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Introduction to the report

The planning and realisation of a theoretic model offering innovative and flexible public transport solutions; teamwork that has verified the possibility of collaboration between different regions, territories and European countries moved by substantially similar objectives albeit of different natures, orology and local traditions; and finally the run up to a satisfactory result: shared technical solutions for Demand Response Transport, which are repeatable and confirm the validity of the project brought about through teamwork over two years.

In synthesis, this is what occurred in the Twist (Transport with a Social Target) Project management, which set itself the objective of undertaking the experimentation phase of a Demand Responsive Transport service in six heterogeneous territorial areas utilising funds from INTERREG III B Cades.

Five European nations (Italy, Germany, Greece, Hungary and the Czech Republic) collaborated in different measures to the same objective: six of the eleven project partners (the Regions of Abruzzo, Marche, Molise and Puglia in Italy, the Province of Ioannina in Greece and the Region of Berlin-Brandeburgo in Germany) introduced the use of alternative services in place of public transport line services within their territories. The other partners participated in research activities and the development of models of the operations undertaken. In particular, the Region of Pecs in Hungary provided a scientific component to the experimental activities, while the Region of Southern Bohemia undertook an observer role, gaining know-how of the instruments and methodologies set out by the project. In the end, the Province of Ascoli Piceno participated as an associate partner, developing a Demand Responsive Transport service with its own funds, while the consultancy company Consultrans (with registered offices in Madrid) participated as an observer.

Discussions about Local Public Transport initiatives, experimentation and experience at various levels aimed at rendering this type of service more flexible and responsive to user needs, in particular in response to a social target with particular socio-economic and environmental situations, have been the centre of attention for some time now.

The Twist Project has its own form of originality, which constitutes an added value: comparison of initiatives and experiences in different territories with generally different geographic characteristics often resulting in different tailor-made solutions. The Twist Project has utilised a flexible transport model which is illustrated in detail in this report – creation of an integrated route, which can truly be repeated and utilised anywhere and which should also be efficient with other experiences, in particular in countries which have only recently entered the European Community.

The elaborated model based on experimentation is the fruit of complex team work, which saw the realisation of the first phase consisting of a territorial study on the demand and potentiality of the social target, followed by a comparison of the experiments undertaken in the territories involved, and finally development of the model and diffusion of the results and therefore the knowledge acquired through identification of flexible management solutions to increase and improve mobility.

Alongside these phases the project saw the realisation of a coordinated communication campaign to present the service in a manner that is both clear and credible to the user and to provide an instrument that is useful for both the partnership and the institutions involved.

The proposed model provides for the possibility of activating local public Demand Responsive Transport services that enable the user to pre-book and personalise a route in almost real time according to his or her personal needs.

This objective, while not new, in respect to traditional local public transport services, is undertaken offering a reduction in the total distance travelled with the objective of increasing the number of passengers and maintaining operational profit for the company.

The value and novelty of the project consist fundamentally in the evaluation of the economic sustainability of the Demand Responsive Transport service within different social, demographic and geographic conditions and in the experimentation of a company organisation aimed at minimising the additional costs for the creation of hardware and software support and other necessary work.

The experience of a project that has involved partners from different countries with diverse social, economic and bureaucratic situations has however had significant effects on the public and private sector operators who contributed to the realisation of this initiative: continuing comparison of their experiences, meetings and the constant exchange of information has cemented relations, reduced working distance and thus created a synergy which extends outside the boundaries of the undoubted quality of the elaborated product. In essence one could affirm that the Project undertaken to compare Demand Responsive Transport experiences across heterogeneous areas has, after a three year period, produced a homogenisation of behaviour and styles among the different partners involved.

Sergio Strali
Workgroup WPS Manager Networking and Diffusing Results
**Introduction to the project**

TWIST (Transport With a Social Target) is a European project aimed at promoting mobility in disadvantaged areas by experimenting an on-demand transport system. The project, approved in May 2004 and signed in September 2004 with a total budget of €2,059,376.00, involved various European countries (Italy, Germany, Greece, Hungary and Czech Republic) with Region Abruzzo as lead partner.

