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The Urban Lab of Europe !

The SASMob project
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Going online: effects of Covid-19 on sustainable commuting efforts

*Project led by the **City of Szeged***

URBAN MOBILITY

European Union
European Regional Development Fund
Région Hauts-de-France

The SASMob project

The SASMob project aims to tackle congestion, poor air quality and noise exposure by building a data-driven intelligent transport system based on a structured multi-governance model with both public and private companies and transport providers.It is based on two interconnected pillars: employers mobility pledges coupled with a data driven intelligent transport system. The mobility pledges will adapt a successful practice already in place in Austin (Texas) by creating cooperation agreements between the urban authority and local employers in order to change institutional working arrangements (including commuting and telework deals). The intelligent responsive IT platform will collect and monitor commuting in order to shape a co-designed policy process based on human-vehicle infrastructure communication.

Partnership:

- Municipality of the City of Szeged
- Szeged Pólus Development Non-profit Ltd- Non-profit organisation
- Regional Environmental Center- Non-profit organisation
- Urban Management of Szeged Municipality Nonprofit Ltd- Non-profit organisation
- University of Szeged- Higher education and research institute
- Szeged Transportation Ltd- Transport provider
- Centre for South-Alföld Transport Ltd- Transport provider
- Griffsoft Ltd- private company
- IT Services Hungary Ltd- private company
- Pick Szeged Ltd- private company
- evosoft Hungary Ltd- private company

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1. EXECUTIVE SUMMARY

Back in January we were enthusiastically preparing the CIVITAS Study Visit exchange meeting with Réka, Timi and Péter from the Szeged municipality, and with Arianna from Eurocities. We were preparing the demonstration event to promote the project achievements, to share the experiences of the unique traffic counting sensor-system and its innovative software based on neuron network computing and to explain how Szeged managed to engage the city's employers. We were expecting to receive 15 fellow local authority civil servants to visit Szeged in May for this 3 days visit.

The Covid-9 pandemic outbreak and the lockdown responses by national authorities turned upside down our working and home life, and among others has cancelled the CIVITAS study visit event as well. It has also cancelled many open-air mobility campaigns and events for the spring, among others the Bike to Work campaign, to which all the employer partners in SASMob were preparing themselves. How can a sustainable mobility project managed during a time when movements are restricted and the motives for commuting to work are vanished?

BANG!

Promotion of monthly pass with complimentary mask

The pandemic harshly disrupted the efforts of the SASMob project, exactly when the car-sharing application was ready to be tested by companies, when companies already acquired routine in organising outdoor sustainable mobility events, when rental bikes for commuting were purchased and readily available for employees to exploit. Suddenly life stopped, mobility stopped within SASMob and nearly almost within the city of Szeged as well. What could a mobility project offer during the lockdown months of the Covid-19 pandemic?

Thus, the fourth part of the SASMob journey will mostly cover how the project team is coping during the pandemic period and how the partners are preparing for the last 6 months period of the SASMob project. The March 2020 Project Committee Team meeting which was already held only online, was focusing on reengineering, how to find you opportunities and new themes for the project to survive, how to support employers and how to best use the time for reflecting on sustainable mobility in the city of Szeged.

2. GENERAL IMPRESSIONS OF PROJECT IMPLEMENTATION

Being a mobility project, SASMob was hit hard by the pandemic restrictions. With the introduction of home office working arrangements in all offices where it was possible, commuting was reduced considerably within the city. Partners were quick to re-organise their working mechanisms: the Szeged Public Transport company introduced measures to implement social distancing on their vehicles, offices of IT based employers were closed off within a few days, while food manufacturing Pick company has introduced hygienic measures to enhance safe production and cope with increased demand.

While everyday working mechanisms were disrupted at employer level, it also caused interruption for SASMob project implementation. Changes included 1) commuting being reduced to near zero levels at some employers 2) public safety concerns lowered public transport utilisation tendencies 3) restrictions on maximum use of PT capacity reduced efficiency levels 4) public safety considerations prompted employers to temporarily favour and support own vehicle usage among employees.

3. MOST RELEVANT PROGRESS SINCE DECEMBER 2019

While there was gradual progress within SASMob project implementation in all work packages and all aspects, I would like to share 3 aspects of the SASMob project, which were all important steps in project implementation and best representing SASMob team activities. The events will be presented in chronological order.

