ViajeoPLUS	**VIAJEO PLUS**
	D2.1 - Best Solution Selection Methodology

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Project	VIAJEO PLUS – International Coordination for Implementation of Innovative and Efficient Urban Mobility Solutions
Date	*Contractual*: M4 *Actual*: M5
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Abstract	This deliverable presents a review of existing work on best practice/solution transferability and uses this information to produce the Viajeo PLUS methodology for selecting the initial set of solutions and a proposed scoring system for determining the best set of solutions to be taken forward by the project.
Keyword list	Viajeo PLUS, Best Practice, Best Solutions, Transferability
Nature of deliverable	Report
Dissemination	Public[1]

[1] This is either: Public, restricted to other programme participants, restricted to a group specified by the consortium, confidential

Document Control Sheet

Version history:

Version number	Date	Main author	Summary of changes
1.0	30/07/2013	GDE	First working version based on KoM discussions plus additional work, circulated for comments from consortium
2.0	29/08/2013	GDE	Updated version, with further content based on comments/feedback (UITP) plus additional contributions for other partners (LEEDS, TNO)

Approval:

	Name	Date
Prepared	G.D.Evans / R.Palacin	06/09/2013
Reviewed	Yanying Li	09/09/2013
Authorised	Yanying Li	09/09/2013

Circulation:

Recipient	Date of submission
EC	11/09/2013
VIAJEO PLUS Consortium	12/09/2013

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Viajeo PLUS Project Overview

The main aim of the Viajeo PLUS project is to identify and define clear implementation strategies for the successful deployment of innovative sustainable urban transport solutions in European, Latin American, and Asian (China and Singapore) cities and in Mediterranean Partner Countries (MPC), fostering collaboration between these regions on a global scale.

To meet the Viajeo PLUS vision, successful experiences of implementing innovative urban mobility solutions across the world will be identified and shared. Experience and knowledge will be exchanged through showcases, site visits, workshops and dissemination learning materials. The Viajeo PLUS consortium will develop a 'Virtual Solution Book' to provide a detailed description of these initiatives and executive implementation plans for greater uptake by cities intending to implement any of these solutions.

Viajeo PLUS will also facilitate "cross-learning", a two-way approach introducing innovative urban mobility solutions in European cities to both Latin American and Asian cities plus MPCs and vice versa, whereby European cities and industrial organisation will gather first-hand experience of mobility solutions on the global stage.

The cross-learning process will also develop a comprehensive understanding of state-of-the-art, R&D trends and policies in different regions, in order to empower European industry for future global competition and to support European cities in their role to meet sustainable urban mobility objectives established by the European Union. The cross-learning process will also be extended to MPCs where European industry and researchers currently have limited knowledge and local contacts. Overall, Viajeo PLUS will significantly help European industry to strengthen its competiveness in the global markets.

Finally, Viajeo PLUS will prepare the foundations for future collaboration with global cities. It will define clear implementation strategies for the successful deployment of innovative and sustainable urban transport solutions. It will also prepare recommendations for the EC on future collaboration with other global regions.

Executive Summary

WP2 of Viajeo PLUS focuses on providing a framework in the form of guidelines for the identification of best solutions in WP3 to WP7 and a means of identifying the most promising solutions for inclusion in the Viajeo PLUS outputs.

A significant number of initiatives have already studied the best practice and solutions affecting urban transport. The tasks in Viajeo PLUS will build on these to facilitate the identification of best solutions in WP3 to WP7 with a particular emphasis on uptake.

This current deliverable, D2.1, presents a "best solution selection methodology" which explains processes implemented for the selection of best solutions across various topics. This document therefore defines the actual starting point of the project and a number of decisions are taken regarding the approach and orientation of the overall project.

Chapter 1 presents the aims and objectives of Tasks 2.1 and 2.2 which culminate in this deliverable, D2.1.

Following on, Chapter 2 provides a short introduction to the use of 'Best Solutions' or 'Best Practice'. It is identified that these terms are often used interchangeably, but whilst both can be said to be universally-used terms, there appears to be limited agreement on what actually constitutes a 'Best Practice'. Conversely, the drawbacks in attempting to define and promote a 'Best Practice' are also discussed, particularly on a global scale as is the aim of Viajeo PLUS.

Chapter 3 begins the review process by compiling results from previous projects on transferability, beginning with the TRANSPLUS project from 2000 up to the present day COMPASS project, which is currently on-going. Whilst each project had its own set focus and objectives, it was found that there were some commonalities running through each project's outputs. In essence, it was concluded that to maximise the transferability of best practices/solutions, solutions should be as generic (i.e. non-context specific) as possible, with a compatible set-up/organisation/structure between the host location and the adopting location.

In order to maximise the benefits of the transferability process and forward implementation, any solution should be manageable within the existing resources of the adopting location and the scale of the changes brought about by the proposed solution should be as small as is practically possible, thus avoiding any significant disruption to the adopting location. Finally, any solution that is to be implemented must have measurable outputs from easily collectable data sources, in order to demonstrate impact (both existing and potential).

In addition to the review of existing projects, Chapter 4 provides a summary of previous theoretical work into modelling the process of transferability. To help maximise the transferability potential within the project, it is useful to learn from these theoretical models and apply their underlying rationale in the formulation of the transferability and uptake approaches. It was found that one model of transferability

was applied in a specific project (TURBLOG_WW) and the remaining models had strong connections to the findings in Chapter 3.

All of the findings from Chapters 3 and 4 have been synthesised in the formulation of a best solutions framework which is given in Chapter 5. Here, a series of discussions on various items and issues that needed to be considered when selecting the final set of 'Best Solutions' – taken from the Viajeo PLUS Kick-Off Meeting in Senigallia, June 2013 - are summarised.

There was a general agreement and consensus at the Kick-Off Meeting for adopting an approach derived from the NICHES+ project methodology, all of which is described later on in Chapter 5. Essentially, once the final selection of candidate solutions and practices has been collated, the next step requires a means of reducing the set down to those criteria of greatest relevant and interest to the overall project aims. This will be achieved by adapting the original set of criteria used for analysing the innovativeness level of the 12 concepts promoted by the NICHES+ project, to make them more applicable to the global nature of the Viajeo PLUS project aims.

Finally, Chapter 6 provides a short conclusion to the overall deliverable.

1. Introduction

1.1. Aim of Tasks 2.1/2.2 and Deliverable 2.1

These initial WP2 tasks focus on providing a framework in the form of guidelines for the identification of best solutions in WP3 to WP7 and a means of identifying the most promising solutions for inclusion in the Viajeo PLUS outputs. A significant number of initiatives have already studied the best practice and solutions affecting urban transport. The tasks in Viajeo PLUS will build on these to facilitate the identification of best solutions in WP3 to WP7 with a particular emphasis on uptake.

This deliverable, D2.1, presents a "best solution selection methodology". This explains processes implemented for the selection of best solutions across various topics and serves as a guideline for WP3-WP7 to carry out detailed case studies. This document therefore defines the actual starting point of the project and a number of decisions are taken regarding the approach and orientation of the overall project.

The first step for Viajeo PLUS is to identify current practices in urban mobility solutions which will eventually be used for selecting champion solutions. The ultimate goal is to develop a set of innovative and exciting solutions for showcasing and knowledge sharing across the following five topics:

- Innovative Integrated Network Management (WP3)
- Deployment of Clean Vehicle Solutions (WP4)
- Innovative Public Transport Solutions (WP5)
- Enabling Infrastructure (WP6)
- Sustainable Urban Logistics Solutions (WP7)

However, the objective of identifying, analysing and promoting 'Best Solutions' requires a robust reasoning and justification of the choices which are put forward in the final set of solutions. Given the breadth of experience within the consortium alone, a diverse spectrum of potential reference examples already exist and these will be supplemented by external examples, all of which could be taken into the final selection on their own merit.