Project TWIST follows EU Cohesion Policy addressing territorial integration of countries or areas characterized by lower structural development and aiming at guaranteeing free economic development within the EU and providing new cooperation opportunities beyond national boundaries. The areas participating in Project TWIST show lack of balance in infrastructures and transport services within mountain and rural areas of the suburban periphery. The reactivation of mobility processes in the involved areas is the essential condition in order to promote adequate economic development. Competitiveness in such areas cannot be improved without the support of specific transport and communication systems. Therefore, it is necessary to provide these geographically disadvantaged areas with a local transport system which also satisfies the social, economic and environmental needs by offering response to the consumers’ demand.

Project TWIST’s main objective is to reduce social exclusion caused by a lacking transport network: both geographically speaking, as an alienation phenomenon due to scarce accessibility in rural, mountain or internal areas, and in more populated peripheral urban or suburban areas; and socially speaking, by intervening on the removal of barriers which hamper the mobility of disadvantaged people, as the disabled, the elderly, women and minors, non-EU citizens, people with low income or without transport means, etc. The methodology to be adopted consists in the local testing of on-demand transport systems which guarantee access and communication from disadvantaged areas to developed ones.

All this will facilitate the access and utilization of primary transport systems – train, underground, bus, ferry – by ensuring internal circular transport for social aims (work, school, health services, access to public administration, ...) and by promoting diversified recreational occasions, thus favouring tourist development in those areas with a higher artistic and sightseeing potential.

In order to achieve the aforesaid, high-tech IT instruments will be utilized: Operation Centre, Modules for the management or requests and information to users, Modules for on-board computer devices connected with satellite systems.

As a result, the primary target of Project TWIST will be the creation of a common transnational strategy giving birth to best practices aimed at organizing local public transport on the basis of actual needs, and oriented towards the optimization of available resources by comparing and eliminating regional disparities and disadvantages.

*Maria Antonietta Picardi*
President of the Steering Committee
of Project TWIST
Presentation of Twist project
Interreg IIIB Cadses Programme

WP1: Coordination and management

Responsible partner: Abruzzo Region
Other partners: Marche Region, Molise Region, Puglia Region, Oberhavel, Technostart, RIO e V., KTEL SA, Transdanubian Research Institute, Dopravni Ceske Budejovice.
WP 1: Coordination and management

The Program Interreg III B CADSES promoted International collaboration projects between subjects belonging to a very wide geographical area, extending from Central Europe to Danubian and Balkan countries to Adriatic ones.

The INTERREG Program was the most extended program under a geographical point of view, including the territory of countries in the EU (Greece, Austria, Adriatic Italy and Eastern Germany), the whole territory of New Member States (Slovak and Czech Republic, Poland, Slovenia) and Third Countries representing the enlargement of EU boundaries towards East (Romania, part of Ukraine, Moldavia, Bulgaria and the Balkan countries such as Croatia, Serbia-Montenegro, Macedonia, Albania and Bosnia Herzegovina).

The Program was articulated into 4 thematic axes regarding:
1. territorial development and economic and social cohesion,
2. development of efficient transport systems and access to information society,
3. promotion and care of environment and natural and cultural resources,
4. environmental protection, resource management and risk prevention.

CONSISTENCY WITH INTERREG III B GENERAL STRATEGIES

Integration of the Project with the European and national spatial development policies

TWIST Project was in accordance with the policies of spatial development promoted by the European Union. As a matter of fact the Second report on economic and social cohesion (adopted by the European Commission on 31st January 2001) identified the issue of the remote rural areas: “The rural remote areas, usually sparsely populated and in many cases located in peripheral parts of the Union far from urban centers. Their relative isolation is often due to their topography, such as their mountainous nature, and they tend to have a highly dispersed and ageing population, poor infrastructure, inadequate services, low income per head, a relatively unskilled work force, weak links with the rest of the economy and high employment in agriculture”.

The TWIST project was in accordance with the aims of “The transport, health and environmental European program” (PEP). In order to enhance the territorial cohesion towards a more balanced development, TWIST’s general objective was the reduction of the existing social and economic gap between inner, mountain and rural zones, and the urban areas through the reorganization and the development of network by using IT and Telematics in transport service, costs cutbacks, and the transferability of models in order to contribute not only to the economic and social cohesion in the regions but also to a sustainable, environmental and balanced development.