- 1st SASMob Hackathon
- Sensors and their results during "city lockdown"
- Studying teleworking experiences among SASMob partners

3.1 Results of 1st SASMob Hackathon

The first Hackathon organised on the 27th of February 2020 was a clear success of partnership working within Szeged. Organising the Hackathons agreed within the Application Form created heavy headache among SASMob partners, also included a failure attempt 18 months ago, where no participants show up. Experiencing the difficulties to reach out to IT specialists and young professionals SASMob partners turned to a professional intermediary company, Tech Embassy which is specialising in organising competitions and workshops. IT Services Hungary, partnering SASMob project together with other IT companies gave mentoring during the Hackathon, while the Municipality of Szeged presented smart city challenges to the IT specialists, while challenges of sensor building, data acquisition and visualisation were presented by Szeged University SASMob experts. This new partnership for the organisation of the hackathon was professional also to boost registration to the event. The first price for the winner team was a trip to Finland to Europe' leading hackathon at Junction 2020 (November) in EspooGoogle Home Hub, indeed an event for the dedicated. The event was a large scale hackathon with more than 68 registered IT specialist, and 44 final participants, settled in 13 teams. The department of software engineering at the University of Szeged found the solutions useful and they are still working to capture and incorporate the IT solutions into their software development work.

participants at 1st SASMob Hackathon

3.2 Sensors confirming city lockdown measures

The first live test for SASMob sensors were presented by the Covid-19 pandemic. The sensors clearly measured reduced and later partially increased car-based mobility in the city, clearly reflecting the effect of every single policy measure: 1) the closure of schools which prompted employers also to move to teleworking, 2) reduction of PT frequency 3) governmental decree of free public parking in all Hungarian cities which increased individual car traffic in all cities.

Passenger traffic on public transport has decreased with 80%, while SASMob sensors on PT vehicles detected 30% reduction in maximum passenger numbers. Public transport operator lowered frequency of services, adjusting it to lower demand and providing more space to allow social distancing, so in general resulting in lower utilisation levels on PT. The following chart, based on data derived from the SASMob sensors shows the effects of different pandemic measures on the daily traffic on Szeged bridge.

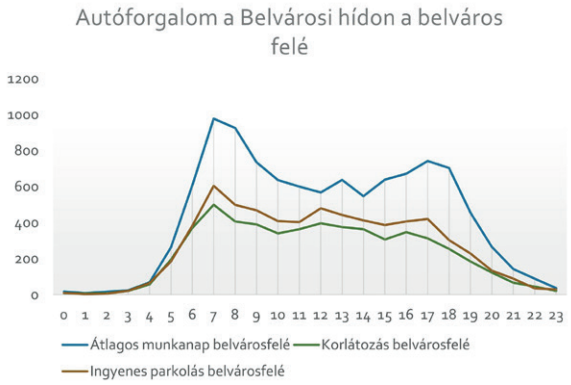


chart 1. Effects of pandemic measures on daily traffic on Szeged bridge (Blue line: average car traffic; Green line: pandemic restrictions on mobility; Brown line: governmental decree to provide free city parking)

A very important mobility based experience which Szeged has gained from the pandemic situation thanks to the sensors is that peak hours nearly disappeared from the passenger mobility pattern. This is a learning which could be effectively used in the future, since reduction of peak hours in the mobility could also reduce traffic jams and thus help the fluidity of traffic.

3.3 Studying teleworking experiences

The national lockdown as a measure to fight against the Covid-19 coronavirus created an opportunity to study the readiness of different employers towards teleworking. Not surprisingly the different types of companies had different opportunities to teleworking, food industry and city utility companies continuing their usual work, with less than 30% of office employees turning to teleworking. From those who encountered difficulties, the biggest challenge was technological, to find IT solutions for home-based working, while lack of social networks also created difficulties at some employers. As the experiences of teleworking employers encountered higher productivity, but also longer processes due to the lack of personal contacts. Nearly all employers are considering introducing at least 1 day per week telework opportunity to their employees, which would mean 10% reduction in commuting needs in the city.