Despite the endeavours of previous projects, the difficulty of defining what constitutes a 'best' solution remains subject to some debate. Therefore, adapting a previous example set by the NICHES+ project, a procedure is outlined which provides a clearly defined process for gathering information to produce the initial set of solutions, coupled with a robust uptake assessment methodology.

1.2. Structure of this Deliverable

Chapter 2 discusses what constitutes a 'best practice' or 'best solution' and how these can be defined, before highlighting some of the potential drawbacks of trying to prescribe what is 'best' for any and every situation or location.

Chapter 3 gives a summary of previous research projects which focussed on transferability methods and procedures. A summary of the key findings across all

projects is then given, which is used in the subsequent formulation of the Viajeo PLUS framework for selecting best solutions.

Chapter 4 has links with Chapter 3 in that this latter chapter reviews theoretical models which have been proposed to illustrate how transferability can be implemented, before drawing links to the key findings of Chapter 3.

Chapter 5 brings the preceding chapters together, initially summarising the discussions on how 'best practice' or 'best solutions' are defined and categorised within the Viajeo PLUS project to produce a selection framework. Following on, criteria used by the NICHES+ project are analysed and amended to fit in with the wider global context of Viajeo PLUS to produce an analytical framework for scoring individual practices/solutions identified in the initial round of selection solutions.

Chapter 6 provides an overall conclusion to this deliverable.

2. Best Practices and Solutions

This chapter provides a short discussion about what constitutes 'best practice and solutions' to provide context to the first stages of the project.

2.1. Defining a 'Best Solution'

Given the multiple-themed aspect across different regions, and the global scale of the Viajeo PLUS project which aims to share knowledge across regions, it is important to initially reflect on what is actually meant by a 'best solution'.

A significant amount of literature has been written on the concept of 'best practice' under which a 'solution' would naturally come, so these terms have been used interchangeably here.

A best practice (or solution) is a technique, methodology or programme which has been shown (through previous research, experience or recommendations) to deliver a desired result for an organisation, be this for a private company or public authority (Rouse, 2007). The idea of 'best practice' has a certain degree of ubiquity and is quite a loose term in itself. It has been applied across a diverse range of sectors to achieve many different purposes and objectives.

Rabinowitz (n.d.) notes that "'best practice' status can be conferred on exemplary initiatives, either officially – by a government body, professional association, or other authoritative entity – or by published research results. In general, a method or program gains such status by being:

- **Measurable** - goals are clearly defined and that progress toward them can be measured.
- **Notably successful** - the method or program not only gains good results, but makes more progress toward achieving its goals than most others with similar aims.
- **Replicable** - the method or program is structured and documented clearly enough so that it can be replicated elsewhere."

This final point on replicability is particularly crucial in the context of the Viajeo PLUS project. The ultimate goal is to find solutions from one location which can be replicated (transferred) to another location looking to achieve specific goals, and this will require a strong evidence base for doing so.

In addition to the above points presented by Rabinowitz, it proposed that "Expandable" should be included as a further consideration in designating 'best practices', to help address the following aspects:
- A building-block concept: to consider hardware and software requirements and limitations; comparable and non-comparable items;
- A component-oriented benchmarking approach: to be able to consider technical parts and policy-parts. For example, demand management is more policy and context/region specific, whilst technologically-orientated

operational systems (such as SCATS/SCOOT) are more universal. Alternatively, green-traffic management is a combination of both: translating policy-oriented into operational scenarios.

This final addition draws upon another relevant and related approach: *benchmarking*. Whilst not involved with the direct uptake of best practices/solutions between two specific locations as is proposed in Viajeo PLUS, benchmarking does involve "…comparing [an individual's] operational performance with similar institutions, organisations or enterprises in order to gain some understanding of the best practices employed within a given industry." (EU Urban Transport Benchmarking Initative).

Viajeo PLUS intends to facilitate the uptake of innovative solutions between regions and will make efforts to align these aims with the benchmarking process in so much that "…once performance differences across an industry [or in the case of Viajeo PLUS, locations] are understood then each participating organisation has the potential to integrate best practices within the scope of its own operations in order to attain measurable performance improvements." (EU Urban Transport Benchmarking Initiative).

2.2. Drawbacks to Defining 'Best Practice'

The term 'best practice' does have its critics as it implies there is one ultimate solution for all situations concerned. In the EU Transport Benchmarking Initiative project, the use of the term "best practice" was heavily debated as it was found there was a lack of consistency across past initiatives and programmes w.r.t. the definition of the term "best practice" and its subsequent application. As an alternative, Bardach (1994) proposes the use of "good" or "smart" practice to represent a more feasible definition of what is actually involved, whilst adopting the idea raised in section 2.1 of an "Expandable" best practice would allow the decomposition of an existing solution into comparable and non-comparable or existing and non-existing elements, to make the transferability procedure more feasible.

Terminologies aside, it is important to consider that a 'one-size-fits-all' approach is not necessarily going to be feasible in this project; the reality is that a degree of adaptation of an existing 'best practices' will be highly likely. It has also been identified that "… we should [not] talk about best practices at all but instead should talk about *contextual practices*. Depending on the context, sometimes a practice is "best" and sometimes it's not. Calling something a "best practice" implies that it's a good idea all of the time, something we inherently know to be false" (Ambler, 2011).

Therefore, when considering transferability of a best practice or solution, continual consideration to the specific conditions and context of the adopting location will be important to ensure that there is a problem looking for a solution which is identified by the project, not vice versa.

3. Summary of Previous Work on Transferability

Much recent academic interest has been shown in the theory and practice concerning the transfer of transport policies (Stead et al., 2008, Attard and Enoch, 2011, Bray et al., 2011, Timms, 2011, Lucas and Currie, 2012, Marsden et al., 2012). A detailed review of the concepts behind this issue is provided by Marsden and Stead (2011), which places particular emphasis upon a framework developed by Dolowitz and Marsh (1996, 2000) who list seven questions concerning policy transfer:

1. What is transferred?
2. Why do actors engage in policy transfer?
3. Who are the key actors involved in the policy transfer process?
4. From where are lessons drawn?
5. What are the different degrees of transfer?
6. What restricts or facilitates the policy transfer process?
7. How is the process of policy transfer related to policy "success" or policy "failure"?"

In addition to the academic research, there have been a number of previous projects and initiatives aimed at improving knowledge transfer and uptake of new transport concepts in an urban environment. This chapter presents a selection of previous projects and the approaches used to assist with the transferability of practices and solutions.

3.1. TRANSPLUS

The TRANSPLUS[2] (TRANSport Planning, Land Use and Sustainability) project was a three year project (FP5, 2000-2003) with the primary aim of identifying best practices for the organisation of land use and transport.

The TRANSPLUS project identified different levels of transferability, and made a distinction between transfers between jurisdictions at the same level in a hierarchy (i.e. horizontal translation of a policy) and vertical transfer between institutions at different levels ("scaling up" or "scaling down" of a policy).

In terms of spatial level of transfer, four increasing degrees of complexity were identified:

- Within a city (Type 1)
- Between cities (Type 2)
- Between European Union countries (Type 3)
- Between European Union and other European countries (Type 4)

The scale of the Viajeo PLUS is such that the project will be adding a new spatial level to this hierarchy, namely 'Between the European Union and other global regions (Type 5)'.

