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PROJECT CO-ORDINATOR:

- Ramboll Management Brussels sa/nv

PARTNERS:

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1. Executive summary

The training programme for urban transport professionals developed as part of the TRUMP project¹ has been successfully completed for all three years. Through this project the European Commission aimed to deliver a comprehensive programme of European training seminars designed for mid-career transport managers and executives working in local/regional authorities or for public transport operators in EU Member States and Accession countries.

Considering the nature of TRUMP its objectives appeared to be clear and constant since the project start-up. What it is reasonable to state is that those objectives have been successfully achieved carrying out the project activities. Nevertheless the main TRUMP objectives can be summarized as follows:

- ✓ To provide targeted professional training based on the results of EU projects research and demonstration programmes within the area of local transport policy related to sustainable urban development.
- ✓ To improve the practical knowledge and competence of mid-career professionals involved in transport systems at local/regional level².
- ✓ To create a specific knowledge and awareness for potential person entering in the next few years key roles in the European transport and mobility sector.

The training programme consisted of three cycles of four seminars each, to be repeated on a yearly basis from 2003 to 2005. The seminars, composed of lecture courses and practical workshops, were held in different locations in Europe (Brussels, Prague, Parma and Rotterdam) and lasted for at least two days. Additional technical and site visits took place regularly and contributed to the overall positive outcome of each seminar. The courses and workshops were held in English and the number of participants was limited to approximately 50-55 persons.

A typical participant in the training programme was an intermediary operational manager, technical officer or strategic advisor. In terms of career development these persons should also be in a position to enter senior executive positions in the short to mid-term future.

Over the course of the period covering 24 September 2002 to 23 September 2005 the following structures and activities have been set up within the framework of the project:

- **Management:**
 - Internal management and communication procedures
 - Monitoring of contractual obligations
 - Project delivering and budget adjustments
 - Fine-tuning of internal communication and daily management
- **Definition of training methodology and content:** In order to identify of training needs and expectations of target group the user needs assessments 2003, 2004 and 2005 have been carried out. After the analysis the training programme and curriculum for 2003, 2004 and 2005 cycles have been rolled out. During the three cycles session programs and methodologies have been

¹ TRUMP (Training programme for Urban Transport Measures and Policies) is a three-year Accompanying Measure financed by the European Union under the Fifth Framework Programme for Research, Technological development and Demonstration, Key Action 2 'Sustainable Mobility and Intermodality', co-ordinated by the Directorate-General for Energy and Transport.

² A typical participant in the training programme is an intermediary operational manager, technical officer or strategic advisor. In terms of career development these persons should also be in a position to enter senior executive positions in the short to mid-term future

further fine-tuned based on the user-needs assessments, project advisors (Selection and Advisory Committee) and with trainers. Finally the training materials (folders, presentations etc.) have been elaborated for all 12 seminars.

In terms of training evaluation as suggested by Advisory Selection Committee an additional Long-Term Effect Survey has been completed by the consortia. This study asked trainees from all 3 years to evaluate if the training achieved the main objectives set at the beginning of the project. The study report is an extra deliverable together with Progress Report 3 (also an annex I of this report). In addition the main findings are also elaborated in the part 3 of this report (p. 25).

- **Organisation of training cycles and seminars and trainee selection:** The three trainee selections started with the announcement in different languages of the training seminars. The applicants were also asked to complete online user-needs assessment surveys that have been used to identify the training needs and shape the program of the training cycle. This was followed by the actual selection of participants with the help of Advisory Selection Committee, then by logistical organisation and coordination of the sessions themselves. Ultimately the training seminars were implemented in Brussels, Prague, Parma and Rotterdam cities for all years.
- **Communication:** It was essential to keep the training program well publicised in order to promote the cause and the success of TRUMP. Various invitations, announcements, dissemination of the project (results) and training programme were done to promote the project. Additionally TRUMP project brochure with the program for 2003, 2004 and 2005 training has been produced and widely distributed. Various contacts with national multipliers have been carried out to promote the TRUMP through their message boards, announcements etc. Consortia also attended conferences giving presentation of TRUMP. Project web site was also established at the start of the project and was regularly updated with information on the training activities and the application process.

By the 23/09/2005 the project has reached the final phase with all of 12 the training seminars delivered successfully. In total TRUMP received around 800 applications and trained 161 trainees during 3 years. Throughout the project course many activities have been implemented and improved progressively. Ultimately, the consortia can confirm that the training itself has improved in quality and has acquired a sort of 'quality label' among transport professionals in Europe. This was proved through a number of survey tools aimed to evaluate *ex-post* the general quality of the project. Feedback showed very satisfactory quality indicators. In particular the quality delivered could be assessed through:

- A survey "Long-Term Effects" and the Summary results of ex-post surveys 2003-2005 (see annex I).
- Individual ex-post surveys carried out after each seminar during 3 years

The organizers themselves also received many positive responses from trainees regarding high training quality and organization. To have an idea of the general level of satisfaction reached throughout the three trainings it is interesting to list the following results in terms of:

- **Training usefulness:**

- ✓ 40% of trainees found the project useful or very useful (60%). More than nine out of ten participants would recommend the training programme to others.
- ✓ The greatest benefits from the participation in the Training Program were seen in the improved knowledge on European best practice and in terms of innovation and connectedness.

- ✓ The main effects of the participation in the Training Program for the trainees *work* were the improvement of theoretical and practical skills for future tasks and the broadening of the view on the work field.
- ✓ Overall, the trainees ranked networking possibilities very high among their expectations before the training, and the programme certainly did deliver on this. Also as a result of the training trainees saw a bigger picture/European perspective of Transport planning initiatives.

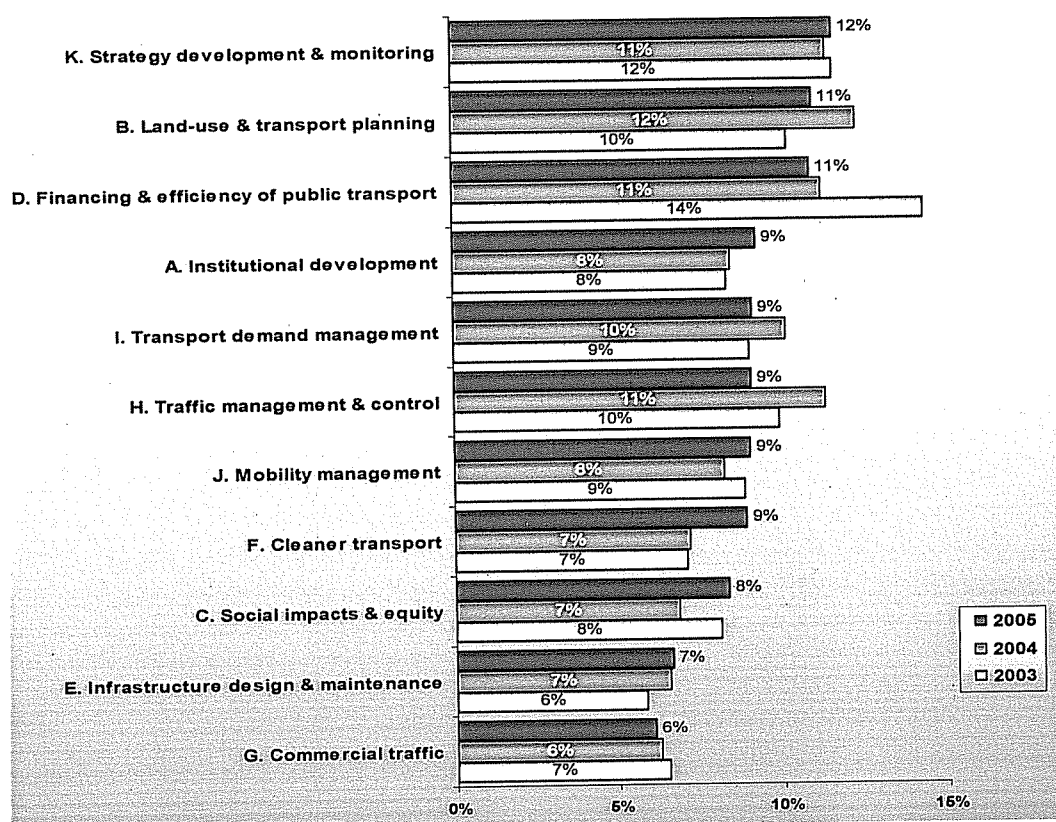
• **Training organization and choice of methods:**

- ✓ The training methods that included personal interaction (exchange with trainees, case study/team work, exchange with trainers) were clearly favored in comparison to instructional methods (lectures/presentations, training material/reader, site visits).
- ✓ Trainees in general were very satisfied with the seminar locations, logistics and overall organisation of the training.
- ✓ The site-visits were also very appreciated.

• **Training content expectation and delivery:**

- ✓ The three topics that were chosen by the largest number of trainees as thematic areas in which they learned most were (see also Figure 1):
 - 'Competition & contracting in public transport',
 - 'Multicriterial evaluation' and
 - Costs & benefits analysis

Figure 1: UNA: Importance of thematic subgroups – comparison 2005, 2004 and 2003



2005: n=171; 2004: n=132; 2003: n=231

Besides these outlined results it seems important to stress that participants asked for further activities following the end of the TRUMP. In particular, in the frame of the long-term effect survey trainees were asked to give feedback on what activities should be developed after the TRUMP seminars. The most frequently ideas and suggestions for extending this type of project were:

1. The organization of regular meetings/reunions of the trainees to enhance the network and give the opportunity to exchange experiences
2. The establishment of a website as knowledge base and virtual platform for information exchange.

These answers suggest that there is a need of a constant base for a possibility to constantly exchange transport knowledge among the participants. It was evident during the training that lot of participants established valuable professional bonds. TRUMP seminars were followed by various e-mail communications by trainees (i.e. surveys, information announcements and even job offers) showing great value added of the networking effect of the training.

1.1. Expected end results and intended use

The final progress of the project does not present any relevant change regarding the expected results and their use. By the end of the project, TRUMP has:

- Delivered a series of 12 training seminars (cycle of 4 seminars repeated over 3 cycles, totalling at least 36 to 39 individual workshop sessions) to approx. 150-165 mid-career professionals coming from a range of city contexts in all countries of Europe who have the possibility to influence decision-making and bring about effective change in local transport policy.
- Tested and refined the use of innovative and interactive training techniques as part of this process, through the involvement of over 20 specialist trainers and adult-education experts, thereby reinforcing the potential for such methods to be applied in other sectors of EU policy-making or to give rise to spin-off training activities.
- Developed and made widely available, mainly via the project web site, a set of training materials (readers, background material, course notes and presentations, case studies and practical exercises, etc.) on key themes and topics, for use by persons taking part and benefiting from the project and by outsiders.
- Promoted the project's training activities and materials produced, thus giving a wide visibility to EU research projects in the field of local transport and contributing to the general dissemination and awareness-raising activities of the European Union on urban sustainability and mobility issues.
- Provided the European Commission with an update overview on general "needs" and perception of a significant part of European employees in the sector of mobility and transport.

2. Objectives

2.1. Objectives and tools

TRUMP has the following objectives set out at the beginning of the project:

- Develop 12-15 training and education modules.
- Produce a training programme and training methodology that brings the transport measure modules together in a comprehensive and integrated way (to have high impact in tandem) and shows how they can be effectively planned and implemented.
- Develop a training standard acceptable and perceived by trainees as the EU instrument aimed to spread over knowledge and results reached by the EU in the transport and mobility sector.
- Address key knowledge and know-how gaps of local transport professionals and helping them to solve clearly identified key transport problems, both in theoretical terms for individual measures and in practical terms of how to effectively plan and implement them in an integrated way.
- Interpret the practical experience of implementation of integrated technical and policy measures, especially the radical and integrated measures of the CIVITAS initiative.
- Create a training programme that is well publicised and is made easily and widely available through a network of training institutes, with stand-alone written materials which are widely and freely made available.
- Maximise practical learning through an interactive training methodologies (case studies, role-playing exercises, simulation) that help participants to think about the measures presented in their own local and working context.