These numbers are the results of a short questionnaire created for employers by SASMob knowledge provider organisation, Mobilissimus to learn about their responses on the Covid-19 pandemic and how they managed to change to home working or keep social distancing. While the questionnaire is serving the preparation of the yearly report on Telework and Commuting Deals it is also supporting the organisation of future telework options.

Another study is also under preparation which would survey employees' experiences on teleworking and could provide an important feedback for employers when planning the new telework mechanisms. It is interesting that in parallel with SASMob project, Movability from Austin (USA) has also conducted a short survey among employees on their lock down experiences. The US survey was conducted also among employees who previously never experienced teleworking. The results show that teleworking allows people to feel productive. "Nearly three quarters of respondents reported no decline in productivity while working from home during the COVID-19 pandemic. Additionally, improved physical and mental health, more hours spent working per day, increased physical activity, and a stronger desire to continue teleworking in the future were all significantly associated with reports of increased productivity among participants." It will be interesting to compare Szeged employee survey results, which will be conducted before summer vacations with those of Austin, from where Szeged has taken its approach and with which city Szeged maintains its ties.

4. OVERCOMING CHALLENGES

“Challenges are manifold in implementing a complex project like SASMob, there are ones which we can plan and get ready for and others which come like a thunder.” This quote from the previous Journal seems even more relevant than some 6 months back. As previously SASMob was struggling with internal partner changes and changes within the organisational structure of some of the partners, this time the thunder was the worldwide pandemic which abrupted normal project activities. Timely delivery of project results become even harder to achieve with the possibility in sight that the project might request some additional months to conclude the project.

A sudden and unexpected change which turned European life and understanding of business as usual has put SASMob partnership as well to great challenges. During the pandemic period, working from their home offices colleagues were busy re-designing the project implementation plan, postponing what was possible for the autumn, cancelling what was necessary, moving online what was manageable and introducing new items, where it could promise new insights and added value.

1) Leadership for implementation

Lasting political support helps to maintain the momentum of the project and it is crucial that with difficult issues or challenges, there is always an open door to solve these issues. The vice mayor of the city of Szeged is a crucial engine for advancing sustainable mobility in the city, balancing political and policy arguments.

Work package leaders and responsible partners are self-propelling. At least in issues which are in their professional interest, with fitting tasks. Administrative tasks are done with less enthusiasm and with less promptness.

It is also interesting to note that at management and steering level, the enthusiasm of some partners has faded, which is in contrast with the people being actively involved in project implementation. They are still working on their tasks, but with less glittering eyes, with less excitement. Dopamine is not released evenly and in appropriate intervals throughout the project and among partners. The long delays with the preparation of the IT Job application is indeed frustrating.

2) Public procurement

Public procurement issues become more foreseeable and better scheduled turning towards the end of the project implementation. While public procurement could induce delays at the beginning of the project implementation, if the project is well-designed it should not cause much constraint towards the end of the project. There is only one larger procurement item in the pipeline: some more sensors to buy to equip the public transport vehicles. This procurement is well prepared, own contribution is secured, so it should be done smoothly.

The AF structure and written descriptions make innovation and changes during project implementation lengthy. For example, the need for scooters were not anticipated and foreseen at the conception of the project, thus it required to be part of the major change process, which took months. Thus, changes within the project design take up a lot of time and it requires a lot of

administrative efforts to adapt to changed environments and needs. At least 3,5 years passed since the writing of the proposal, which is a long time in innovation processes, and such changes in the Application Form are inevitable. Although the Programme Secretariat is very flexible, the lengthy administrative procedures still create delays in implementation.

evosoft company rollers and bike workstation

3) Integrated cross-departmental working with the municipality

Within the municipality of Szeged, since it is a smaller size municipality, there are good, personal ties among civil servants, thus cross-departmental working is ensured through unformal meetings, canteen chats. In fact, this aspect of office life is one of the worst affected areas by the Covid- 19 virus pandemic: informal channels, casual small talks, stopping by on the corridor for a quick update on each other's' work progress – is hardest hit by the virus. Regular meetings and work-related networks have been transferred to online meeting platforms, however the cross-departmental horizontal channels for information transfer have been stopped. For example, the communication division at Szeged Transport Company organised regular weekly online networking sessions during the Covid-19 pandemic lockdown where the only rule was "Not to talk about work". This way they can maintain the social atmosphere of the workplace.