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[2] http://www.transport-research.info/web/projects/project_details.cfm?ID=6809

To facilitate any transfer process, the TRANSPLUS project outlined a number of factors for successful transfer (originally developed by Rose, 2001) where it was suggested that transfer of policy and solutions can be made as straightforward as possible if:

- they [policies or solutions] are less context dependent
- the organisations for service delivery are substitutable
- the resources available to develop the programme are similar
- the mechanisms by which the programme works (the "cause and effect structure of a programme") are simple
- the scale of changes the programme produces are small
- the programme covers areas of interdependence between the originator and receptor cities
- the values of policymakers are relatively consensual

An important lesson for the selection of the final solutions in Viajeo PLUS can be taken from the TRANSPLUS recommendations: whilst acknowledging the different levels of transfer, consideration needs to be given to the ability for the adopting city to be able to manage the solution identified for transfer.

3.2. NICHES / NICHES+

The NICHES project and its successor, NICHES+[3], are perhaps the two projects most closely aligned with the aims, structure and overall rationale of the current Viajeo PLUS project.

The NICHES (New and Innovative Concepts for Helping European Transport Sustainability) project (FP6, 2004-2007) aimed to facilitate the co-ordination of research activities across multiple stakeholders (academic institutions, industry, transport operators and authorities) pertaining to key urban transport innovations which lacked broad application at the time. NICHES aimed to promote the most promising new urban transport concepts, initiatives and projects to move them from their current "niche" position to a "mainstream" urban transport policy application.

The follow-on project NICHES+ (FP7, 2008-2011) aimed "to stimulate a wide debate on innovative urban transport and mobility between relevant stakeholders from different sectors and disciplines across the EU and accession countries" and as was achieved in the NICHES project, "...promote the most promising new concepts, initiatives and projects from their current "niche" position to a "mainstream" urban transport policy application."

One key element of the NICHES+ project of notable interest here was the development of a new methodology for analysing the potential transferability of 12 'Innovative Concepts'. It was identified by the NICHES+ consortium that whilst earlier projects (e.g. MOBISERVICES[4], 2002; PRISCILLA[5], 2002; METEOR[6], 2005; NICHES, 2006; CIVITAS-

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[3] http://www.niches-transport.org/index.php?id=155
[4] http://www.transport-research.info/web/projects/project_details.cfm?ID=6341
[5] http://www.trg.soton.ac.uk/priscilla/index.htm
[6] http://www.rupprecht-consult.eu/nc/projects/projects-details/project/civitas-meteor.html

GUARD[7], 2010) had investigated transferability of solutions/practices in various guises, there was no standard tool(s) available for doing so (Bührmann et al., 2010).

By identifying this gap and taking suitable steps to develop such a methodology, the NICHES+ project helped implement a way of consistently assessing transferability/uptake potential by following a six-stage process:

1. Clarify the impacts and measures of success of the concept
2. Identify if up-scaling is required and take into account subsequently as appropriate
3. Identify the main components of the concept and its context relevant to transferability
4. Identify the relevant characteristics of each component and its importance in the current i.e. donor context
5. Assess the likely ease or difficulty in achieving the required level of importance of the characteristic in a receiving i.e. adopter city
6. Consider the set of values across the characteristics and assess the likely potential for transferability and any conditions that may be required

Aspects of this methodology and other outputs from the NICHES+ project have been reviewed and adapted for the purposes of the Viajeo PLUS project, as discussed later on in this deliverable.

3.3. The Urban Transport Benchmarking Initiative

The European Commission's Urban Transport Benchmarking Initiative[8] was a three year project that concluded in August 2006. Whilst not primarily focussed on transferability as such, the project did review a range of benchmarking approaches and developed a range of aspects across 45 participating European Cities' transport systems, with themed working groups each researching individual urban transport topics in great depth.

By exploring and comparing best practice examples of urban transport delivery in cities across Europe, the initiative enabled a greater understanding of how to make urban transport strategies work more effectively, which is a vital part of understanding future transferability.

During the project, a raft of previous benchmarking programmes and initiatives were reviewed and analysed to help define the final indicators used in the Urban Transport Benchmarking reports. The selection of indicators were reviewed on an annual basis and re-evaluated as the project progressed. Of note to the Viajeo PLUS project were the findings from participating cities, a summary of which is given below:

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[7] http://www.trg.soton.ac.uk/research/environment/guard.htm
[8] http://www.transportbenchmarks.eu/

- Common indicators were generally useful, but some needed to be were defined more clearly [to make them more comprehensible]

- Prioritisation of the common indicators would enable comparisons to be made more easily

- The number of common indicators could [should] be reduced in number, removing the least effective indicators [at annual intervals]

- There were some indicators which were particularly difficult to collect and analyse [data] effectively

- Some indicators were identified as 'problematic'; many participants were unable to provide accurate data for these indicators and confidentiality issues prevented some from doing so at all

3.4. ALTER-MOTIVE

The ALTER-MOTIVE[9] (Deriving effective least-cost policy strategies for alternative automotive concepts and alternative fuels) project (EC IEE, 2008-2011) produced and promoted an action plan for implementing effective least-cost policy strategies (for the EU, specific countries & regions) to achieve a significant increase in innovative alternative fuels and automotive concepts across European transport systems.

Of particular interest to the Viajeo PLUS project was the evaluation of various projects, policies and their effectiveness, producing a common conceptual base for transferability which incorporated the following characteristics (reported in greater detail in Macário and Marques, 2008):

- Transferability depends to some extent on compatibility of institutional context which implies attention for individual policy instruments and how that fits its context

- Different kinds of transferability are recognized in terms of transfer of policy instruments between territories or situations, e.g. scaling up a policy measure (vertical transfer) and transferring a policy from one situation to another (horizontal transfer)

- Different phases of transferability are identified, e.g. demonstration, test and implementation phases

- Different kinds of process assist transferability, e.g. networks, skill exchanges, cooperative projects, etc.

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[9] http://www.alter-motive.org/

- Transferability may be indirect via osmosis, e.g. via direct and indirect contact between different organisations and individuals (site visits, information gathered by phone and internet, etc).

- Acceptability is crucial, however difficult to predict. Therefore it is more relevant to develop a methodological process for transferability than to try to find a universal solution for transferability based on quantitative analysis

3.5. TURBLOG_WW

The TURBLOG_WW[10] (Transferability of urban logistics concepts and practices from a world-wide perspective) project (FP7, 2009-2011) presented a detailed methodology for the transferability of best practices for urban logistics operations. The scope of WP7 of the Viajeo PLUS is on Sustainable Urban Logistics Solutions, whilst the remainder of the project goes beyond this specific topic. Nevertheless, the recommendations from the TURBLOG_WW project are highly relevant and useful in helping inform the transferability approach adopted across the whole of the Viajeo PLUS project.

The TURBLOG_WW consortium concluded that the process for assessing transferability needs to include the following main stages:

- **Search phase** - a best practice/business concept is identified in the originator city

- **Appraisal phase** - where the compatibility of the best practice in the receptor city is appraised

- **Refinement phase** - where specific barriers amenable to change and factors of success are identified in the receptor city

- **Implementation phase** - where the good practice is implemented in the receptor city

The final two phases of this process support the earlier notion that 'best' practices and solutions may not be applicable in their existing form across other locations and will therefore need to be contextualised to the conditions of the adopting location.