These set of objectives has been achieved through the help of the following tools:

- Training seminars, courses and workshops (see description of WP4).
- User-needs analysis and trainee selection (see points 2.2 and 2.5).
- Training materials and seminar proceedings (see WP3 description).
- Trainers guide and training module set (see WP3 description).
- Ex-post seminar evaluation per cycle (see point 2.6).
- Ex-post evaluation surveys 2003-2005 and long-term effect survey (see point 2.4).

2.2. Impacts

On a more global level it is expected that TRUMP will:

- Encourage policy change and trial of new measures.
- Enhance the professional skills of urban transport practitioners.
- Provide improved access to EU transport project knowledge.
- Create a standard for training.
- Start a network of European transport experts that could exchange knowledge.

3. Scientific and technical description of the results

3.1. Summary of specific project objectives for work package

Over the project duration the specific project objectives were to:

WP0: Project management

Task 0.1: Administrative and financial management

- Ensure Administrative and financial management of the project
- Complete payment transfers to consortia partners after 1st and 2nd cost statements to partners
- Keep contact with European Commission Financial Officer
- Complete Budget adjustment procedure
- Complete procedure for name change of project coordinator

Task 0.2. Technical Coordination:

- Hold 7 Consortium meetings
- New project manager taking over
- Rolling out of new project management
- Keep close contact through regular emailing and phone conferences between partners

Task 0.3: Quality control

- Quality control procedure rolled out as defined as part of Inception Report

WP1: Inception Phase: The Inception phase was intended to define the operational framework of the project through a plan and by definition of the training methodology, review key project materials and set-up the Advisory Committee.

Task 1.1. Establish project plan: The project plan is a common base for project activities. The plan includes a detailed description of tasks, outputs and milestones, resource allocation, definition of the responsibilities and tasks of partners and external experts, an internal and external communication strategy, and a procedure and standards for project delivery/review. It can be found in part 6.3 of this report.

Task 1.2 Establish Advisory/Selection Committee: An Advisory and Selection Committees of 4 members were selected in consultation with the EC. The committees will assess key documents, oversee quality and participate in the selection process of TRUMP/

Task 1.3 Establish links with other relevant networks/programmes and review existing training material and relevant projects: A comprehensive review of EU research projects relating to urban transport will be carried out including extensive review of the PORTAL project summaries and EXTRA database. Contacts kept up with relevant networks/programmes (UITP, POLIS, EMTA) especially for dissemination purposes

Task 1.4 Define training methodology: The main purpose of this task will be outlining the description of technical approach to seminars. As the result it will outline the approach that will be used by trainers at different times during the seminars (lectures, group work, role plays etc.).

WP2: User-needs assessment and participant selection: WP2 covers the user-needs assessment and participant search and selection. Activities include: establishment of a contact database, user-needs assessment, review of applications and selection of participants (in coordination with the Selection

Committee) and ex-post evaluation of seminars.

Task 2.1 Contact database: The database provides the contacts for announcement of the training programme and general dissemination activities. Besides direct (surface) mailings to contacts included in the database, the project informs key multipliers (media, associations of cities and public transport companies) by email about the training programme to announce it via their respective communication channels (these activities will be mainly undertaken within WP5).

The contact database includes contacts from all EU-15 member states and 12 New Member states (NMS) and accession countries (AC) from local and regional authorities, public transport companies and multipliers (e.g. associations). It is intended to include at least 2000 contacts in the database. TRUMP utilise the consortium's own substantial existing resources and obtain other sources from a wide range of relevant transport projects and databases.

The target audience include professionals from authorities and transport operators involved in the definition of urban transport policy and the implementation of measures. The database includes the following main target groups:

- Mid-level transport professionals from authorities
- Mid-level transport professionals from public transport operators

The database is updated and supplemented during the course of the project. The database is established in MS Access 2000 software. Access allows for having different subsets of data, i.e. one 'table' with just addresses and names, another one with work experience (for selection purpose), yet another one with just the training participants, all of them linked by a unique dataset number.

Each year after the selection process is closed, an extraction from the database will be made including the selected participants as well as those on the reserve list. WP4 will use this extract for all logistics work and communicate address changes to WP2 on a regular basis. Rupperecht Consult will be responsible for the establishment of the database and coordinate the regular updates. All partners will contribute with data input and updates. The database will be property of the TRUMP project, open for use by all partners (except the ELGO dataset which is for one-time use only). All costs related to the database will be covered by the project.

Task 2.2 User-needs assessment: On the basis of the results of the PORTAL user-needs questionnaire, TRUMP undertakes a first user-needs assessment (UNA) that is sent out together with the invitations to the training programme. The user-needs assessment is to be adapted after the first year for circulation in the second and third year.

The questionnaire is a short 2 page document and enquires on the key themes (content), personal training and professional experience:

- Priority issues: The respondents are asked to specify the themes they wish to know more about or they lack knowledge on. Priorities should be indicated in a list of predefined issues (with possibility to add items).
- Training experience: The respondents are requested to basic information on their training experience.
- Personal/professional data: Data on the personal professional background are required for the selection process.

Task 2.3 Send out invitations for TRUMP seminar programme: A sample of 2000 database contacts covering in total 27 countries (EU-15, NMS, AC) receive a surface mailing each year including the invitation to the training programme, brochure, user-needs questionnaire and application form. All contacts in the contact database that do have email addresses receive an electronic mailing. The invitation outlines the main aims and character of the training programme. The invitation letter and email will be translated into different languages. It will be made clear that applicants have to fill in the

application user-needs questionnaire as a condition for participation. Applicants will be asked to get their application signed by a manager authorised to approve his/her participation.

Two weeks after the send-out of the invitation, a first short assessment of the return rate and representation of countries and professional background will be made. Depending on the outcome, a reminder may be sent out. Due to budget constraints, it will only be possible to send out an e-mail reminder.

It is intended to send out the mail shots for the trainings in the second and third year at least six months before the first seminar takes place in the respective year.

Task 2.4 Evaluate user-needs questionnaires: The results of the first user-needs questionnaires will serve as a basis for further developing the contents of the training programme. In the following two training years, the results of the adapted user-needs assessment will provide information to tailor the training.

The evaluation of results takes into account the differences in:

- Geographical origin (including differences in national regulatory framework and culture)
- Urban scale (region/city/town) and
- The position, field of work of the applicants and institutional background.

The results of the (first and following) user-needs assessment is discussed during a 'qualitative session' with the Advisory Committee, especially details concerning content (key and sub-themes) and methodology (WP3 input) and depending on the outcomes, also the organisation/timing and conditions of participation (i.e. feasibility of one participant taking part in all four trainings).

The results of the first user-needs assessment provides the information to decide about the need for differentiation between EU and accession countries in respect of the training programme.

Task 2.5 Select seminar participants: The training programme is open to participation from all relevant urban transport stakeholders at local/regional level (mainly local and regional authorities, related public bodies and authority-owned or commercial public transport operators) coming from the EU-15 Members States¹ and the 10 NMS and 2 AC².

Ideally, participants would be 'mid-career' operational managers, executives or strategic advisors with between 6 to 15 years' relevant experience and having significant responsibility or influence over decision-making and/or implementation processes. Such persons should also have the career potential to enter senior management positions.

The selection of the seminar participants is made each year on the basis of clearly defined and agreed selection criteria. The project consortium and the Advisory/Selection Committee ensure that the whole selection process is fully transparent.

Task 2.6 Evaluate user-needs (ex-post): A yearly ex-post survey amongst the seminar participants is carried out in order to evaluate to what extent the seminars met the requirements of the participants. An ex-post questionnaire is distributed four times at the end of each seminar. The last questionnaire distributed at the last seminar of each training cycle includes additional questions on the overall methodology of the programme and seminars. The training content and methodology is re-assessed against the ex-post survey results. The results of the ex-post survey are integrated into the planning of the training programme for the following seminar cycle.

¹ Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain, Sweden, United Kingdom.

²Bulgaria, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia, Romania.

The ex post survey is integrated by a "Long-term effect survey" based on advise of Advisory Selection Committee. The main objective is to assess "how much" the trainees learnt from the training programme.

WP3: Training programme: The main purpose of WP3 is to co-ordinate and prepare the technical content of 12 seminars, to deliver a series of training seminars with training material that can be disseminated to end-users and training institutes. WP3 also aims to evaluate the seminars and use this evaluation as feedback to the training programme and to co-ordinate the training programme and seminars with other European training.

Task 3.1 Preparation of content: The preparation of content was completed on the basis of User Needs Assessments 2003, 2004 and 2005.

Task 3.2 Preparation of materials, methodology and selection of trainers:

- Evaluate the trainers
- Developing contents of Brussels, Prague, Parma, Rotterdam seminars
- Change in organisation of the training methodology (BHAP, Back Home Action Plan) from individual to collective BHAP's
- Fine-tuning of BHAP concept

Task 3.3 Delivery of training seminars:

- Deliver training seminars successfully

Task 3.4 Post-Seminar Tasks:

- Produce trainers guide at the end of three years of trainers cycle
- Optional train-the-trainers session after finalization of TRUMP seminars
- CD-ROM with training proceedings

WP4: Organisation of seminars: The aim of WP4 (no tasks in the WP) is to seamlessly provide participants with all logistics services not related to technical issues. Participants and trainers will be informed and catered for in a professional way so that they can concentrate on the technical subject matter.

Main task of the work package were:

- Maintenance of participant database based on database from user-needs.
- Communication, verbal and written, with participants, local organisers, host cities and trainers in preparation for Brussels, Prague, Parma and Rotterdam seminars.
- Production of clear travel/lodging information for participants.
- Design, production and printing/sending of training material and equipment for Brussels, Prague and Parma and Rotterdam seminars.

WP5: Dissemination: This work package WP5 deals with tasks relating to promotion, communication and dissemination activities of TRUMP. The main tasks can be summarized as follows.

Task 5.1 Website:

- Maintain web at the URL <http://www.transport-training.org> until 2006 and constantly update with news from seminars, forms and information for application process, uploading of seminar material
- E-campus facility prepared for the all years of training. Give introduction to the system at the first meeting to trainees each year.
- Created logins to access the special page.
- Upload training material and photos for all three years of training.
- Integrate data from three years of training onto one page accessible through <http://www.transport-training.org> to all participants and guests after completion of all cycles.

Task 5.2 Project leaflet:

- Design leaflet and produce it (subcontracting) for all 3 years
- Project leaflet disseminated for all three years

Task 5.3 Targeted dissemination towards training institutes:

- Contacts kept with certain training bodies and institutions (e.g. PTRC in the UK, École Nationale des Travaux Public de l'État in France, École Nationale des Ponts et Chaussées in France, etc. Clickmobility in Italy).

Task 5.4: Translation:

- Invitation letters for all three training cycle will be translated into minimum 10 European languages.
- Other minor translation work will be undertaken (letters, e-mails, news releases, announcements, etc.).