Within the municipality itself, colleagues at management units (finance, economics and legal issues) got used to the project, they know that they have work with the project and they learned the rules and procedures, so management of the project and cooperation with management units is fluent.

Coordination of SASMob project with other running mobility projects and infrastructural developments are fluent. While SUMI project ended, Low Carb, Trolley 2.0, Elliptic and ROP projects are still running. Although other projects focus in different issues within sustainable mobility, the institutions, such as the Public Transport Company and the Szeged University are the same, and the people involved in the projects are the same. Collegial relationships among people at different institutions make project implementation easy and smooth.

4) Adopting a participatory approach

Co-decision making with citizens has not been deeply rooted within Szeged Municipality. There have been some sporadic participatory initiatives before the SASMob project. Especially in mobility issues the municipality always requested the opinions of special user and interest groups (such as associations of vulnerable groups). However, it is a different matter to base policy making and city development on participatory principles and co-design and co-implement policies together with citizens.

SASMob is a very good learning process for the city to get acquainted with participatory processes and not only ask for opinion but also to share responsibilities, and divide tasks with both citizens and companies.

An example is the preparation of the seven awareness-raising parklets in the city. After months of discussions on how to achieve visual distinctiveness and whom to commission, the municipality turned towards the employers and shared the responsibility with them. In such a way the employer partners are managing and organising the design of their parklets according to their own identity, from re-used dustbins and bike-shaped bike racks to discarded hardware. The parklets, to be installed in early Autumn, will bear the characteristics of the partners.

Parklet design for SZKHT

Another example is the organisation of Hackaton to use municipal data. SASMob partners tried to organise such an event “inhouse” a year ago. It drew little attention. This winter the project approached Tech Embassy, an organisation with extensive networks in the IT sector. The result was 44 participants to the event solving big data challenge. SASMob only had to prepare it. This is a great way of experiencing the strengths and benefits of collaboration of participative management.

Among other developments SASMob also contributed to the encouragement for Szeged Municipality to start a large-scale visioning campaign, co-designing the future of the city together with the inhabitants. Sustainable mobility will be an integral part of this process, to which we can look forward in the next period.

5) Monitoring and evaluation

Monitoring of project delivery has been well prepared and incorporated into the Application Form structure. There are deliverables allocated to monitoring the effects of deliverables within every

work package. It is clearly visible during project implementation that it was a very good idea, since work package leaders took the responsibility, organise the monitoring of the activities themselves and prepare assessment reports. Thus, the tasks are well defined, and the responsible partners are also well defined. SASMob also introduced a financial monitoring system, with a 4 months interval, this is also a great tool to monitor the progress of financial spending.

However, approaching the end of the project, it would also be good to see how SASMob delivers in terms of the proposed indicators. Here shortcomings of the project design became apparent. The output indicators are not well integrated into the AF structure and thus their monitoring, delivery and necessary assessment is not well integrated into the everyday working mechanisms of project implementation. Since progress is assessed according to the AF structure, indicators slip out of attention and weekly routines. Also, indicators lack clear responsibilities attached to them. Szeged municipality is coordinating the collection of data for output indicators, but its efficiency could be strengthened if it were included in the AF structure.

bike racks introduced in front of ITSH office

6) Financial sustainability

One of the characteristics of SASMob project in terms of financial sustainability to manage mobility in Szeged in general, is to move the focus of mobility investments and improvements from hard, expensive infrastructural investments towards less tangible, soft and cheaper behaviour change campaigns. This move, itself could support financial sustainability and could ensure return on investment in public transport spending, for example.