In addition to the various stages of transferability, the TURBLOG_WW project identified a range of potential barriers to transferability, these are categorised as follows:

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[10] http://www.turblog.eu/

- **Financial** - the financial cost of the measure in the receiver city is considered to be too high

- **Physical** - the natural and/or built aspects of the receiver city make the transferred measure inappropriate

- **Technological** - the transferred measure has technological elements that are unavailable in the receiver city or are inconsistent with the technology currently operating in the receiver city

- **Cultural** - the traditional culture operating in the receiver city makes the transferred measure seem 'strange' and/or difficult to implement

- **Political** - the transferred measure has a perceived negative impact on one or more sections of the population, thus leading to political conflicts

- **Legal** - the national and/or local legal system operating in the receiver city makes elements of the transferred measure illegal

- **Security** - security problems hinder the implementation of the transferred measure

Whilst there appear to be many potential barriers, it was proposed that in many cases, it is possible to mitigate such issues. Two general (complementary) approaches exist for doing so:

- The transferred measure can be adapted in order to remove, or at least lessen the importance of, those aspects of the measure that are undermined by barriers

- The measure can be combined with one or more other measures (in a policy package) which counteract the barrier concerned. For example a high-cost measure (involving a financial barrier) can be combined with a revenue-generating measure. Alternatively, a measure that has negative impacts on a section of the population (involving a political barrier) can be combined with a measure that is popular amongst that section of the population.

It will be important in Viajeo PLUS to acknowledge the aggregate effect of a package of solutions and, where possible, isolate the impacts of a specific solution in order to help understand how relevant and/or useful it could be for other locations. However it must be acknowledged that the specific features of one particular implementation of a best practice in one location means isolating the direct impacts can be notoriously difficult and presents an important challenge to the Viajeo PLUS project. In general, the best way of meeting this challenge is to take a multi-methods approach, applying both quantitative and qualitative data collection techniques (e.g. data on traffic flows combined interviews with policy-makers) to ensure benefits are understood on as wide as scale as possible.

3.6. COMPASS

The approach for transferability developed in the on-going COMPASS[11] (Optimised Co-modal Passenger Transport for Reducing Carbon Emissions) project (FP7, 2011-2013) is applied to many technological solutions or applications (e.g. urban traffic control, public transport management, real-time travel time information services, smart vehicle and infrastructure etc.) which are relevant to the five topics identified in Viajeo+.

Given the complementary nature of INTERCONNECT[12], ORIGAMI[13] and COMPASS projects, the preliminary phase of the definition of the COMPASS transferability assessment methodology started with a review of transferability approaches recently developed in ORIGAMI and other European projects.

The criteria selected by ORIGAMI to assess transferability are based on the INTERCONNECT evaluation framework and on the evaluation criteria proposed by The European Bank of Investment. The transferability of each solution is evaluated on the basis of complementary criteria reflecting six (not always conciliated) dimensions (each of which reflects the variety of interests of involved stakeholders) in the transport market:

1. The user dimension (traveller);
2. The operator dimension;
3. The government dimension;
4. The regulator dimension;
5. The technological dimension;
6. The external dimension or the vision of non-users.

Whilst keeping the general structure of the ORIGAMI framework, COMPASS enriched the framework by adding other elements for evaluation (e.g. from NICHES+ project), and revised the scoring which is determined qualitatively based on the outputs of stakeholder seminars and consultations, and complemented by literature review, analysis of specific cases and expert judgment of the consortium.

The COMPASS approach considers three main aspects for the transferability assessment of ICT solutions:

- **Applicability** of the solution (to the specific territorial scale and segment of transport demand);
- **Interest** of the solution (from three different groups of stakeholders: travellers, operators, and governments);
- **Feasibility** of the solution (in relation to other stakeholders such as financier, regulator, technology supplier and non-users).

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[11] http://www.fp7-compass.eu/
[12] http://www.interconnect-project.eu/
[13] http://www.origami-project.eu/

3.7. Conclusions

There have been a number of previous projects looking at transferability issues across a range of diverse application areas. Of particular note for Viajeo PLUS is that different projects place different emphases w.r.t. the solutions/practices and/or destinations concerned.

Some projects focussed upon ways to make an overall assessment of "best practice" whilst other projects specifically focussed on the most suitable implementation approach to be adopted in a particular city.

For a complete transferability analysis, both approaches are ultimately needed; the problem with the former approach is that it can lead to insensitivity about local conditions whilst with the latter approach, is not always obvious exactly **why** some practices (and not others) are included in a city´s transferability assessment.

A significant amount of the conclusions and recommendations can be adapted and applied to the over-arching aims and objectives of the Viajeo PLUS project, but to summarise the key points that occur throughout the projects reviewed in this chapter:

- Solutions should be as generic (i.e. non-context specific) as possible

- There should be a compatible set-up/organisation/structure between the host location and the adopting location

- Any solution should be manageable within the existing resources of the adopting location

- The scale of the changes brought about by the proposed solution should be as small as is practically possible, to avoid any significant disruption to the adopting location

- Any solution that is to be implemented must have measurable outputs from easily collectable data sources, in order to demonstrate impact (both existing and potential)

4. Review of Theoretical Models for Transferability

There have been a number of approaches to model the processes involved with the transport of policies and practices. This chapter provides an overview of these models and discusses how they could be used to inform the Viajeo PLUS outputs.

4.1. Internal Transfer of Best Practice (Szulanski)

Work by Szulanski (1996) explored the various stages involved in the transfer of best practice within an organisation. Whilst set in a slightly different context to the Viajeo PLUS project, the findings of Szulanski's paper can be adapted here by utilising the four key stages for best practice transfer, namely, 'initiation' then 'implementation', before 'ramp-up' and finally 'integration'.

The 'initiation' stage is defined as everything leading up to the decision to transfer knowledge, or for this project, a solution. The 'implementation' stage is where the transfer of knowledge/solutions commences between relevant stakeholders within the organisation.

It is these initial two stages of Szulanski's model which are most relevant to the Viajeo PLUS project as there needs to be an underlying rationale in, and eventual decision taken by, a location to look for a new solution to help address their current and on-going needs. After this, the host location of an existing practice can be consulted to help understand just how a solution can be introduced in the target location.

The final two stages described in Szulanski's paper, 'ramp-up' and 'integration' are not directly relevant at this stage of the Viajeo PLUS project. They are concerned with how best practice solutions and knowledge begin to influence working practices within the adopting organisation. In this project, these final two stages are the intended outcomes of the knowledge transfer process and so are not applicable here. Nevertheless, it is always valuable to consider the future needs of the adopting organisation when selecting a best practice.

4.2. A Theoretical Framework for Transferring Best Practices (Bardach)

Bardach (2011) presents a theoretical framework for determining what constitutes "Best Practice". Although originally developed in a public policy context, the five high-level items within this framework are highly relevant to the transferability of solutions between locations in this project.

These are presented here with some additional adaptations to align with the Viajeo PLUS aims and objectives where necessary:

Develop Realistic Expectations - it is important for a potential adopter to maintain realistic expectations when seeking a "best practice" and to be wary of "internal validity problems." One solution may be delivering significant positive impacts for another location; however, there will be a range of additional local factors to consider

which may result in the transfer of a solution delivering poorer results (which still might be positive) compared to that experienced by the original scheme.

Analyse Smart [Best] Practices – In policy analysis and the implementation of smart practices, administering a 'free lunch' demonstrates a greater value in something at a minimum or very low risk. Smart practices take "advantage" of an opportunity at a very low cost. Breaking loose from conventions and assumptions challenges assumptions in order to add value; and inoculates a smart practice in public policy. A "value-oriented smart practice may be to simply articulate the values that underlie a program and make it effective."

Observe the Practice - When adapting practices for other locations, it is important to identify the core essence of the practice while allowing flexibility for how it is implemented so it remains sensitive to local conditions. Robust smart practices are adaptable to various conditions, have various operational features, and can employ similar but diverse ways to achieve their goals.