Task 5.5 General publicity and presentation of programme:

- Dissemination of TRUMP information in two CIVITAS FORUMs
- Project info-sheet disseminated is planned to be dispersed at various conferences
- News releases and announcement will be produced (and translated) to accompany the invitation and serve as basis documents for publicising the project training activities
- Publication of the announcement is planned in various newsletters and web sites (e.g. DG TREN newsletter, ELTIS, POLIS newsletter, CERTU newsletter, Clickmobility, European Transport Forum, ACCESS)
- Information on final application process will be provided to 2nd and 1st training cycle trainees

3.2 Summary of specific activities during the projectWP0: Project management

Task 0.1: Administrative and financial management

- Administrative and financial management of the project ensured
- Payment transfers to consortia partners after 1st and 2nd cost statements to partners completed
- Contact with European Commission Financial Officer
- Budget adjustment and coordinator name change procedure completed

Task 0.2. Technical Coordination (M1-M36):

- 7 Consortium meetings held in Brussels from M1 until M34
- Project manager taking over (M22)
- Rolling out of new project management
- Partners keep close contact through regular emailing and phone conferences

Task 0.3: Quality control

- Quality control procedure rolled out as defined as part of Inception Report

WP1: Inception Phase

Task 1.1. Establish project plan (M1-M7):

- Accomplished in M9

Task 1.2 Establish Advisory/Selection Committee (M1-M7):

- Done in M11

Task 1.3 Establish links with other relevant networks/programmes and review existing training material and relevant projects (M1-M5):

- Contacts kept up with relevant networks/programmes (UITP, POLIS, EMTA) especially for dissemination purposes

Task 1.4 Define training methodology (M1-M3):

- Closed in M8

WP2: User-needs assessment and participant selection

Task 2.1 Establish and update contact database (M2-M36):

- Database format agreed upon and template/master copy prepared (M2)
- Compilation of existing available databases (CIVITAS, EPOMM, etc.) (M2-M4)
- Identification of external sources and relays; decision on acquisition of ELGO European local authority database for 1st and 2nd year; allocation of countries/responsibilities for data input (M2-M17)
- Own data input (EU, AC) (M2-M7, plus subsequent continuous updates)
- Database continuously updated; plus special update for announcement of year 2 and 3 (M2-M34)

Task 2.2 Develop and update user-needs questionnaire (M2-M27):

- Review of PORTAL user-needs reports (M2-M4)
- User-needs assessment questionnaire for all three training years prepared (M2-M23)
- Functioning of online application for all three training years and updates for application in 2nd and 3rd year (UNA questionnaire and all application documents accessible via web site: directly online (www.transport-training.org/application) (M3-M23)

Task 2.3 Send out invitations for TRUMP seminar programme (M3-M27):

- Coordination of preparations for announcement of all three training years, i.e. update training programme, brochure preparation, website update, general dissemination (M3-M27)
- Preparation of user needs questionnaire, application form and support preparation of brochure for three training years (M3-M27)
- Coordination of the translation of the announcement surface mail and email text into 11 languages (M3-M27)
- Send-out of invitations for all three training years, user needs questionnaire, application form and brochure per surface mail and email (M7-23)
- Reminder by all partners (M7-M27)

Task 2.4 Evaluate user-needs questionnaires (M7-M27):

- Data-entry and analysis of user needs for each training year (M7-M27)
- Overview of preferred training topics for fine-tuning of training programme for each training year (M7-M27)
- User-needs assessment Report for each training year (M7-M27), Deliverable D2.1 for 2003/2004, 2004 and 2005)

Task 2.5 Select seminar participants and reserves (M8-M29):

- Prepare database for participant selection for all three training cycles, i.e. separate 'Candidate Selection Form' credit point validation (M5-M27)
- Agreement of criteria for the selection of participants, suggested by the TRUMP consortium and agreed with the Advisory/Selection Committee Personal eligibility criteria:
 - User- needs survey answered
 - Professional experience in urban transport (i.e. number of years of relevant experience, potential to enter senior manager positions)
 - Professional specialisation/focus

- Adequate proficiency in English
- Balance criteria:
- Professional background (type of organisation)
- Size of city urban area represented
- Nationality/regional origin
- Gender
- Assessment of participants and pre-selection of candidates and reserves for all three training cycles (M8-M27)
- Final decision on trainees and reserves for all three training cycles at Selection Committee Meetings (M10-M27)
- Feedback given to all applicants for all three training cycles (M10-M29)

Task 2.6 Evaluate user-needs (ex-post) (M8-M35):

- Preparation of ex-post surveys and data entry-masks (ACCESS programme) for Seminar 1-4 of all three training cycles (M8-M35)
- Evaluation of ex-post surveys of Seminars 1-4 of all three training cycles (M8-M35)
- Overall evaluation and reporting of ex-post surveys per training year as well as overview results of all three years (M8-M35)
- Evaluation of the long term effects of Training Programme (M34-M35)

WP3: Training programme

Most of the tasks in WP3 have been done based on the results of User Needs Assessments of 2003, 2004, 2005:

- Trainers evaluated and re-selected
- Contents of Prague, Parma, Rotterdam, Brussels seminars developed
- Change in organisation of the training methodology (BHAP, Back Home Action Plan) from individual to collective BHAP's (M13)
- Initiative to organize train-the-trainers session in Rotterdam in July 2005

WP4: Organisation of seminars (M4 – M34)

Tasks carried out (M4 - M12)

- Creation and maintenance of participant database based on database from user-needs
- Communication, verbal and written, with participants, local organisers, host cities and trainers in preparation for Brussels, Prague, Parma and Rotterdam seminars
- Design, production and printing/sending of training material and equipment for Brussels and Prague seminars
- Local logistics preparation for Brussels and Prague seminars, including hotels, site, catering, facilities contracting, etc.

Tasks carried out (M13 - M25)

- Maintenance of participant database based on database from user-needs
- All seminars of the 1st, 2nd and 3rd training cycle in Brussels, Prague, Parma, Rotterdam completed successfully
- Communication, verbal and written, with participants, local organisers, host cities and trainers in preparation for Prague, Brussels, Parma and Rotterdam seminars
- Design, production and printing/sending of training material and equipment for Brussels, Prague and Parma seminars

Tasks carried out (M26 – M34):

- Maintenance of participant database based on database from user-needs
- Communication, verbal and written, with participants, local organisers, host cities and trainers

in preparation for Rotterdam seminar of the 1st, 2nd and 3rd training cycle and Brussels, Prague, Parma and Rotterdam.

- Design, production and printing/sending of training material and equipment for Brussels, Prague and Parma seminars

WP5: Dissemination

Task 5.1 Website (M1-M36):

- Web site running at the URL <http://www.transport-training.org> and constantly updated
- E-campus facility prepared for the all years of training and logins created to access the special page
- Material and photos uploaded for all three years of training
- Data from three years of training integrated onto one page accessible through <http://www.transport-training.org> to all participants and guests (presentation, participant list, plenary session presentations, photo gallery).

Task 5.2 Project leaflet:

- Leaflet design and production subcontracting for all 3 years
- Project leaflet dissemination for all 3 years

Task 5.3: Targeted dissemination towards training institutes

- Contacts kept with certain training bodies and institutions (e.g. PTRC in the UK, École Nationale des Travaux Public de l'État in France, École Nationale des Ponts et Chaussées in France, etc. Click Mobility in Italy)

Task 5.4: Translation

- Invitation letters for all three training cycle translated into minimum 10 European languages
- Other minor translation work undertaken (letters, e-mails, news releases, announcements, etc.)

Task 5.5 General publicity and presentation of programme (M1-M36):

- Dissemination of TRUMP information in two CIVITAS FORUMs
- Project info-sheet disseminated at various conferences
- News releases and announcement produced (and translated) to accompany the invitation and serve as basis documents for publicising the project training activities
- Publication of the announcement in various newsletters and web sites (e.g. DG TREN newsletter, ELTIS, POLIS newsletter, CERTU newsletter, Clickmobility, European Transport Forum, ACCESS)
- Information on final application process provided to 3rd, 2nd and 1st training cycle trainees
- TRUMP Presentation at Mendrisio Mobility Conference

3.3 Summary of specific results per work package

WP0: Project management

- Work Plan
- Management, midterm and progress reports
- Cost statements 1, 2, 3
- Final Technical Report
- Consortia meetings
- Contact with European Commission Financial Officer
- Budget and contract amendment

WP1: Inception Phase

- The Inception phase closed in M7 (Inception Report actually delivered in M9)

WP2: User-needs assessment and participant selection

Task 2.1: Contact database

- During the TRUMP three training year the contact database has been a successful and powerful tool to support the announcement of the TRUMP trainings as well as the selection of the trainees.
- The TRUMP database includes 2460 contacts from local and regional authorities, public transport companies and multipliers (July 2005). The contacts cover all EU-15 member states, the 10 New Member states and 2 candidate countries, namely: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, United Kingdom and Romania.

Figure 2: TRUMP Contact Database (Data entry mask)

The screenshot shows a complex data entry form for the TRUMP Contact Database. It includes fields for personal information (name, title, gender), contact details (address, phone, email), and administrative data (survey year, application status, mailing priorities). There are also sections for tracking candidate status (assessment, cancellation, confirmation) and participation in seminars or as trainers. The form uses checkboxes and dropdown menus to manage various flags and dates.

<input type="checkbox"/> Info request "Application for"	<input type="checkbox"/> Info request "Detailed Training Programme 2003"
<input type="checkbox"/> Other Info requests	<input type="checkbox"/> Info request "Detailed Training Programme 2004"
	<input type="checkbox"/> Info request "Detailed Training Programme 2005"
	<input type="checkbox"/> Info request "Training material of the Training Programme"
<input type="checkbox"/> Emailing a D-2003	<input type="checkbox"/> Received Programme link 2003
<input type="checkbox"/> Emailing b D-2003	
<input type="checkbox"/> Emailing c D-2003	
<input type="checkbox"/> Emailing d D-2003	
<input type="checkbox"/> Emailing e D-2003	
<input type="checkbox"/> Emailing reserve D-2003	
<input type="checkbox"/> Emailing priority D-2003	
<input type="checkbox"/> Emailing other b D-2003	

Task 2.2: Create user-needs questionnaire

- The user-needs assessment was prepared for all 3 years of the training cycle. It is a short two-page document enquiring on priority issues/topics; training experience; personal/professional data.
- Based on the results and lessons-learned of the 1st TRUMP user-needs assessment, the survey for UNA 2004 and 2005 was updated. The user friendliness and efficiency of the online application was improved for 2005 application and frequently used (http://www.rupprecht-consult.de/training/user_needs_survey.php)

Task 2.3: Send out invitations for TRUMP seminar programme

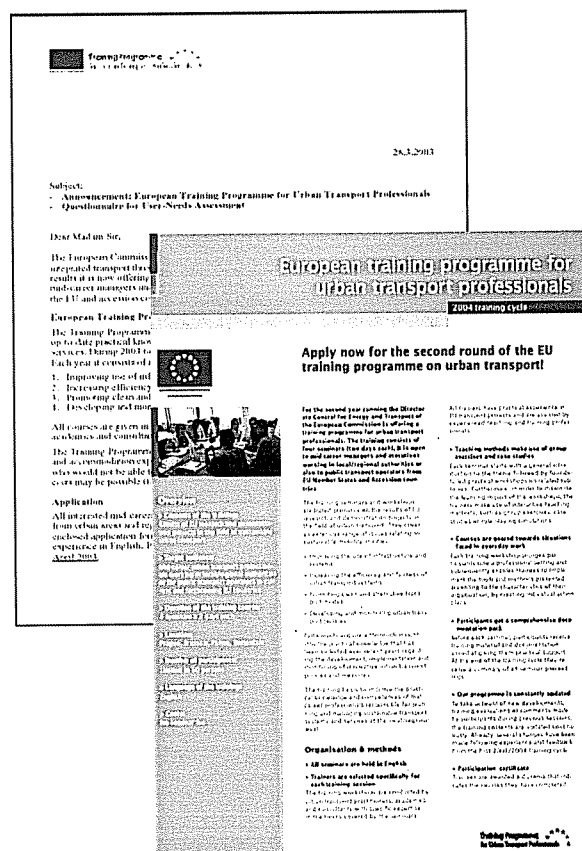
- To announce of the three TRUMP training cycles postal mailings and e-mailing were sent out to:

1st year: 1465 ELGO contacts and to 535 contacts form the TRUMP database (in 12 languages)

2nd year: Postal mailing to 1506 ELGO contacts and to 426 contacts form the TRUMP database, plus an e-mailing to 2266 contacts (in 11 languages)

3rd year: The information on the TRUMP training was already so well spread via official information channels and trainees that no ELGO data needed to be purchased for the announcement. The announcement was sent by postal mailings and e-mailing to 2457 TRUMP database contacts (in 9 languages).