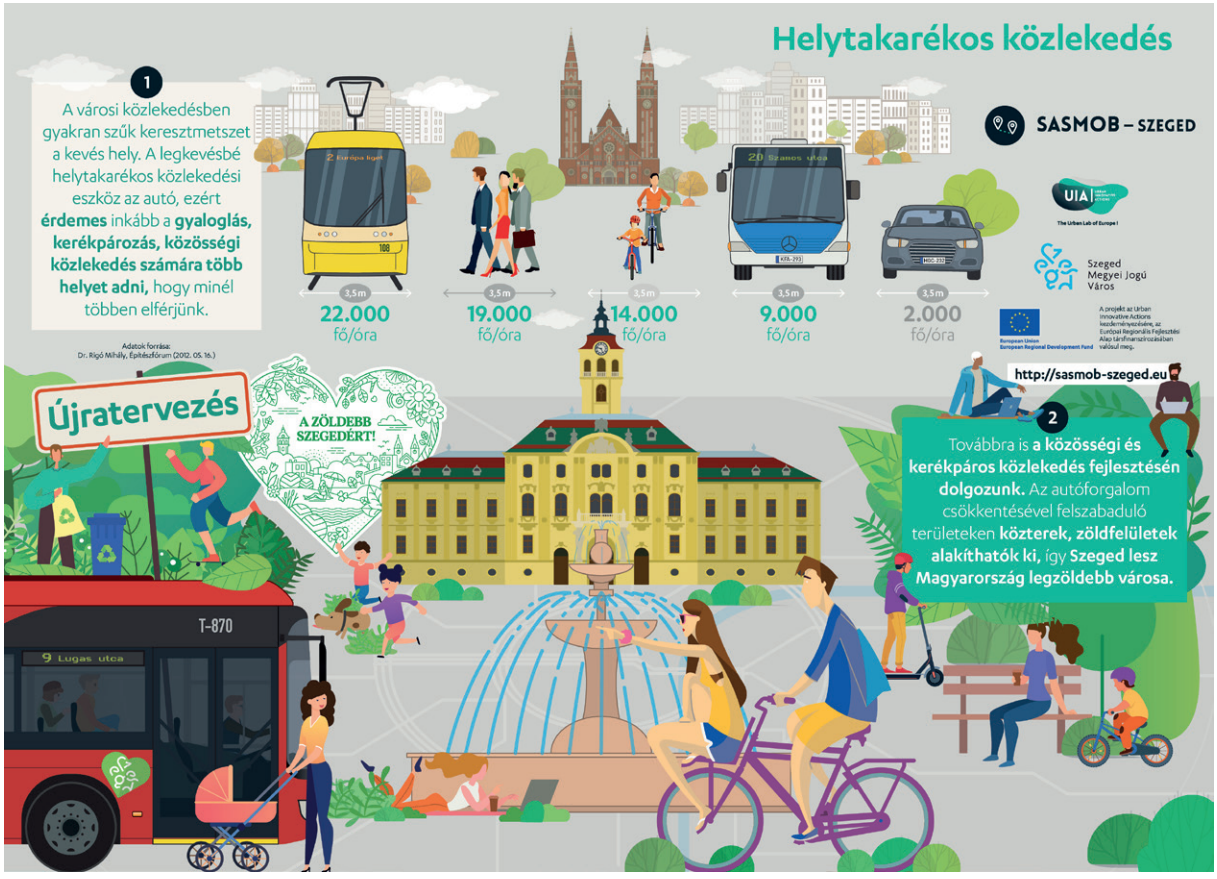
Cooperation with employers, supporting mobility management within companies is an important step towards sustaining mobility services in the city. The question for SASMob in terms of sustainability should be translated in managerial terms: how could the city maintain and manage the SASMob framework, the cooperation structures with employers on the long run. How could the pool of employers joining the SASMob Pledge be enlarged?

There are two approaches SASMob partnership follows, both are well-described within the Application Form structure: to build up local knowledge for mobility management and to run a Mobility Service Desk for future entries. University of Szeged has just held the first training courses for future mobility managers, while the task of establishing the Mobility Service Desk is to be transferred to Transport Company of Szeged as the role suits them best. Thus, financial sustainability of project results seems on the right track, well secured.

7) Communicating with target beneficiaries

Communication with target beneficiaries is one of the key aspects of a project which aims to change citizens' behaviour. The project must present relevant information in an intriguing way to reach large groups of citizens. It would require continuous creative workflow to retain interest and preserve behaviour. Mobile Apps aiming to change behaviour and maintain efforts are good examples, such as runner clubs, sports clubs or aiming at losing weight.