Describe Generic Vulnerabilities - In addition to the reasons why a smart practice might succeed, an analyst should describe potential vulnerabilities that could lead a smart practice to fail - these weaknesses are "generic vulnerabilities". The key question to be asked here is whether the solution identified is relevant to the needs of the potential adopter, which leads onto the final item in the framework.

Will It Work Here? - The final step in identifying an appropriate "best practice" is to ensure that the context from which the practice is derived is comparable to the context in which it will be applied. Risks to implementing the selected "best practice" in the applied context as well as what support structures can be put in place need to be anticipated in order to maximize the likelihood of success.

4.3. The Ten-Step Approach to Transferability (Macário and Marques)

One practical approach to policy transfer is described in great detail by Macário and Marques (2008); at its core is a ten-step model to implement the transferability process, which was adopted as part of the CIVITAS projects, and is illustrated in Figure 1.

In a similar vein to the four phase approach (*Search – Appraisal – Refinement – Implementation*) identified by the TURBLOG_WW project, the steps in this model can also be categorized into four different, but related, phases as shown in the table below. Of particular importance in this process is the identification (in Phase III) of potential barriers and facilitators for (policy) transfer and to make such an analysis, a classification of barrier-types can be used. Various barriers - such as the aforementioned set identified in the TURBLOG_WW project - can be identified that might potentially undermine the successful implementation of a transferred policy measure in an adopting city.

Table 1: Four phases of the 10-step transferability process

| Phase	Corresponding Steps (in Figure)	Description of phase
Phase I	Steps 1-3	Identify characteristics of the *receiver city* (where the transferred measures might eventually be implemented)
Phase II	Steps 4-6	Search for suitable *source cities* and already-implemented measures
Phase III	Steps 7-9	Create potential packages of measures for the receptor city, assessing these packages and refining them
Phase IV	Step 10	Implementation of measures in the receptor city
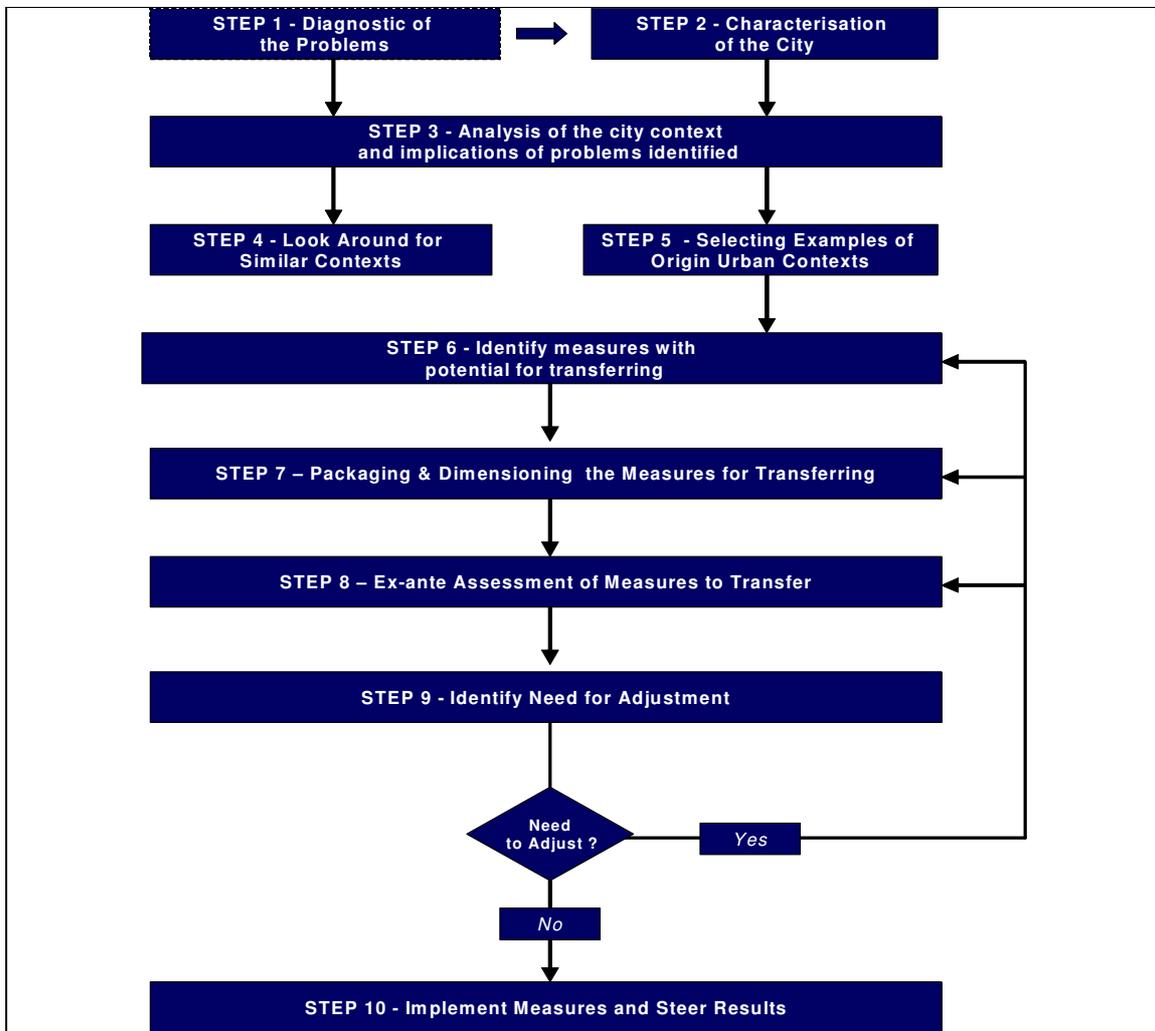
Figure 1 - The Ten-Step Approach to Transferability Model

4.4. Societal Considerations

In Viajeo PLUS, the 'user' is defined as the city looking to adopt the solution in question. The three models discussed thus far have almost exclusively focused on the needs and limitations of an organisation or city/location looking to adopt a new solution. However there is also a need to think beyond operational, economic, efficiency and technical innovations from a city's perspective and also consider the needs of society, members of whom which will be the ultimate end-user of the solution:

"Obviously, it is not the novelty and successful operation of technologies alone turning inventions into innovations: The <u>preparedness of society</u> to adopt new solutions for needs and challenges comes into play. In addition the uptake of innovations requires more than purchasing power and disposable income, since money is only one factor among other resources to be mobilised and allocated. <u>Social values, ideologies, institutions, power imbalances</u>, other disparities, and – last but not least – prevailing patterns of innovations have an effect on the success of different kinds of innovation" (Howaldt & Schwarz, 2010, p.3).

In developing the final selection criteria in Viajeo PLUS, it will be necessary to balance the needs of the adopting city administrations with that of their citizens.

4.5. Conclusions

There are a range of existing models which are intended to help facilitate the transfer of best practices and solutions for a range of domains. It is worth noting that the Ten-Step Approach to Transferability was specifically implemented in the TURBLOG_WW project; whilst the other models are not associated with the other projects *per se*, there are some consistencies which can be drawn between the outputs of the above models with the general conclusions drawn from the projects reviewed in Chapter 3:

- **Generic** - Szulanski's 'initiation' stage involves locations identifying potential solutions for adopter locations which should not be specifically designed for the host location; Bardach's final stage of 'Will It Work Here?' would also be a key question to ask in the initial sifting of best solutions, thus the more generic solutions would be potentially more transferable, subject to other conditions.