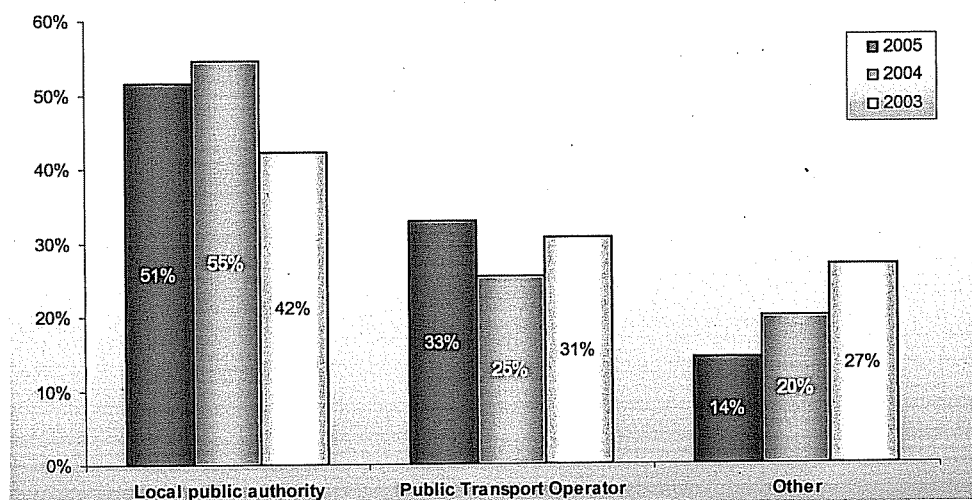
- Additionally, reminders were sent and announcements were done by all TRUMP partners via their own channels.
- Bases on the experiences and lessons-learned during the 1st and 2nd year the announcement and application material was adapted.



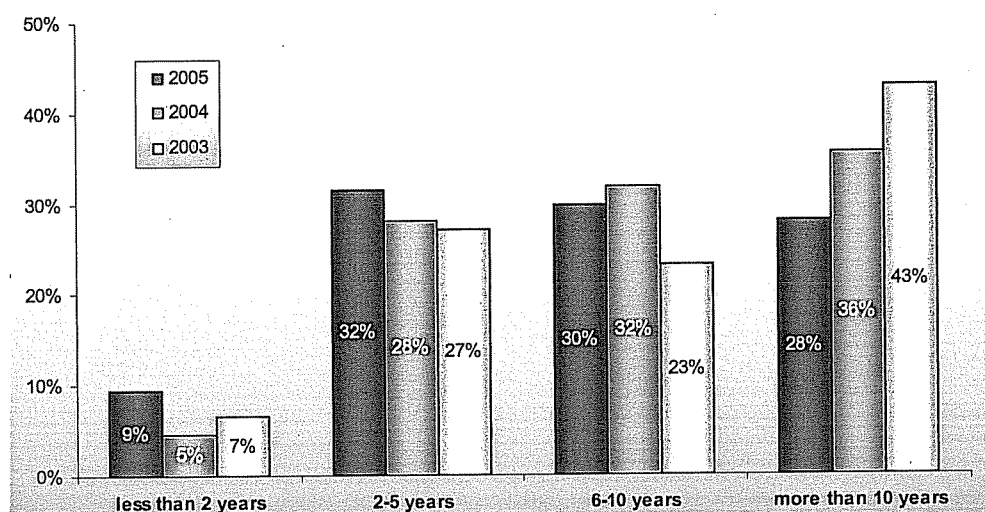
Task 2.4: Evaluate application user-needs questionnaires

- The Training Programme for Urban Transport Professionals aimed to meet the demand and wishes of transport professionals working in the EU-15 Members States, 10 New EU Member States and 2 Accession Countries. Before each of the three training cycles a user-needs assessment (UNA) has been carried out. The TRUMP user-needs assessment was sent out together with the announcement of the training programme. The user-needs assessment was updated after the first year for circulation in the second and third year.
- The TRUMP user-needs assessment served to
 - Inquire on thematic priority issues for each training year, see Figure 1
 - Assess need to fine-tune programme
 - Acquire data for selection process (see figure 2-4)
- The UNA response rate was 2003: 231 surveys, 2004: 132 surveys and 2005: 171 surveys. The User Needs Assessment 2005 (Del. 2.1 – 2005) provides an overview of the results of the three user needs assessments (see also UNA report for 2004 and 2003).
- Overall, the key outcomes are:
 - Target group reached even better over the three year
 - General interest in overall training topics – no considerable changes over the three years
 - Wide number of topics and broad variety of themes concerning the topics
 - EU-NMS similar sub-group preference –NMS share 4 of 'Top 10' topics with EU respondents

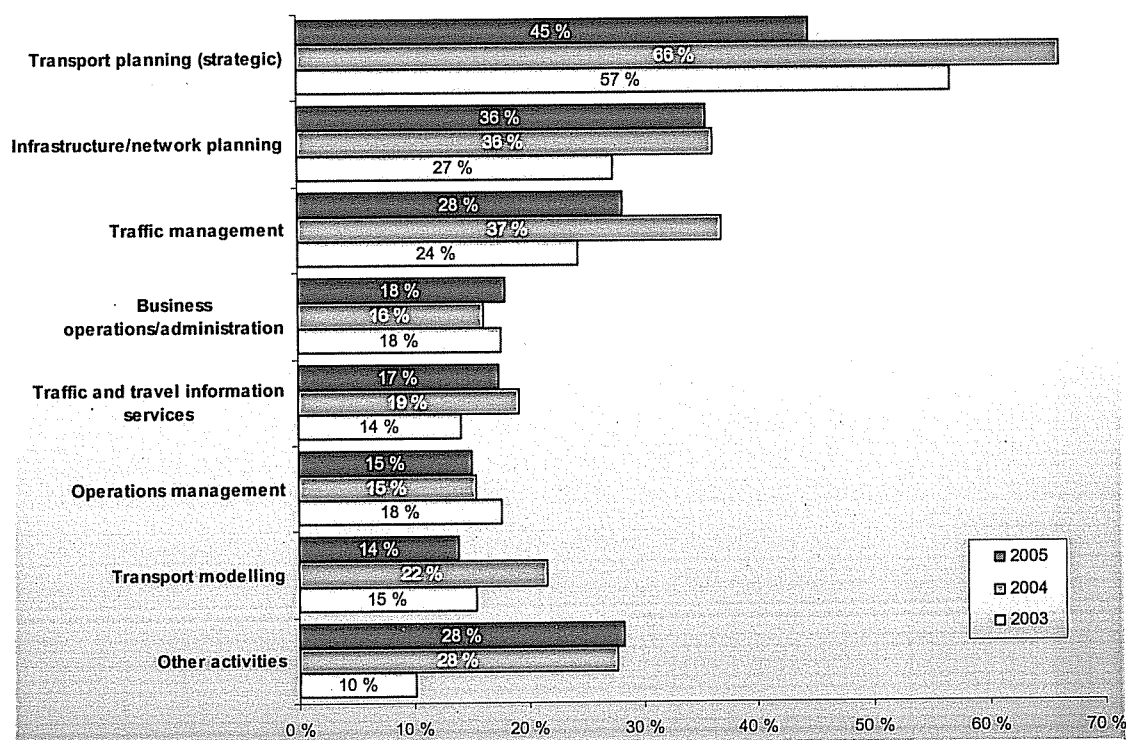
Figure 2: Type of organisation of UNA respondents 2003-2005



Note: 2005: n=167; 2004: n=130; 2003: n=215

Figure 3: Years of working experience of UNA Respondents 2003-2005:

Note: Respondents 2005: n=169; 2004: n=132; 2003: n=228

Figure 4: Main Field of Work of UNA Respondents 2003-2005 (Multiple answers)

Note: 2005: n=166; 2004: n=130; 2003: n=226

Task 2.5: Select seminar participants:

- The selection of the seminar participants has been made each year on the basis of clearly defined and agreed selection criteria (see Table 1-2).
- Overview application:
 - 2003/2004: 134 of the 214 applicants met the basic selection criteria – 50 trainees were selected
 - 2004: 108 of the 132 applicants met the basic selection criteria – 54 trainees were selected
 - 2005: 135 of the 171 applicants met the basic selection criteria – 57 trainees were selected
- The three reports “Candidate Selection - Criteria, Process & Applicants” for year 2003 to 2005 outline the selection process, the selection criteria and the selected trainees (see respective reports).
- For the participant selection process the special database tool, the ‘Candidate Selection Form’ (summarising the key information of applicants and with automatic and manual credit point validation) used and updated each year (see Figure 5). The project consortium and the Selection Committee ensured that the whole selection process is fully transparent.

Figure 5: Candidate Selection Form (example 2005)

Survey Nr 2005: 2203		Gender: Male	Candidate assessment 2005: 1 (1: Candidate, 2: Reserve, 3: Eligible)
Name: František		Mláček	
City/Country: Praha		Czech Republic	<input checked="" type="checkbox"/> New Member States + AC
CA 04: 0	CA 03: 0		Credit Points: 23
04: 0	03: 0		
Part 04: <input type="checkbox"/>	Part 0: <input type="checkbox"/>		

All documents:	
<input checked="" type="checkbox"/> Work Experience	<input checked="" type="checkbox"/> Personal signatures
<input checked="" type="checkbox"/> Application Form	<input checked="" type="checkbox"/> Signature superior
<input type="checkbox"/> Reimbursement request	

Professional background:		
Target group: 6	Multiplier group: 0	Other group: 0
PT co-operators		
Positions: Mid-career	6	Working experience: more than 10 years
Perimeter name: Prague Integrated transport		Perimeter size: 1700000
Perimeter of responsibility: Urban/metropolitan		
Organisation: ROPID Regional Organizer Prague Integr		City: Praha
Survey-Nrs		City size: 0
		Elgo-Population_2002: 0

Personal field of work and experience (CV):		Main field of work:
Title:		<input type="checkbox"/> Traffic management
Department: Transport Planning		<input type="checkbox"/> Transport planning
Position: Manager		<input type="checkbox"/> Transport modelling
		<input type="checkbox"/> Business operations/admin
		<input type="checkbox"/> Traffic and travel information services
		<input checked="" type="checkbox"/> Infrastructure/network planning
		<input type="checkbox"/> Operations management
		<input type="checkbox"/> Other activities
Need for integrated training: 3		
<small>Points: current position requires interaction with other organisations/ departments and integrated communication skills: 3; unknown: 2 (no change); job does not require integrated knowledge: 1</small>		

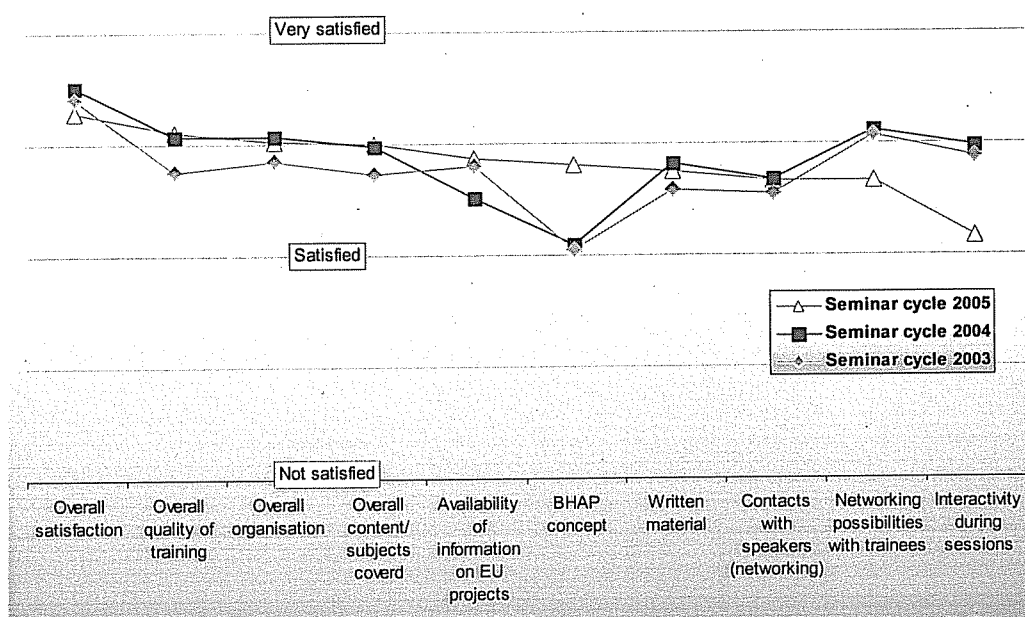
Training experience:	
Organisation has internal training plant:	No
Organisation offers training seminars regarding urban transport/measure:	No
Potential for application of gained knowledge:	3
<small>Points: training knowledge of benefit for job: 3; unknown: 2 (no change); training content probably not immediately applicable: 1</small>	
Motivation for application included? <input type="checkbox"/>	