So far, the project has not achieved such structural and straightforward communication streams. There has been many great communication events, but were more sporadic or focused on events based campaigns. The SASMob project boosted some communication with the target beneficiaries. The comic strip series, the music on tram event, the visibility of SASMob at the Bike to Work campaigns are creating some city-wide awareness. the comic strip, for example was an excellent idea, it needed some time to set off, but now there are around 5-6 such comics available. The communication and awareness raising product is ready, but the channels through which the message could get to the citizens are not well established.



Infographics promoting sustainable mobility

SASMob as a project is not getting high profile in city level communication channels, and it does not have a high visibility among target beneficiaries in the city. The project hasn't managed to coherently engage citizens on the long run, while the creative spirit within SASMob partners could still be better fuelled into communication actions. A fully integrated and coordinated communication programme could benefit Szeged sustainable mobility efforts.

Nevertheless, the message of SASMob, the need for sustainable mobility is well established and supported by many actions. As for the future, the smart phone applications which are created within the project could support such communication actions, however the Covid-19 pandemic also postponed the time when the new applications can be first used.

8) Upscaling

SASMob is regarded as an important city-wide network which aims quality of life and sustainability of the city. A network which is worth taking part at, and thus companies are eager to join the network, which is a good sign in terms of upscaling and sustainability. The project managed to create the critical mass to lure more employers to work together and it managed to create an important influence among city employers. As one of the newly joint member of SASMob put it: "SASMob is a club, to which it is worth belonging to." There is no better sign for upscaling than such testimonies.

As much as upscaling was feared at the beginning of the project, it is becoming one of the strongest element of SASMob. There are 10 new companies which pledged to work on sustainable mobility in a coherent and concerted way in the city, including large companies such as BP. New companies, new partners to be involved in SASMob pledge get support from the university and from Mobilissimus Ltd on mobility planning. A large-scale event is planned to be organised with pledging the new companies Commuting and Telework Deals hopefully in September.

TABLE 1: MAPPING SASMob AGAINST THE ESTABLISHED UIA CHALLENGES

Challenge	Level	Observations
1. Leadership for implementation	Medium	• Lasting political support helps to maintain the momentum • Work package leaders are self-propelling. • At management and steering level, the enthusiasm of some partners has faded
2. Public procurement	Low	• Public procurement is more foreseeable and better scheduled towards the end of project implementation • The AF written descriptions limits innovation and changes to it during project implementation can be lengthy.

Challenge	Level	Observations
3. Integrated cross-departmental working	**Low**	• Good, personal ties among civil servants, cross-departmental working is ensured through informal meetings • This aspect of office life is one of the worst affected areas by the Covid- 19 virus pandemic, online networking and social sessions organised to keep up horizontal ties. • Colleagues at management units got used to the project, they learned the rules and procedures. • Partnership is similar, people involved are also involved in other running mobility projects, such as Low Carb, Trolley 2.0, Elliptic, etc.
4. Adopting a participative approach	**Medium**	• Learning by doing for participatory processes • Sharing responsibilities for the design and implementation of awareness raising parklets with employer partners • Planning long term city visioning process on the participatory footsteps of SASMob
5. Monitoring and evaluation	**Medium**	• Monitoring of project delivery has been well prepared and incorporated into the Application Form, with deliverables allocated to monitoring and clear responsibilities and deadlines • SASMob also introduced a financial monitoring system, with a 4 months interval, this is also a great tool to monitor the progress of financial spending • A shortcoming is that monitoring SASMob output indicators and thus project results are not well-integrated into AF structure
6. Financial Sustainability	**Low**	• The move of the focus of mobility improvements from hard, expensive infrastructural investments towards less tangible, soft and cheaper behaviour change campaigns supports financial sustainability and could ensure return on investment in public transport spending. • The question for SASMob in terms of sustainability should be translated in managerial terms: how could the city maintain and manage the SASMob framework, the cooperation structures with employers on the long run. • There are two approaches SASMob partnership follows, to build up local knowledge for mobility management and to run a Mobility Service Desk for future entries.