- **Compatible set-up** – Szulanski's 'implementation' stage involves transfer of knowledge/solutions between relevant stakeholders or locations; Bardach's 'Observe the Practice' also facilitates compatibility between locations.

- **Manageable within existing resources** – Bardach's 'Develop Realistic Expectations' and 'Analyse Smart [Best] Practices' phases both place an emphasis on not trying too hard to implement solutions that are beyond the capability (financial, technological, personnel etc.) of the adopting location

- **Avoid significant disruption** – Bardach's 'Describe Generic Vulnerabilities' phase would help understand where disruptions could occur and mitigate the impacts; Szulanski's 'implementation' stage would also be a suitable means of ensuring the implementation of any new practice proceeded with minimal disruption.

- **Measurable and easily collectable data** – There is no immediately obvious connection, however Bardach's 'Observe the Practice' phase would be more easily implemented should the existing solution have available data which is each to measure and collect.

For Viajeo PLUS, it will be very useful to learn from all of these theoretical models and apply their underlying rationale in the formulation of the transferability and uptake approaches for each WP theme.

These are discussed in the following chapter.

5. Developing the Viajeo PLUS Guidelines and Uptake Criteria

The Viajeo PLUS kick-off meeting (KoM) was held on 17-18 June 2013 where a series of discussions were had about various items and issues that needed to be considered when selecting the final set of 'Best Solutions'. This chapter summarises these discussions plus elaborates on certain aspects which are deemed critical to the Viajeo PLUS objectives as well as aligning them with the outputs from previous projects discussed throughout the previous chapters. Early on in the KoM, there was a general agreement and consensus to adopt an approach derived from the NICHES+ project methodology, which is described later on in this chapter.

The main aim of the Viajeo PLUS project is to identify and define clear implementation strategies for the successful deployment of innovative sustainable urban transport solutions between European cities/regions and Latin America, Asia (China, Singapore) or MPCs. The first stage of this process was to examine the needs and reasons behind a potential adopter wanting to invest time and resource in learning about a possible new solution for their city. It was determined that any candidate solution to be put forward as an eventual 'Best Solution' must illustrate a level of innovation and/or deliver an proven increase in effectiveness or efficiency.

5.1. Why Implement a Best Solution?

The first area of discussion was, naturally, ***'Why'*** an existing solution was originally implemented by the host location. There will have been a clear need for investing the time and resource required to implement each solution within the original location. It was agreed that gaining a better understanding of the underlying rationale will help potential future adopters align solution(s) with their own city's needs and strategic objective; the initial two items to be considered are:

- Where and when the solution/practice was initially implemented

- Key drivers/rationale behind implementation

5.2. How, Why and When to Implement

The next area for consideration was the ***'How/Why/When'*** aspects of implementing a solution. Here, information on the actual processes involved in bringing a solution to fruition was needed in order to help potential adopting locations identify how such solutions could fit with on-going strategic plans.

It was identified that if a potential solution could take a significant length of time to implement within the new location then there could be disbenefits for the adopting location compared to either a 'do nothing' solution or identifying an alternative approach. Similarly, if a potential solution has the promise of delivering significant benefits but would require an unacceptable amount of finance to do so, then such decisions would also have to be taken.

Taking inspiration from the NICHES+ 'Guidelines for Implementers' output, the following three items were deemed necessary:

- Timescales involved in initial planning stages

- Timescales involved in implementation stages

- What funding mechanism(s) were required for implementation?

Following on, there was then some discussion about the issue of isolating the impacts of a specific solution if implemented as part of a wider 'package' of improvements, as it is more than likely that there will be inter-related benefits for each individual item within. The argument proposed here is that a location looking to adopt a specific solution on a standalone basis may not derive as much benefit as the host location, due to external factors associated with having other solutions in place. One counter-argument was that it it were possible for the proposed solution to be interworked with other existing practices in the adopting location, a similar level of benefit as that experienced in the original location could still be derived.

Given the range of implications that could arise, it was decided that such information was going to be very useful in helping determine future uptake potential:

- Was this solution/practice implemented as a stand-alone initiative, or was it delivered as part of a wider package of solutions/practices?

A further issue that was raised during this part of the discussion was the need to take into account the capacity (in institutional terms) of an adopting city in order to make a suitable transferability assessment. For example, if the transport planning department of the adopting location is small and/or underfunded, it is necessary to carry out a 'light transferability' assessment process. Such a process follows the underlying logic shown previously in Figure 1 to develop an approach that is not resource-hungry and can be accommodated within the limitations of the adopting location's resource allocation. A description of such a process, in the context of the Brazilian city of Cariacica, is given by Timms (2013).

Such an approach would be highly relevant in a large number of urban areas in the world, particularly in what are often referred to as "small or medium size cities" (i.e. those with <500k inhabitants). Such cities might be 'stand-alone' urban areas or might be located within larger (multi-municipality) metropolitan areas and conurbations. As there were many potential combinations of stakeholders involved in implemented a solution across varying spatial scales, information on the efforts required were deemed important:

- What degree of co-operation was required between different stakeholders? (e.g. joint effort between individual departments within Government authorities; different transport providers collaborating as one etc.)

5.3. Benefits of the Proposed Solution

After the *Why/How/Where/When* discussions were concluded, the next stage was a justification of the solution in terms of its benefits and future plans.

It was clearly evident that any potential adopting location would need to have confidence in a solution's ability to deliver actual results of a positive nature. It was also acknowledged that whilst not wanting to promote any examples of 'bad practice' in the project, there was a need to recognise any significant problems/issues that were originally encountered and overcome by the host location, as this would help future adopters take appropriate actions to ensure these issues would not reoccur. Finally, it was also identified that if there were future plans by the host location to expand/enhance/remodel the existing solution, this would not only instil further confidence in the potential adopting location but could also act as a means of both locations learning in unison through a collaborative agreement:

- Main benefits to host location (innovation, improvement in efficiencies etc.)

- Any significant problems/issues to host location?

- What are the future plans of the host location for this solution/practice?

5.4. Interest of Host Location for Participation and Sharing

A recent paper by Timms (2011) identified that there are cities keen to promote and publicise themselves on a wider platform as being innovators and leaders for a particular solution. This factor was also discussed during the kick-off meeting as it was important to identify existing solutions which had a host location willing to share knowledge and participate in relevant activities. Conversely, it was suggested that there may be locations with excellent examples of a given solution but, for any number of possible reasons, could not or would not be able to share their knowledge and experience. If this was the case, and the identified solution was thought to be a leading option in the project, then it was important to try and identify any other existing examples of the solution.

Keeping a strategic view on the final project outputs, solutions which could be demonstrated at the various City Mobility Weeks in the later stages of the project were also of significant interest. To capture the above, the following three items were included:

- Will host location be interested and willing to participate in the V+ knowledge sharing programme?

- Are there any other existing examples of the solution/practice which V+ should also consider?

- Will the solution/practice be demonstrable at one of the V+ City Mobility Weeks?

5.5. Optional Items for Consideration

The final part of the discussions related to strengthening the case for the final selection of solutions. It was decided that there needed to be some key facts or headline statistics for each solution which would ultimately make them more attractive to potential adopters. It was likely that these would be very specific to each solution and location or might not be readily available in the public domain but it was still agreed that such information was important.

The first area concerned the perspective of the host location itself, specifically whether any targets had been established for the particular solution. It was reiterated that any emphasis must be on innovation and/or improvements to efficiency/effectiveness but there should be enough scope to accommodate a range of responses:

- Were there any targets set by the host location, and if so, were these achieved?
    - o If not, what was achieved and are there any indications as to why this might be?