Other points:	2	seems to have limited interest in topics
<small>Points: EU info/network would be of benefit: 3; unknown: 2 (no change); very much EU experience in the training field: 1</small>		
Summary	3	Very experienced
Comment:	Comment: Selection Committee: no applicant from this regional transport organiser, good trainee	
<small>Points: convincing application/motivation: 3; unknown: 2 (no change); no apparent benefits out of joining training: 1</small>		

Task 2.6: Evaluate user-needs (ex-post)

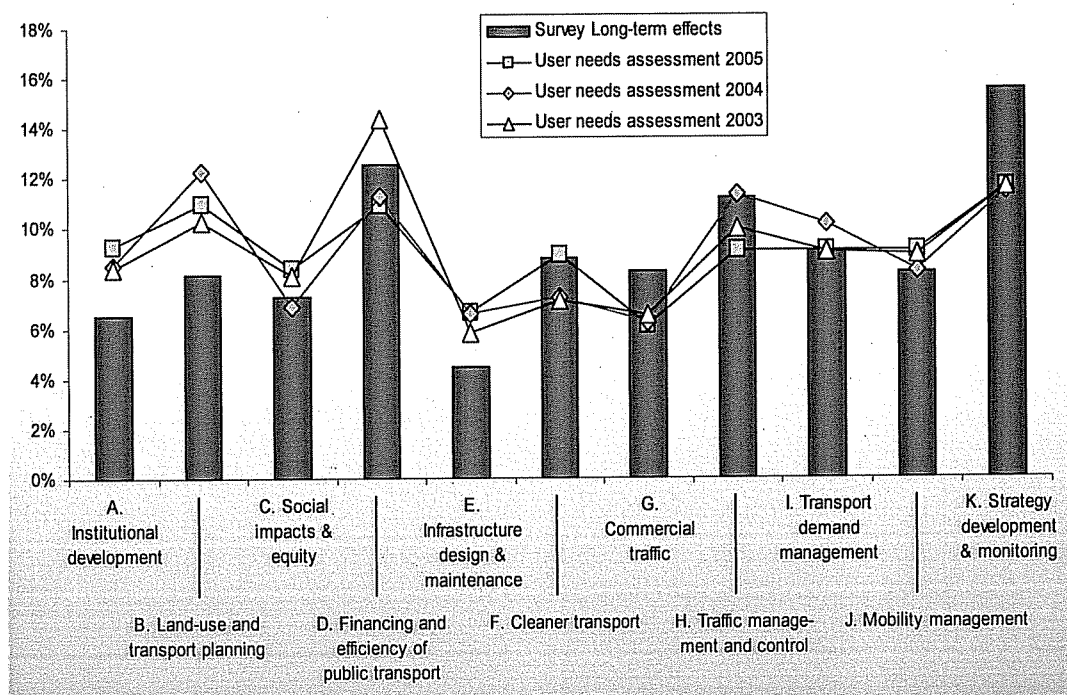
- From 2003-2005 after each seminar the outcomes of the ex-post surveys were evaluated (see separate ex-post reports). At the last seminar of each of the three TRUMP years the trainees were asked to comment on the overall training cycle they had participated at (see 4 separate reports).
- For all three training years from 2003 to 2005 the ex-post results are compared and presented in figures in the report "Long-Term Effects & Summary results of ex-post surveys 2003-2005 - Results survey on Long-term effects & Ex-post surveys 2003-2005 document".
- During their last meeting in November 2004 the Advisory Committee recommend to the TRUMP consortium to assess also the long-term effects of the Training Programme - additionally to the ex-post survey evaluation of each seminar. At the conclusion of all three TRUMP training years in June 2005 all trainees were asked to comment on the long-term effects. The survey referred especially to the above goals of TRUMP. The outcomes are summarised in the above mentioned report on long-term effects.
- Overall, the key outcomes are:
 - Very high degree of satisfaction
 - Majority of trainees recommend the training
 - Most trainees consider training as very useful & as useful
 - Programme improved over the years
 - High interest that EU training programme continues
- Key outcomes of the long-term effects survey and the ex-post evaluations are presented hereafter.

Figure 6: What do you think about the overall Training Programme? (average evaluation)



Source: Long-term effect survey

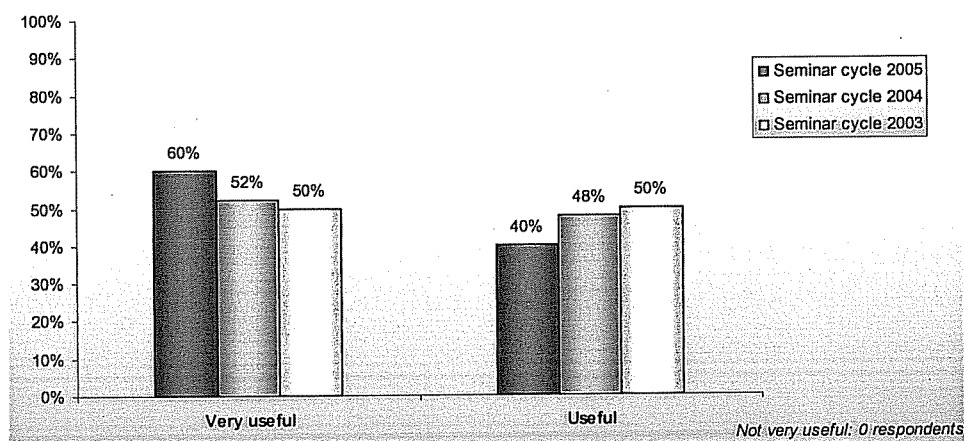
Figure 7: Comparison UNA with “long term effects survey” on which thematic areas trainees learnt more (Average evaluation for each point)



Note: 79 respondents

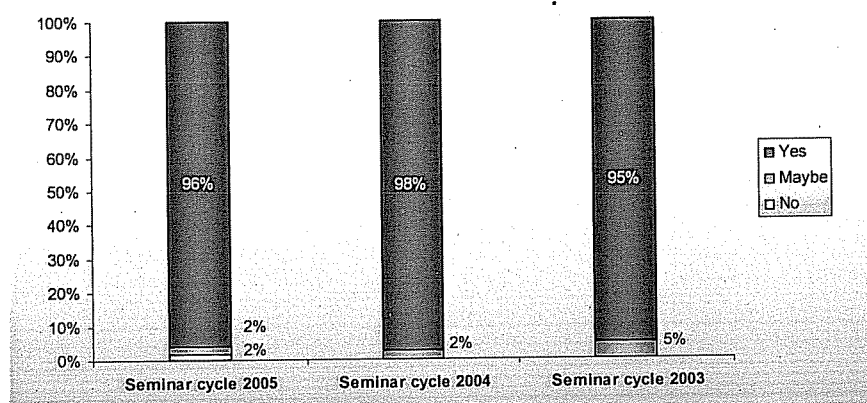
Source: Long-term effect survey

Figure 8: Was the overall Training Programme of benefit for you and your organisation?



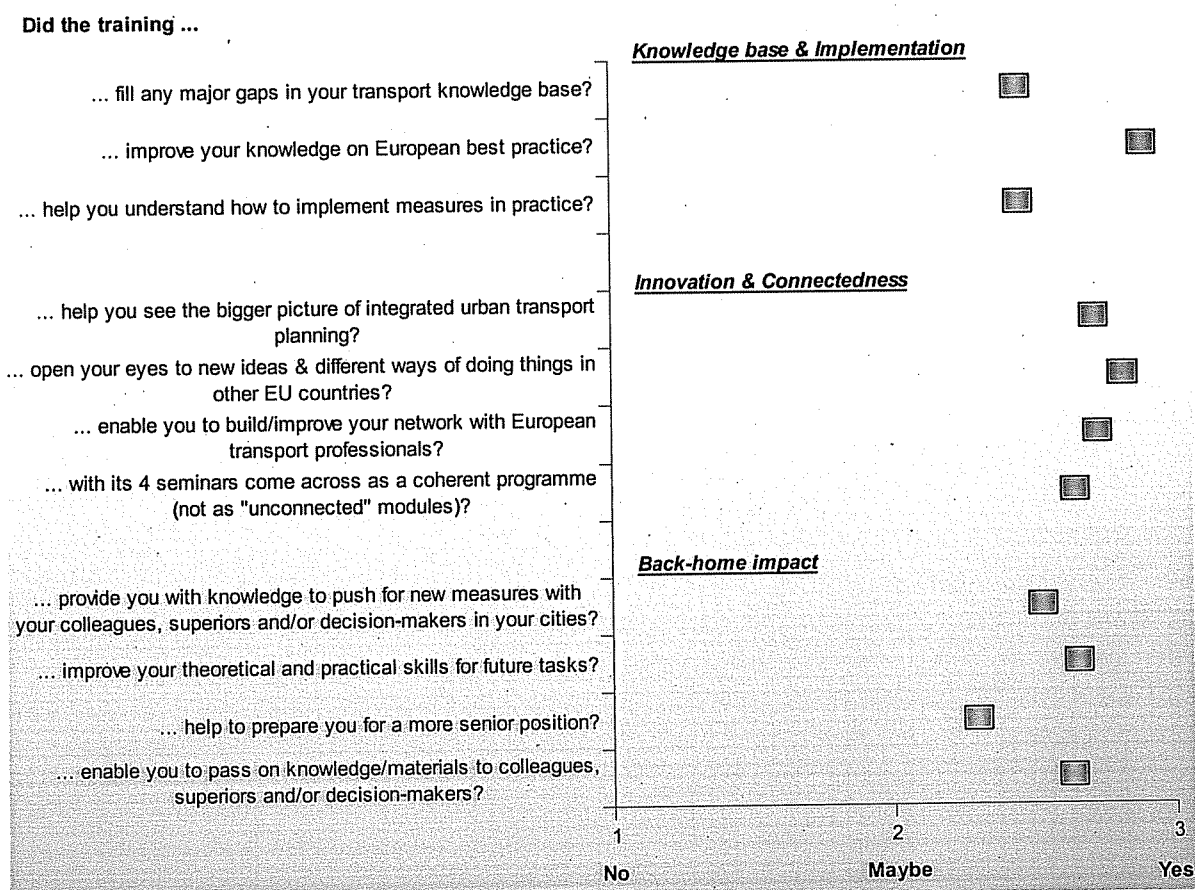
Note: Respondents 2005: n=50; 2004: n=44; 2003: n=40

Source: Ex-post evaluation

Figure 9: Would you recommend the Training Programme to others?

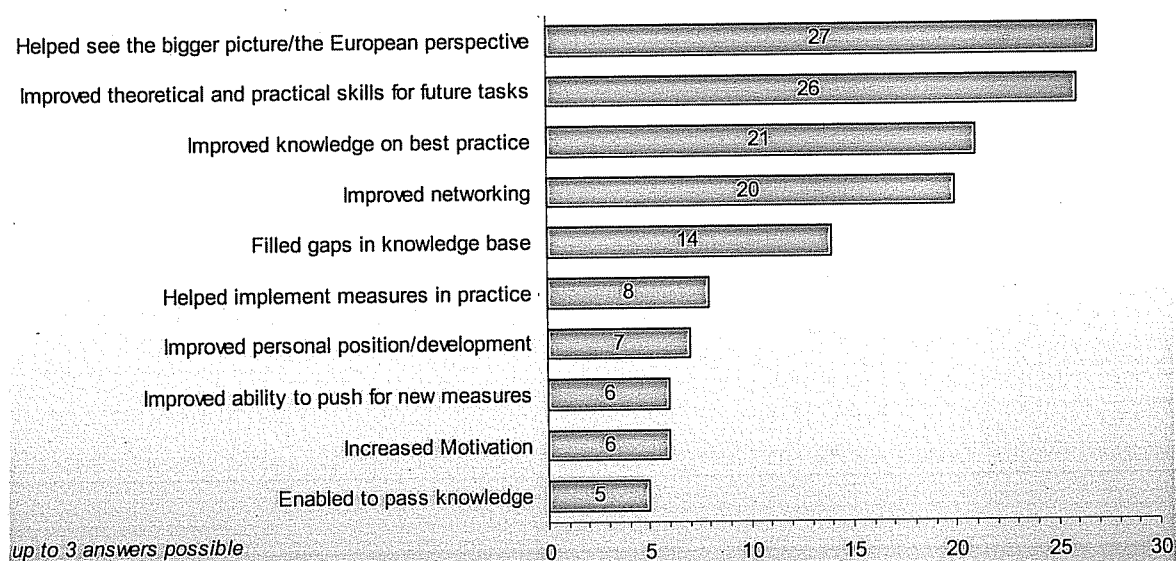
Note: Respondents 2005: n=50; 2004: n=41; 2003: n=41