Challenge	Level	Observations
7. Communicating with target beneficiaries	**High**	• SASMob as a project is not getting high profile within communication actions, and it does not have a high visibility among target beneficiaries in the city. Nevertheless, the message of SASMob, the need for sustainable mobility is well established and supported by many actions. • Sporadic, events based campaigns, messages are established in Szeged. The comic strip series, the music on tram event, the visibility of SASMob at the Bike to Work campaigns are creating some city-wide awareness. • The smart phone applications which are created within the project could support communication actions, however the Covid-19 pandemic also postponed the time when the new applications can be first used. • The creative spirit within SASMob partners could still be better fuelled into communication actions.
8. Upscaling	**Low**	• SASMob is regarded as an important city-wide network which aims quality of life and sustainability of the city. A network which is worth taking part at, and thus companies are eager to join the network, which is a good sign for upscaling and sustainability. • As much as upscaling was feared at the beginning of the project, it is becoming one of the strongest element of SASMob. A large-scale event is planned to be organised with pledging the new companies Commuting and Telework Deals hopefully in September.

5. WHAT WILL HAPPEN DURING THE SUMMER IN SZEGED?

What will happen during the next few months will largely depend on the spread of the Covid-19 pandemic. Many of the proposed actions require personal contacts, meetings and gatherings. Actions, such as the car-sharing app or the bike to work campaign expect the need to commuting to work. Especially difficult to plan, organise and implement dissemination activities, meetups and conferences necessitating cross-border travel.

The success of SASMob partnership working has nurtured new approaches and gave courage to **further participatory processes** in the city. Szeged has always appealed to be a green and sustainable city and structured long-term development plans accordingly. Now. inspired by the successes of SASMob, the municipality broadens participatory processes and involve citizens and employers to jointly create a vision for the future of mobility in Szeged. Szeged vision participatory planning processes will summon during the autumn months.

The project turning to the target line is more and more focused on the **long-term sustainability** of the project results. One of the key issues we were discussing in Szeged: how to maintain the momentum, how to broaden the partnership and support employers towards sustainable mobility in the city. There are two key streams of actions towards this sustainability goal. Firstly, the next six months will also broaden and strengthen the SASMob partnership in Szeged. Supported by the teams of Szeged University and Mobilissimus, new employers will start developing their own mobility plans. With the formulated goals the new partners will be able to sign the SASMob pledge and will be able New partners will join and sign the SASMob pledge. The other stream is the planning and developing a Mobility Service Desk for future employers to learn about possible sustainable mobility actions. The next few months will also be the time to design the function of this city-wide Service Desk.

After long delays, the partnership will be able to experience the out **the IT Jobs Smartphone App** and car sharing will be introduced to the partnership of SASMob. This is a long-awaited deliverable and hopefully will be well-received, supported by communication campaigns within the employers. At city level the employer based IT JOBS will be expanded with city wide IT TRANS and IT Urban Smartphone Applications, which will include a smart passenger information system, an event based car-pooling service, an interruption/error signalling option and a parking support function. All these IT developments will be finished during the summer and ready to be used during the autumn months. Since these developments will be the first structural changes what SASMob offer to the wider public in Szeged, their introduction should also be well designed and supported by communication actions.

Municipality of Szeged will show a good example to all employers in Szeged and will **eliminate the free parking lots reserved for municipal employees** around the municipality building in the inner city. This is both a symbolic act and a practical one to curb car traffic in the inner city of Szeged. Since self-restriction is a critical and usually difficult task to perform and also requires

majority of voting, we look forward to the Municipal Decree which will allow this change to happen.

Transfer and roll out are important elements of the SASMob project, the partnership identified possible transfer events, such as the European Week of Regions and Cities and also started to organise bilateral and regional events to share project experiences and practices. There has been a great interest mostly from cities across Hungary, Romania and Serbia and a table with possible transfer events has been formulated. With the Covid-19 restrictions these events will have to be revised, when possible kept online or organise in other, creative ways. Also, the format of the final conference has to be re-designed or at least re-evaluated: where, how and for whom this conference will be held.

The pandemic created a situation which requires **greater flexibility** than ever in managing the SASMob project. Events and activities became uncertain, planning for them became more complex and implementing activities requires more time. Therefore, project partners have requested an emergency prolongation for 6 months from the UIA Permanent Secretariat, which will hopefully allow the partnership to finish all project activities in a correct and efficient way.

Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.

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