Further to the above, it was suggested that any useful figures to help support the case for proposing a solution would be desirable. These may already be accounted for in earlier section however an opportunity to provide additional information is always helpful. One caveat was given here: any findings had to be based on actual implementations of a solution and subsequent surveys, the results of any modelling exercise should not be relied upon here. Additionally, any feedback from the end user of the solution (e.g. Focus Groups, surveys, consultations etc.) which could help illustrate individual perceptions of the solution should also be included if possible.

- Any available facts/figures/statistics etc. on uptake, usage, improvements

- End user feedback on solution/practice

Thus far, all items discussed and put forward into the final template have been pre-defined to a certain extent. Whilst this would deliver a degree of consistency for the information reported on each solution, the general consensus was that there still needed to be an opportunity for any specific details pertaining to the solution and its uptake potential to be recorded. With this in mind, one final item was included on the template:

- Other key points/issues that need to be considered in the final selection process

5.6. Flowline for Selecting Ultimate Set of Solutions

A summary of the flowline for decisions on the ultimate set of solutions is given in Figure **2** below.
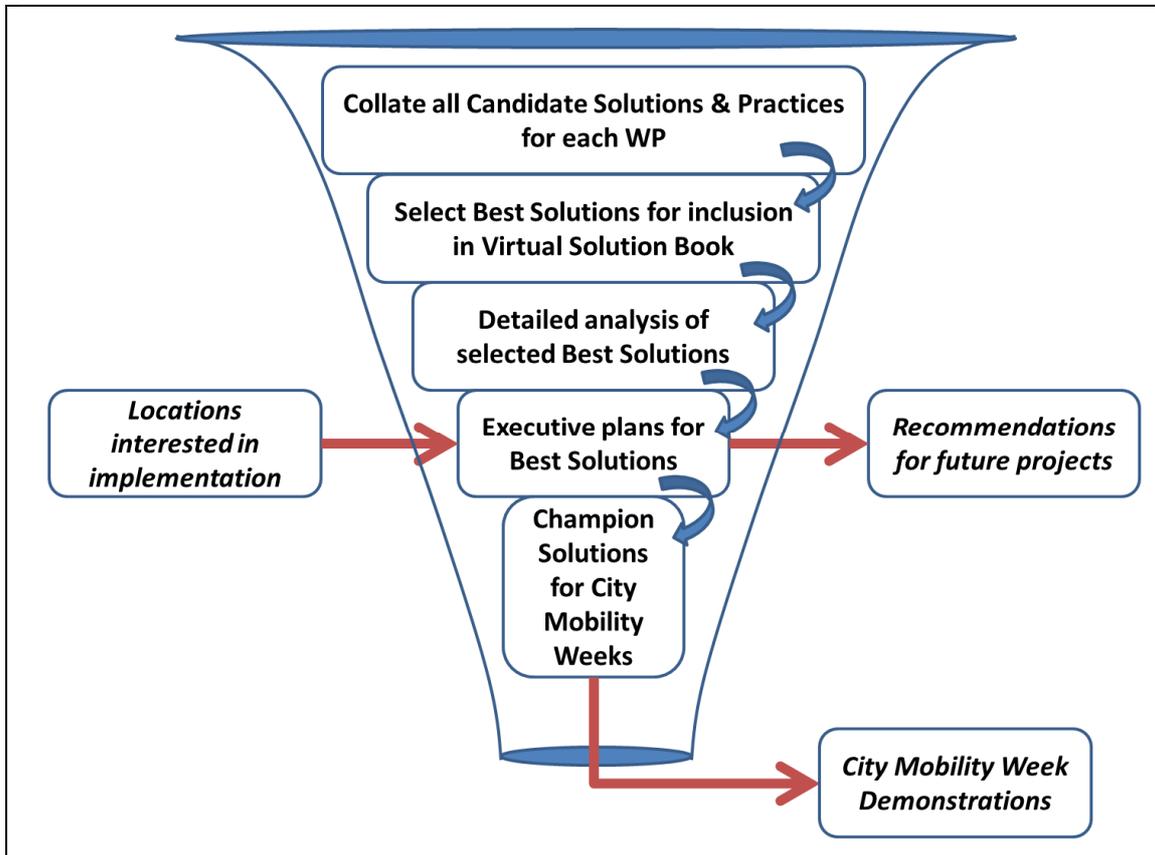

Figure 2 – Viajeo PLUS Flowline for Selecting Ultimate Set of Best Practice/Solutions

Essentially the overall procedure will act as a 'funnel' whereby a large number of potential solutions will be initially gathered and analysed before various sifting assessments will gradually reduce the initial set of solutions down to those deemed suitable for inclusion in the Virtual Solution Book and additional analysis and promotion.

Ultimately, the final output of this process will be a series of executive plans for the final set of 'Best Solutions' plus the identification of those solution which can be demonstrated to potential adopters during the various City Mobility Weeks in the latter stages of the project.

5.7. Developing the Viajeo PLUS Selection Criteria

Once the final selection of candidate solutions and practices has been collated, the next step in the flowline will require a means of reducing the set down to those criteria of greatest relevant and interest to the overall project aims.

To commence with the definition of the methodology for this process, the following table illustrates the original set of criteria which were used for analysing the innovativeness level of the 12 concepts which were subsequently promoted by the NICHES+ project.

Code	Necessary Criteria	Definition	
ID	Innovation Degree	Concept is comparatively new and has not experienced broad diffusion in practice (e.g. already examples in several countries)	
PR	Policy Relevance	Concept addresses key policy objectives (also beyond mobility)	1. Cost efficiency
			2. Modal shift
			3. Social inclusion
			4. Environmental sustainability
			5. Geographical accessibility, competitiveness
TG	Size of Target Group	Total of users targeted by the service / quantitative impact	
MA	Maturity	Concept is ready for implementation as mature solution, which has already passed the pilot or experimental stage and can build on working examples in one or more cities	

Code	Balancing Criteria	Definition
MP	Mainstream Potential	Concept could become implemented broadly across countries (high quantitative impact)
DP	Dependence	Concept cannot rely on promotion / dissemination via other channels (e.g. programmes, market)
SP	Specificity	Concept addresses a very particular issue with a limited take-up potential, but high qualitative impact
CO	Complementarity	Represents a promising complement for other (innovative) concepts
IM	Expected Impacts	Concept has / is likely to have positive social, economic and/or environmental impacts
ME	Measurability	Progress of concept implementation can be measured sufficiently
PA	Public Acceptance	Concept is likely to have a wide public acceptance (versus enforceability)

After careful consideration and analysis, it was decided that the majority of these criteria would also be of relevance to the Viajeo PLUS assessment methodology. However, it was identified that there would need to be some further alterations and adaptations to better fit the rationale of the task, which are described here.

First, the NICHES+ criteria were scored on a basic scale from 1 = low to 5 = high, but without any subsequent approach for amalgamating all scores to produce a single score per concept to help justify the final selection(s). It was decided that the criteria used for Viajeo PLUS would apply a range of relevant scoring scales as well as including negative scores (where appropriate) on the scale. The score for each item would then be summed to give a single score, and so the use of negative values would reflect areas where there could be significant problems or issues that might impact on the eventual uptake potential of a specific solution.

Given the range of solutions to be considered, each having various levels of scale, maturity, adaptability etc. as well as each solution potentially being assessed by different individuals on a subjective basis, it was deemed important that the eventual scales used were not overly prescriptive to ensure that all solutions could be evaluated on a consistent basis.