Source: Ex-post evaluation

Figure 10: Benefits of Training Programme Average evaluation for each point)

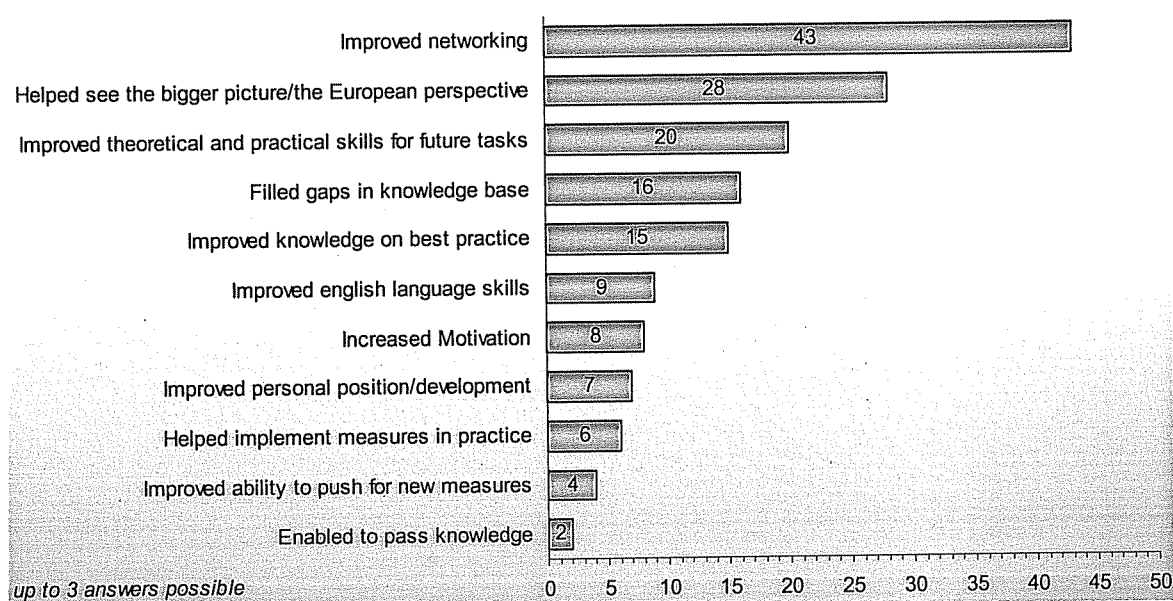
Note: n=81

Source: Long-term effect survey

Figure 11: How did/will your participation influence your work? (Categorisation of answers)

Note: Respondents n=61

Source: Long-term effect survey

Figure 12: What were the most important results of your participation? (Categorisation of answers)

Note: n=63

Source: Long-term effect survey

WP3: Training programme

- Training program created and updated after 1st year to include suggestions from trainees and advisory selection committee
- Trainers selected and evaluated for all training sessions
- Three trainers were changed in the course of 3 years
- Post-Seminar Tasks: trainers guide produced before each cycle of seminars
- Initiative to deliver train-the-trainers session after finalization of TRUMP seminars
- Mainly based advice of the Advisory and Selection Committee, the Consortium updated and adjusted some training details after year 1 (the training methodology, design of courses and workshops and 'recruitment' of trainees). Also during the 2nd and 3rd year a better work division has been reached among partners. During the 3rd year the partners were well aware of the tasks they have to fulfil organizing the events and the internal communication improved further improving the quality of the seminars.

WP4: Organisation of seminars

Task (M4 – M34)

- All seminars delivered successfully
- Who is who guide produced
- Maintenance of participant database based on database from user-needs
- Communication, verbal and written, with participants, local organisers, host cities and trainers in preparation for Prague, Brussels and Parma seminars all training cycles
- Design, production and printing/sending of training material and equipment for Brussels, Prague, Parma and Rotterdam seminars completed.

WP5: Dissemination

Task 5.1 Website (M1-M36):

- Web site running at the URL <http://www.transport-training.org> and constantly updated with news from seminars, forms and information for application process, uploading of seminar material
- E-campus facility prepared for the all years of training. Introduction to the system given at the 1st meeting to trainees
- Photos uploaded for all three years of training
- Data from three years of training integrated onto one page accessible through <http://www.transport-training.org> to all participants and guests.

Task 5.2 Project leaflet:

- Leaflet design and production subcontracting
- Project leaflet dissemination for all three years

Task 5.3: Targeted dissemination towards training institutes

- Contacts kept with certain training bodies and institutions (e.g. PTRC in the UK, École Nationale des Travaux Public de l'État in France, École Nationale des Ponts et Chaussées in France, etc. Click Mobility in Italy)

Task 5.4: Translation

- Invitation letters for all three training cycle translated into minimum 10 European languages
- Other minor translation work undertaken (letters, e-mails, news releases, announcements, etc.)

Task 5.5 General publicity and presentation of programme (M1-M36):

- Dissemination of TRUMP information in two CIVITAS FORUMs

- Project info-sheet disseminated at various conferences
- News releases and announcement produced (and translated) to accompany the invitation and serve as basis documents for publicising the project training activities
- Publication of the announcement in various newsletters and web sites (e.g. DG TREN newsletter, ELTIS, POLIS newsletter, CERTU newsletter, Clickmobility, European Transport Forum, ACCESS)
- Information on final application process provided to 2nd and 1st training cycle trainees

3.4 Dissemination and exploitation of results

Exploitation and dissemination activities are carried out as part of WP5 (see description of activities under that heading).

Dissemination

Highlighted below are some of the dissemination activities that are not expressly described as part of the Technical Annex or Inception Report (for other activities see relevant sections on WP5):

Press articles:

- News releases and announcements were taken up and adapted in numerous multipliers such as the DG TREN newsletter, ELTIS, POLIS newsletter, CERTU newsletter, Clickmobility, European Transport Forum, ACCESS

Publications: None, except in press articles mentioned above, although presentation of TRUMP was given on Mendresio Mobility conference

Exploitation

- As already experienced for RP1 through the results of the user-needs assessment is possible to identify the main topics to focus on the coming years in the transport and mobility sector. Considering the trainee targeted by the Training Program this kind of information represent a data base of extreme importance to establish a bilateral relationship with what will be the next future transport market and sector.
- In this sense the Training Program represents a successful example of market building trough a feeding back from who will be tomorrow the decision maker on the transport sector.
- There is a high interest of the target group for training activities in general and a strong demand for the type of professional training on EU project results offered by the project. Most of the trainees from 2003 and 2004 cycle have recommended their colleagues to apply for the final training year. Although slight difference between the 2003/2004 and the 2004 cycles the preferences of potential trainees for some themes presents a steady trend.
- The technical and economic potential for commercial exploitation and actual practical applications of the training concept and material have been analysed in greater detail in the final stages of the project among consortia members. Hypothesis of spinning-off are directly required by national markets. The TRUMP formula has been really appreciated and drew attention of local governments.

3.5 Comparison of planned activities and actual work accomplished

- Except where otherwise detailed, for descriptions of planned activities see relevant sections of the Inception Report (IR).

WP0: Project management

<i>Planned activities</i>	<i>Actual work accomplished</i>
<p>Task 0.1: Administrative and financial management</p> <ul style="list-style-type: none"> Establish the standard communication procedures, structures and reporting formats for ensuring the efficient administrative and financial management of the project. Co-ordinating the preparation of contractual administrative and financial reports. 	<p>Everyday work performed as defined in Inception Report.</p> <p>Submissions :</p> <ul style="list-style-type: none"> Progress report 1, 2, 3 together with costs statements submitted in M19, M27 and M34 Management Report 1, 2, 3 submitted in M19, M20, M32 Midterm report submitted in M23 Budget amendment submitted (M36)
<p>Task 0.2: Technical co-ordination</p> <ul style="list-style-type: none"> Ensuring the day-to-day management of the project in coordination with project partners Putting forward suggestions for the for approval by the European Commission; subcontracting Advisory/Selection Committee 	<ul style="list-style-type: none"> 7 Consortium meetings held in Brussels from M1 until M34 New project manager (Cristiano Ottonelli) taking over (M22) Partners keep close contact through regular emailing and phone conferences Advisory and Selection Committee selected and functioning. 3 meetings in total we held (M11, M19, M27) to select participants for three training years
<p>Task 0.3: Quality control</p> <ul style="list-style-type: none"> Define and implement a review and quality control process for checking project deliverables, both internally (by project consortium members) and externally (by subcontracted external reviewers) 	<ul style="list-style-type: none"> Quality control process defined in Inception Report. No external subcontracting has been used to review project deliverables due to budgetary considerations.

WP1: Inception Phase

<i>Planned activities</i>	<i>Actual work accomplished</i>
<p>Task 1.1: Establish Project Plan</p> <ul style="list-style-type: none"> Prepare the Inception Report with a detailed project planning and scheduling based on a revision of the Technical Annex 	<ul style="list-style-type: none"> Project plan is covered by IR as a common base for project activities.
<p>Task 1.2: Establish Advisory/Selection Committee</p> <ul style="list-style-type: none"> Establish and appoint an Advisory /Selection Committee for giving guidance on the scope and contents of the training programme, and reviewing and validating the pre-selection of trainees 	<ul style="list-style-type: none"> Advisory/Selection Committee established and 3 meetings held.
<p>Task 1.3: Establish links with other relevant networks/programmes and review existing training material and relevant projects</p> <ul style="list-style-type: none"> Establish links with other relevant networks and programmes at European and national level Conduct a critical review of relevant existing resources, materials and projects in order to 	<ul style="list-style-type: none"> Contacts have been kept up with leading figures in the POLIS and UITP networks and with the PORTAL and VOYAGER projects for dissemination purposes

assess the current state of the art and availability of material	
Task 1.4: Define training methodology <ul style="list-style-type: none"> Define the training methodology in terms of general training approach, format and timing of workshops, combination of themes/topics, specific training tools and instruments 	<ul style="list-style-type: none"> Further adaptations to the training methodology were decided during Advisory/Selection Committee meeting 2 and 3 (e.g. final decisions on topics and programme; extending time for case study discussion at the expense of shorter theoretical part, etc.).

