its origin. The involvement of local authorities is crucial for dissemination and result exploitation mainly because they can create and take advantage of the legal frame for policies design based on projects and incentive measures implemented.

Thematic workshops [6] (or thematic monitoring of projects) should be encouraged for all programs. They aim at creating an exchange forum for project coordinators working on the same topic.

Exchange of knowledge and experience among actors involved in European cooperation projects on a specific theme is important for effective transfer of innovation and for building synergies.

National agencies, experts and stakeholders/potential users of results are often associated to this kind of thematic activities in order to have a more interactive exchange among the providers of results (the projects) and those who could potentially benefit and take up such results.

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