Additionally, the NICHES+ criteria were split into 'necessary' and 'balancing' criteria; for Viajeo PLUS it was decided to begin with one complete set of criteria and, if necessary, assign weights to criterion with the greatest impact/value/relevance to the overall project aims at a later stage but this set of criteria in primarily intended for getting a first assessment of solutions. Looking ahead, it is acknowledged that one issue likely to emerge is the scoring is likely, for some indicators, to depend heavily on the destination region/city being considered. This factor can only be resolved at a later date, once the adopter locations have been tied down.

The table below shows the final set of V+ criteria, adapted from the original NICHES+ set, plus the corresponding scales used for assessing each individual criterion.

No.	Criteria	Definition	Proposed Scoring Scale
01	Innovation Degree	Solution is comparatively new and has not experienced broad diffusion in practice	*(No negative values)* 0 = Solution is innovative for the host city/country only 1 = Solution is innovative within a global region 2 = Solution is innovative across different global regions
02	Policy Relevance	Solution addresses a range of key policy objectives (e.g. economic efficiency; modal shift; social inclusion; environmental sustainability; increased accessibility etc.)	*(No negative values)* 0 = Little or no relevance to any key policy objectives 1 = Relevant to one, specific key policy objective 2 = Relevant to more than one key policy objective
03	Civic delivery team	Resource capability to successfully deliver the solution	-2 = Requires a **large team** spread across **multiple** departments or stakeholders to successfully implement and operate the solution -1 = Requires a **small team** spread across **multiple** departments or stakeholders

No.	Criteria	Definition	Proposed Scoring Scale
			to successfully implement and operate the solution 0 = Solution can be successfully implemented with one key partner taking the lead but with support from other partners +1 = Solution can be successfully implemented and managed by a larger but dedicated team hosted within one organisation +2 = Solution can be successfully implemented and managed by a smaller but dedicated team hosted within one organisation
04	Maturity	Solution is ready for implementation, having passed pilot or experimental stages and can build on working examples in one or more cities	*(No negative values)* 0 = Solution maturity is equivalent to a TRL of <=5 1 = Solution maturity is equivalent to a TRL of 6-7 2 = Solution maturity is equivalent to a TRL of 8-9 *(TRL = Technology Readiness Level)*
05	Global Potential	Solution could become implemented broadly across countries/cultures/regions	-2 = Significant social, political, cultural, economic etc. barriers exist to a wider implementation -1 = Some social, political, cultural, economic etc. barriers exist to a wider implementation 0 = No social, political, cultural, economic etc. barriers exist to a wider implementation, but little benefit would be gained on a global scale +1 = Wider implementation would bring benefits on a global scale +2 = Wider implementation would bring significant benefits on a global scale

No.	Criteria	Definition	Proposed Scoring Scale
06	Localised applicability	Solution addresses a very particular issue with a limited take-up potential	-2 = Solution only addresses a specific issue, only relevant to existing location -1 = Solution only addresses a specific issue, which is found in multiple locations 0 = Solution addresses a small number of issues, primarily found in existing location +1 = Solution addresses a small number of issues, found in multiple locations +2 = Solution addresses a wide range of issues, which are found in multiple locations
07	Complementarity	Represents a promising complement for other (innovative) solutions	-2 = Very limited or no complementarity potential with other solutions -1 = Limited complementarity potential with other solutions 0 = Some complementarity potential with other solutions +1 = Good complementarity potential with other solutions +2 = Strong complementarity potential with other solutions
08	Expected Impacts	Previous implementation of solution has had social, economic and environmental impacts	For each of social, economic and environmental (where relevant): -2 = Strong negative impact -1 = Negative impact 0 = No impact/no change +1 = Positive impact +2 = Strong positive impact
09	Measurability	Progress of solution implementation can be measured sufficiently	*(No negative values)* 0 = Hard to measure progress due to a lack of data or suitable metrics 1 = Progress can be measured with some limitations (e.g. data may be incomplete) 2 = Progress can be easily measured regardless of location

No.	Criteria	Definition	Proposed Scoring Scale
10	Public Acceptance	Solution is likely to have a wide public acceptance	*(No negative values)* 0 = No impact/no change 1 = Some public acceptance 2 = Strong public acceptance
11	Expandability/ Scalability	Solution can be up-scaled to accommodate different contexts and situations	-2 = Solution cannot readily be up-scaled -1 = Solution would require **significant** effort/investment to up-scale in a new context 0 = Solution would require **some** effort/investment to up-scale in a new context +1 = Solution would require **minimal** effort/investment to up-scale in a new context +2 = Solution would require **little or no** effort/investment to up-scale in a new context
12			
13	*WP specific indicators – to be defined in conjunction with WP leaders*		
14	*(if required)*		
15			

Comparisons of the two tables shows that most of the original NICHES+ criteria remain, with some criterion having more adaptations than others, whilst 'Dependence' has been removed and replaced by a new criterion 'Scalability'. To some extent, this amendment incorporates the addition of "Expandable" to the original list of best practice criteria presented in section 2.1. The global nature of the Viajeo PLUS project is inherently complex and therefore a measure of potential scalability is essential to ensure that the final set of solutions are ones which can be transferred across the different regions.

The FESTA FoT-NET handbook (sec. 9.5) identifies that "…scaling-up relies upon the potential to extrapolate from the performance indicators to estimates of impact at an aggregate level. It is often necessary to employ quantitative models from previous studies to estimate the effect of indicator in question…" however it is recognised here that the solutions proposed in Viajeo PLUS are likely to be relatively new so no previous studies may exist. Therefore, a degree of flexibility is required in determining the degree of scalability of each solution.

In addition to the 11 main criteria identified above, additional space has been provided for each WP to include other indicators which are specific to that particular WP. Although this could initially restrict solution-by-solution comparisons to being within each individual WP only, conversion of the final scores to a percentage of the maximum score would permit solutions to be compared between more than one WP.

5.8. Conclusions

This chapter has described the various criteria that need to be considered and gathered for each solution, based on the discussions at the Viajeo PLUS KoM plus additional material from previous projects. All relevant information has been considered and combined to produce the frameworks and selection criteria described throughout this chapter.

The general approach to be adopted in Viajeo PLUS is based on a review of the NICHES+ approach, which has been shown to work well for intra-European transferability assessment, and extending or amending the aspects within the NICHES+ approach to make them applicable on a global scale:

- Equal value placed on all criteria in the framework, as opposed to having 'necessary' and 'balancing' criterion, to account for regional variations

- Non-specific prescription of relevant policy areas, instead focussing on the number of different policy areas which are potentially involved and improved by the solution

- Stronger emphasis on the scalability and expandability of a solution, to incorporate the different situations and requirements of any potential future adopting location

- Wider consideration of socio-cultural aspects in different regions

- An understanding of the limitations of resource capacity of smaller-medium sized cities across different regions

6. Conclusion to Deliverable D2.1

This objective of this deliverable, D2.1, was to present a "best solution selection methodology". This has been achieved by beginning with a review of existing projects and theoretical models for transferability to help the consortium better understand the range of processes previously implemented for the selection of best solutions across various topics.

From this review, a series of common factors from the previous body of work have been identified and analysed, and a framework for selecting solutions is put forward. Following on, a set of criteria from the NICHES+ project has been evaluated, amended and expanded to reflect the aims and objectives of the Viajeo PLUS project.

6.1. Next Steps

The resulting framework of Viajeo PLUS criteria will serve as a guideline for WP3-WP7 to carry out detailed case studies to select best solutions within their thematic area.

After an initial gathering exercise to produce a longlist of solutions, the analytical framework presented in Chapter 5 will be used to determine which solutions will ultimately be incorporated in the Virtual Solutions Book and showcased at the Viajeo PLUS City Mobility Weeks in latter stages of the project.

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