WP2: User-needs assessment and participant selection

<i>Planned activities</i>	<i>Actual work accomplished</i>
Task 2.1: Establish and update contact database <ul style="list-style-type: none"> Establish a contact database for preparing mailings and manage the follow-up of contacts with applicants 	<p>The database is established and regularly updated, good representation of the 27 target countries and key target groups. The TRUMP database includes 2460 contacts from local and regional authorities, public transport companies and multipliers (July 2005).</p>
Task 2.2: Prepare user-needs assessment <ul style="list-style-type: none"> Prepare user-needs assessment 2003/2004, 2004 and 2005 	<p>The questionnaire builds on the results of the PORTAL user-needs assessment and is a short two-page document enquiring on priority issues/topics; training experience; personal/professional data.</p> <p>Based on the results and lessons-learned esp. of the 1st TRUMP user-needs assessment, the survey was updated yearly.</p> <p>The user friendliness and efficiency of the online application was improved each year (http://www.rupprecht-consult.de/training/user_needs_survey.php).</p>
Task 2.3: Send out invitation and user-needs questionnaire <ul style="list-style-type: none"> Prepare and send out the invitation for the 1st training year to target group and multipliers (by surface mail and e-mail), containing the leaflet, application forms and user-needs assessment questionnaire 	<p>To announce of the three TRUMP training cycles postal mailings and e-mailing were sent out to:</p> <p>1st year: 1465 ELGO contacts and to 535 contacts form the TRUMP database (in 12 languages)</p> <p>2nd year: Postal mailing to 1506 ELGO contacts and to 426 contacts form the TRUMP database, plus an e-mailing to 2266 contacts (in 11 languages)</p> <p>3rd year: The information on the TRUMP training was already so well spread via official information channels and trainees that no ELGO data needed to be purchased for the announcement. The announcement was sent by postal mailings and e-mailing to 2457 TRUMP database contacts (in 9 languages). Additionally, reminders were sent and announcements were done by all TRUMP partners via their own channels.</p> <p>Bases on the experiences and lessons-learned during the 1st and 2nd year the announcement and application material was adapted.</p>

<p>Task 2.4: Evaluate user-needs questionnaire</p> <ul style="list-style-type: none"> Evaluate the user-needs questionnaire 2003/2004-2005 to identify the needs preferred training topics (input training programme fine tuning) and as input for the trainee selection 	<p>For the three training cycles the TRUMP user-needs assessment was sent out with the announcement of the training programme. The user-needs assessment was updated after the first year for circulation in the second and third year. The UNA response rate was 2003: 231 surveys, 2004: 132 surveys and 2005: 171 surveys. Detailed analysis of the data and preferred training topics was provided, also concerning professional background and EU or accession country origin, as well as comparisons to the former UNA.</p>
<p>Task 2.5: Select seminar participants and reserves</p> <ul style="list-style-type: none"> Assess applications received and, with the help of the Selection Committee, select trainees and reserves for the 2003/2004-2005 training cycle 	<p>For the participant selection process the special database tool, the 'Candidate Selection Form' was prepared and updated for each cycle (summarising the key information of applicants and with automatic and manual credit point validation and reports summarising selection status/results). Based on clearly defined selection criteria the candidates and reserves were pre-selected by the consortium.</p> <p>The Candidate Selection report for each cycle was prepared for the Selection Committee Meeting and the final trainee selection was made during the Advisory/Selection Committee meetings:</p> <p>2003/2004: 134 of the 214 applicants met the basic selection criteria – 50 trainees were selected 2004: 108 of the 132 applicants met the basic selection criteria – 54 trainees were selected 2005: 135 of the 171 applicants met the basic selection criteria – 57 trainees were selected</p>
<p>Task 2.6: Evaluate user needs (ex post)</p> <ul style="list-style-type: none"> Carry out an ex-post survey amongst the seminar participants in order to evaluate to what extent the seminars meet the requirements of the participants 	<p>In order to assess the demands and wishes of the trainees and receive information on potential issues for improvement, an ex-post survey carried out every cycle after each seminar. The ex-post surveys enquire on satisfaction with the organisation of the seminar, the content of the training sessions. Plenary and BHAP sessions, and suggestions for improvement.</p> <p>The ex-post survey of the last seminar included questions concerning the overall training cycle of each year.</p> <p>The results of the ex-post surveys provided the information to fine-tune, improve and adapt the training according to user needs. Some changes to the training based on this analysis were implemented.</p> <p>During their last meeting the Advisory Committee recommend to assess also the long-term effects of the Training Programme. At the conclusion of all three TRUMP training years the trainees of all three cycles were asked to comment on the long-term effects.</p>

WP3: Training programme

<i>Planned activities</i>	<i>Actual work accomplished</i>
<i>Planned activities</i>	<i>Actual work accomplished</i>
Task 3.1: Preparation of content As below.	<ul style="list-style-type: none"> Based on the UNA and the urban transport priorities of the EC the content of the training was organised into the training programme for year 1, 2 and 3
Task 3.2: Preparation of materials, trainers <ul style="list-style-type: none"> Undertake the preparation and organisation of seminar content (structure and timing of seminars and workshops, themes and topics covered, training materials, briefing and guidance of trainers, etc.) for the first seminars of the project 	<ul style="list-style-type: none"> Trainers selected and evaluated for all three years of training.
Task 3.3: Delivery of training seminars: <ul style="list-style-type: none"> Actually carrying out the seminars, including general activities, delivery of training workshops, accompanying activities (e.g. follow-up and BHAPs, etc.) 	<ul style="list-style-type: none"> Rotterdam seminars delivered successfully in all 3 training cycles
Task 3.4: Post-Seminar Tasks <ul style="list-style-type: none"> Produce trainers guide at the end of three years of trainers cycle (D 5.3) Optional train-the-trainers session after finalization of TRUMP seminars CD-ROM with training proceedings 	<ul style="list-style-type: none"> Guide produced in M21 The "train the trainers session" planned for 9 September 2005 was published to a large number of training institutes in the EU and invitations have been repeatedly send to these institutes. Unfortunately only 2 of these applied for the "train the trainers session", which was not sufficient to go ahead with the organization of this day which was therefore cancelled. Main reasons for the low number of applicants were the holiday season and lack of funding. All training material has been made available on the website www.transport-training.org for broader and more effective dissemination

WP4: Organisation of seminars

<i>Planned activities</i>	<i>Actual work accomplished</i>
Task 4: Organisation of seminars <ul style="list-style-type: none"> Carry out organisation of 4 seminars in 3 Training Cycles (Brussels, Prague, Parma, Rotterdam) Undertake the preparation and organisation of seminar logistics (venues, catering, accommodation, technical equipment, material preparation, organisational liaison with participants and trainers, event management, etc.) for the seminars of the project 	<p>As planned in Inception Report:</p> <ul style="list-style-type: none"> All seminars completed successfully Maintenance of participant database based on general database Communication, verbal and written, with participants, local organisers, host cities and trainers in preparation for Brussels, Prague, Parma and Rotterdam seminars. Design, production and printing/sending of training material and equipment for Brussels, Prague, Parma and Rotterdam seminars.

WP5: Dissemination

<i>Planned activities</i>	<i>Actual work accomplished</i>
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<p>Task 5.1: Web site design and maintenance</p> <ul style="list-style-type: none"> Design, establish and maintain the project web site (see Inception Report) 	<ul style="list-style-type: none"> Web site running at the URL http://www.transport-training.org and constantly updated with news from seminars, forms and information for application process, uploading of seminar material E-campus facility updated through out all 3 years with downloadable documents. Decision taken to integrate all the material on e-campus to http://www.transport-training.org for easy access after training.
<p>Task 5.2: Project leaflet</p> <ul style="list-style-type: none"> Produce the first version of the project leaflet containing the programme and curriculum of the 2003/2004, 2004 and 2005 training cycle (see Inception Report) 	<ul style="list-style-type: none"> 3 Brochures produced in M7, M15, M32
<p>Task 5.3: Targeted dissemination towards training institutes</p>	<ul style="list-style-type: none"> Training institutes contacted for train-the-trainers seminar to present results of TRUMP Contacts undertaken with specific trainers that were commissioned to perform trump training sessions to spread the results of TRUMP Scientific results of TRUMP will be published on the website http://www.transport-training.org
<p>Task 5.4: Translation</p>	<ul style="list-style-type: none"> Invitation letters fro 2003/2004 program have been translated into 11 European languages (CS, DE, EN, ES, FR, IT, LT, NL, PL, RO, SK) instead of the 21 foreseen, due to reasons of budget economy as already negotiated with the EC in order to focus on larger documents at the end of the project. The project leaflet/programme year 1 has not been translated into DE, FR, IT, CS, SK during RP1, though some additional translation work (letters, e-mails, news releases, announcements, etc.) was undertaken internally. The PowerPoint presentation of the project was finalized in RP2 and updated in RP3 For 2004 translation of invitation letters for applicants and multipliers was done into 9 European languages (CS, DE, EN, ES, FR, IT, LT, NL, SK) Invitation letters for 2005 training cycle translated into 10 European languages Other minor translation work undertaken (letters, e-mails, news releases, announcements, etc.)
<p>Task 5.5: Publicity and presentation</p> <p>Ensure the publicity and promotion of the project and of its activities through relevant communication means (distribution of leaflets</p>	<ul style="list-style-type: none"> Publication of the announcement in various newsletters and web sites (e.g. DG TREN newsletter, ELTIS, POLIS newsletter, CERTU newsletter, Clickmobility, European

and announcements, items on web sites and direct mailings/contacts, presentations at relevant events etc.)	Transport Forum, ACCESS) <ul style="list-style-type: none"> • Direct and indirect promotion via national and EU associations and Advisory/Selection Committee Members • To limit expenditure project stationery was not produced as alternative solutions were found. • Presentation of TRUMP in various conferences: Mendriso Mobilty , PORTAL, CIVITAS • TRUMP Brochures made available in a number of conferences: CIVITAS forum 2003, 2004, 2005
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3.6 State of the art review¹

TRUMP is unique on the EU transport RTD scene – it is the only project in the field of urban transport to deliver adult vocational training. In this respect it may be seen as pioneering a trend that is bound to develop within the framework of EU and other donor-funded projects. In terms of knowledge management tools, training is indeed increasingly recognised as an effective means of capitalising upon and transferring knowledge resulting from previously supported actions into solutions that can be directly implemented.

Links to other projects/initiatives:

- **PORTAL:** the PORTAL project² has developed teaching materials (slides, presentations, brochures, self-study aids, etc.) based on the results of EU projects on local/regional urban transport, but whereas PORTAL developed training materials aimed primarily at graduate or post-graduate students, TRUMP organises practical training seminars for practitioners having completed their university education, i.e. mid-career urban transport professionals involved in the planning, management and implementation of urban transport policy and services, and who may move on to senior executive positions in the near future. TRUMP has established contacts with PORTAL and a constructive partnership is developing; the work undertaken by PORTAL will provide a valuable contribution to TRUMP and useful training materials from PORTAL will be utilised. For instance, TRUMP has already used information from the user-needs assessment carried out by PORTAL to define the parameters of the programme and to help identify the knowledge gaps of a wide range of professionals working in the transport sector. The review of EU projects contained in PORTAL was also used as a starting point for a full assessment of EU project as a source of training material.
- **UITP:** The International Union (Association) of Public Transport (UITP) has developed a training programme for persons belonging to public transport companies or organising authorities within its membership. The two programmes have a number of points in common but the UITP training differs from TRUMP in a number of respects: subjects chosen, target group (only UITP - world / open – EU+AC), group size (25 / 50), methods (more interactive in TRUMP), focus (exchange of experience among practitioners / results of EU research projects), timing/organisation (3 x 3 days / 4 x 2 days), etc. A meeting was organised with Mohamed Mezghani, Director of Programmes, on 14/11/2002 to discuss the two programmes (organisation and contents, themes and subjects, implementation and methods, participants and evaluation, calendar), to look in more detail at UITP's involvement in TRUMP (Advisory/Selection Committee, identifying trainers) and how UITP could support the communication of TRUMP (communication to members, other resources). Mohamed Mezghani was designated as a member of the TRUMP Advisory/Selection Committee, as representative of UITP.

¹ See initial state of the art review in the contract Technical Annex and the Inception Report.

² PORTAL – Promotion of Results in Transport Research and Learning. See <http://www.transport-training.org>

- POLIS: The POLIS European of association local authorities also plans to start a series of training workshops for its members. These workshops will address various urban transport issues and take place on an annual or six-monthly basis. Contacts have been made with POLIS on this issue.
- VOYAGER: Contacts exist with several of the organisations involved in this project. The objective of the VOYAGER project¹ is to create a vision and make recommendations for the implementation of attractive, clean, safe, accessible, effective, efficient and financeable European local and regional public transport systems for the year 2020. Some of the material produced by VOYAGER is being used in TRUMP, in particular outputs from VOYAGER WG 6 – Training and Human Resources development.

¹ VOYAGER. See <http://www.voyager-network.org>. Babbie and Rupprecht Consult are partners in this project.

4 List of deliverables

Table 1. List of deliverables and progress (status)*

No.	Deliverable title	Expected issue month	Actual issue month
D0.1	Progress Reports (final consolidated progress report called Final Technical Report in month 38)	12, 24, 38, 38	19, 24, 38, 38
D0.2	Mid-term Assessment Report	18	24
D.03	Short management reports	6, 18, 30	24, 24, 30
D.04	Final Report	38	38
D1.1	Inception report (including detailed project plan and description of training methodology to be used in seminars)	2	9
D2.1	User-needs assessment (updated each year in order to improve and develop content of training programme) 2003: 13/6/2003 2004: 16/3/2004 2005: 19/11/2004	5, 16, 27	10, 24, 27
D3.1	Seminar proceedings - Year 1	17	(19)
D3.2	Seminar proceedings - Year 2	28	(27)
D3.3	Seminar proceedings - Year 3	36	(35)
D5.1	Project website, operational at least until 3 years after the finalisation of the project	3	7
D5.2	Project brochure	3, 15, 22	7, 15, 22
D5.3	Trainers' Guide	36	21

5. Management and co-ordination aspects

5.1 Management activities

Meetings:

The following meetings were organised during the TRUMP project:

- Kick-off meeting, 15/10/2002 (M1), Brussels
- Advisory/Selection Committee meeting 1, 18/07/2003 (M10), Brussels
- Advisory Selection Committee Meeting 2 22/03/2004 (M19), Brussels
- Advisory Selection Committee Meeting 3 26/11/2004 (M27), Brussels
- Consortium meeting 2, 21/02/2003 (M5), Brussels
- Consortium Meeting 3, 18/06/2003 (M10), Brussels
- Consortium Meeting 4, 23/03/2004 (M19), Brussels
- Consortium Meeting 5, 17/06/2004 (M22), Brussels (informal)
- Consortium Meeting 6, 11/03/2005 (M31), Brussels (informal)
- Consortium Meeting 7, 02/06/2006 (M34), Rotterdam

The partners also hold regular phone conferences to discuss internal workflow management and communication issues, besides meeting regularly during the training events themselves.

Other activities:

Regarding attendance at external events, cooperation with other projects/programmes and publications, as previously mentioned, contacts have been pursued with the main relevant projects and organisations.

Compared to other RTD projects TRUMP does not have 'scientific results' as such to report on as it is mainly concerned with the implementation of a pre-defined training programme, and therefore does not have much information to provide other than a general description and promotion of the project and its training activities.

Personnel changes:

Cristiano Ottonelli has replaced Henry Britton as a project manager for OGM (now Ramboll Management Brussels).

Budget reallocation:

A deep review of original documents has been carried out and budget amendment submitted following procedures requested by the European Commission rules in M37.

Lead Partner Change:

The name change procedure of the main coordinator (OGM->RMB) was also completed together with budget amendment.

5.2. Manpower allocation

Table 2. Manpower and Progress Follow-up Table

Task/Subtask (N°/title)	Partner (Name/ abbrev.)	----- Man-Month -----										----- Technical Progress % -----										Comments on major deviations and/or modifications of planned efforts.
		Planned efforts - at start of period (MM)				Actual effort (MM)		Forecast effort (MM)		Devia- tion (MM)	Planned (%)			Assessed* (%)			Devia- tion (%)					
		Year 1	Year 2	Year 3	Total	Year 1	Year 2	Year 3	Total		Year 1	Year 2	Year 3	Year 1	Year 2	Year 3						
		a	b	c	d	a1	b1	c1	d1	d1-d			a+b+c /d				Year (now)					
WP0. Project Management	RMB	2.2	2.1	3.1	7.3	2.4	2.7	2.2	7.3	-0.1	30%	58%	100%	32%	70%	100%	11%					
	NEA	0.6	0.4	0.4	1.4	0.7	0.3	0.5	1.5	0.1	43%	71%	100%	47%	67%	100%	-5%					
	Rupprecht	0.5	0.4	0.5	1.4	0.9	0.5	0.3	1.7	0.3	36%	84%	100%	54%	82%	100%	18%					
	Babtie	0.5	0.4	0.5	1.4	0.5	0.1	0	0.6	-0.8	36%	84%	100%	83%	100%	100%	36%					
	SUBC	0.0	0.2	0.3	0.5	0.0	0.3	0.2	0.5	-0.1	0%	40%	100%	0%	56%	100%	16%					
	Total	3.8	3.5	4.8	12.0	4.5	3.8	3.2	11.5	-0.5	32%	60%	100%	39%	72%	100%	12%					
WP1. Inception Phase	RMB	0.5	0.0	0.0	0.5	0.3	0.0	0.0	0.3	-0.18	100%	100%	100%	100%	100%	100%	0%					
	NEA	1.0	0.0	0.0	1.0	0.7	0.2	0.1	1.0	0.00	100%	100%	100%	100%	100%	100%	0%					
	Rupprecht	1.0	0.0	0.0	1.0	1.2	0.0	0.0	1.2	0.21	100%	100%	100%	100%	100%	100%	0%					
	Babtie	1.6	0.0	0.0	1.6	1.5	0	0	1.5	-0.10	100%	100%	100%	100%	100%	100%	0%					
	SUBC	0.3	0.3	0.3	1.0	0.0	0.0	0.9	0.9	-0.10	34%	67%	100%	0%	0%	0%	-67%					
	Total	4.4	0.3	0.3	5.1	3.7	0.2	1.0	4.9	-0.17	67%	94%	100%	76%	80%	100%	-14%					
WP2. User-Needs Assessment and Participants Search & Selection	RMB	0.3	0.2	0.1	0.5	0.3	0.2	0.1	0.6	0.05	50%	80%	100%	45%	82%	100%	2%					
	NEA	0.5	0.3	0.2	1.0	0.8	0.1	0.2	1.1	0.10	50%	80%	100%	73%	82%	100%	10%					
	Rupprecht	3.8	2.2	1.6	7.6	7.0	5.1	1.5	13.6	6.00	50%	76%	100%	51%	89%	100%	10%					
	Babtie	0.3	0.2	0.1	0.6	0.3	0.2	0.2	0.7	0.10	50%	83%	100%	43%	71%	100%	-12%					
	SUBC	0.5	0.5	0.5	1.5	0.3	0.0	0.3	0.6	-0.87	33%	67%	100%	48%	48%	100%	-19%					
	Total	5.4	3.4	2.5	11.2	8.6	5.6	2.3	16.6	5.38	48%	78%	100%	52%	86%	100%	8%					
WP3. Training Programme: Technical Preparation and Delivery of Seminars	RMB	1.4	2.8	2.8	7.0	0.8	2.8	3.4	7.0	0.00	20%	60%	100%	11%	51%	100%	-9%					
	NEA	5.5	7.5	7.5	20.5	10.1	6.2	7.6	23.9	3.40	27%	63%	100%	42%	68%	100%	5%					
	Rupprecht	1.4	2.8	2.8	7.0	0.9	3.4	2.7	7.0	-0.01	20%	60%	100%	13%	61%	100%	1%					
	Babtie	3.5	1.8	1.8	7.0	2.8	2.2	2	7.0	0.00	50%	75%	100%	40%	71%	100%	-4%					
	SUBC	0.0	4.0	4.0	8.0	0.0	3.8	4.2	8.0	-0.05	0%	50%	100%	0%	47%	100%	-3%					
	Total	11.8	18.9	18.9	49.5	14.6	18.3	19.9	52.8	3.34	24%	62%	100%	28%	62%	100%	0%					
WP4. Logistics Organisation of Seminars	RMB	0.5	0.5	0.5	1.5	0.2	1.2	0.3	1.7	0.15	33%	67%	100%	9%	62%	100%	15%	see below 1				
	NEA	0.5	0.5	0.5	1.5	0.5	0.5	0.5	1.5	0.00	33%	67%	100%	33%	67%	100%	0%					
	Rupprecht	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0%	0%	100%	0%	0%	100%	0%					
	Babtie	2.8	3.1	3.1	9.0	1.7	4.2	3.6	9.5	0.50	31%	66%	100%	18%	62%	100%	-3%					
	SUBC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0%	0%	100%	0%	0%	100%	0%					
	Total	3.8	4.1	4.1	12.0	2.4	5.9	4.4	12.7	0.65	32%	66%	100%	18%	65%	100%	-1%					
WP5. Dissemination	RMB	2.7	1.3	1.4	5.4	1.3	1.8	2.3	5.4	0.00	50%	74%	100%	24%	57%	100%	-17%					
	NEA	1.4	1.0	1.0	3.4	1.4	1.0	1.0	3.4	0.00	41%	71%	100%	41%	71%	100%	0%					
	Rupprecht	0.6	0.3	0.2	1.0	0.7	0.3	0.2	1.2	0.19	55%	80%	100%	61%	87%	100%	7%					
	Babtie	0.1	0.2	0.2	0.4	0	0	0	0.1	-0.30	25%	63%	100%	0%	0%	100%	-63%					
	SUBC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0%	0%	100%	0%	0%	100%	0%					
	Total	4.8	2.7	2.8	10.2	3.4	3.1	3.6	10.1	-0.11	47%	73%	100%	34%	65%	100%	-8%					
TOTALS	RMB	7.6	6.8	7.9	22.2	5.2	8.7	8.3	22.2	-0.05	34%	65%	100%	23%	63%	100%	-2%	see below 1				
	NEA	9.5	9.7	9.6	28.8	14.2	8.3	9.9	32.4	3.60	33%	67%	100%	44%	66%	100%	3%	see below 2				
	Rupprecht	7.3	5.7	5.1	18.0	10.6	9.3	4.7	24.7	6.70	40%	72%	100%	44%	81%	100%	10%	see below 3				
	Babtie	8.8	5.6	5.0	20.0	6.8	6.7	5.9	19.4	-0.60	44%	72%	100%	35%	70%	100%	-2%					
	SUBC	0.8	5.0	5.1	11.9	0.3	4.0	5.6	9.9	-1.97	7%	49%	92%	3%	43%	100%	-6%					
	TOTAL	33.9	32.8	33.3	100.9	37.2	37.0	34.4	108.6	7.68	34%	66%	99%	34%	68%	100%	2%					
Comments:																						
1. Total amount is less then planned due to different resource mix used																						
2. Variation in NEA MMs for WP3 (planned –actual). Developing the seminars in the TRUMP project was a very diffcult and time consuming activity, as such kind of training as developed under TRUMP is unique in its kind and needed clear agreement between consortium partners about methodology, contents and trainers. Due to the higher than expected efforts to create the TRUMP methodology under WP 3 the execution of the actual seminars was delayed, but at the end improved the overall quality of the seminars, which is clearly expressed by the yearly held evaluations of the participants of the TRUMP seminars.																						
3 In the previous man-power table was an error in transcription of MM which has been rectified in this final manpower and progress follow-up table																						

Comments:

1. Total amount is less than planned due to different resource mix used

2. Variation in NEA MMs for WP3 (planned-actual). Developing the seminars in the TRUMP project was a very difficult and time consuming activity, as such kind of training as developed under TRUMP is unique in its kind and needed clear agreement between consortium partners about methodology, contents and trainers. Due to the higher than expected efforts to create the TRUMP methodology under WP 3 the execution of the actual seminars was delayed, but at the end improved the overall quality of the seminars, which is clearly expressed by the yearly held evaluations of the participants of the TRUMP seminars.

3. In the previous man-power table was an error in transcription of MM which has been rectified in this final manpower and progress follow-up table

Table 3. Original Work plan

[illegible]

5.4. Project budget

Table 5: Budget Follow-up Table (An electronic version of this table is also submitted.)

The budget amendment was submitted to EC in August 2005 with new proposed budget. Annex III includes the table of a new proposed TRUMP budget in addition to the old budget follow-up table (PR2).

5.5. List of contact persons

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6. Glossary

AC	Accession Countries
ACCESS	Acronym not in use anymore
BHAP	Back home action plan: Element of the TRUMP training methodology
CIVITAS	City Vitality Sustainability: EU project
ELGO	European local government database of municipal/regional contacts
ELTIS	European Local Transport Information Service: EU project
EMTA	European Metropolitan Transport Authorities: European PT authorities association
EPOMM	European Platform on Mobility Management: EU project
ICT	Information and communication technologies
METEOR	Monitoring and Evaluation of Transport and Energy Oriented Radical Strategies for Clean Urban Transport: EU project
POLIS	[Acronym not in use]: European local authorities association
PORTAL	Promotion Of Results in Transport Research And Learning: EU project
PT	Public transport
PTRC	Planning, Transport, Research and Computation: UK-based transport training company
RP2, RP2	Reporting Period 2, 2
RTD	Research and technological development
TA	Technical Annex
TRUMP	Training Programme for Urban Transport Measures and Policies: EU project
UITP	International Union (Association) of Public Transport: Worldwide PT sector association
UNA	User-needs assessment

7. Annexes

(Documents included as separate files or material deliverable)

- Annex I: Long-Term Effects & Summary results of ex-post surveys 2003-2005
- Annex II: ELGO database including additional contacts collected by Consortia (CD)
- Annex III: Amended Budget Table