THE TWIST PROJECT

Project title
TWIST – TRANSPORT WITH A SOCIAL TARGET

Priority
Priority 2 - Sustainable and professional systems of Transport and access to the information society

Measure
Measure 2.1 - Efficient development of Transport systems according to a sustainable development

Summarized description of the project
Through the partnerships of the participating areas, sharing their knowledge and experience, and by bringing together the efforts of representatives of the public and private sectors, TWIST project foresaw the establishment of a system of transport that facilitates the access and connection from the disadvantaged zones to those more developed that offer opportunity of commercial exchanges, employment and social assistance.

TWIST foresaw first of all a system of analysis of the demand of public transport in the interested areas and of the supply, if existing (net of infrastructures and services).

The project aimed as well to a reduction of the times of re-conversion and reorganization of a local net of public transport and of the related costs, with implementation of know-how and technologies.

Moreover TWIST aimed at the harmonization of the local public transport to the Europeans qualitative and safety standards.

The final target of TWIST activities was the transferability of the set up models in every region with analogous characteristics, presenting inside zones and presence of weak demand.

In the carrying out of the activities of the project the following described methodology was used. First of all, there was an exchange of know-how between the partners about the documents, procedures, laws and experience of similar transport system. In a second moment (WP2) additional information was gathered. Consequently was be produced the planning of the systems which will be implemented in the involved areas (Pilot Projects of WP4).

In the last phase the results of the experiments were checked and discussed within the decisional contexts of project (Steering Committee). Finally, the data and analyses gathered and included in the Guidelines produced by the project were transferred to the authorities with the aim to provide suggestions and support for future political strategies.
The main objective of project TWIST was the sharing of a transnational strategy for territory development, which suggested the way for improving and optimizing the management of transport system responding to the needs and compare regional differences. This common transnational strategy tried to achieve the shared goals and to overcoming of common problematic among the partner regions.

**Project duration**
- Date of project start: 01/01/2004
- Date of project finalization: 30/06/2007
- Duration in months: 42

**Project cost (in €)**
- ERDF funding: 1,100,000.00
- Public co-financing (EU partners): 800,626,00
- Private co-financing (EU partners): 8,486.00
- EU funding for Non EU partners (PHARE, CARDS, etc): 8,750.00
- Public co-financing (Non EU partners): 8,750.00
- Private co-financing (Non EU partners): 8,750.00
- TOTAL: 1,909,376.00

**List of partners**

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<td>Transdanubian Research Institute, Centre For Regional Studies of The Hungarian Academy of Sciences</td>
<td>HU</td>
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<td><strong>TOTAL</strong></td>
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**PROJECT CONTENT**

**BACKGROUND AND DEMAND FOR THE OVERALL PROJECT**

**Origin of the project:**
The project was inspired to the European Community policy aimed to the general integration of countries and less structural developed areas of countries.

The objective of INTERREG and of the project TWIST was to assure liberal economic development in European Community sphere and to supply the new opportunity for collaboration which going further national boarder. The competitiveness of the involved regions cannot improve without appropriate transport system and communication.

The participant countries showed a lack of infrastructural balance, particularly in rural and mountain zones. To such aim the reactivation of mobility process in the areas involved in project was the essential condition for the economic development, especially in the inner zones. It was necessary to provide these disadvantage geographic areas with local transport system which satisfied “social”, economic and environmental needs too and replay to different customer requests.

The project had the objective to assure the mobility of people and goods and to promote business. The further objective is the optimization of finance gap between infrastructural needs and available financial resource in EU and national budget.

**Correspondence with the needs, strengths, weaknesses and constraints of the project's target group(s) and target region(s):**
The mountain and the rural zones, either for morphologic reason or because they are usually scarcely inhabited, had the major disadvantage compared to the more populated and more industrialized territories.

The social characteristics of the territories involved in the project TWIST set, as one of the main objectives the major capacity of independent mobility of the weaker social groups like elderly people, extra-community immigrants who had to reach the place of work, disabled (such users represent probably 90% of the total users interested by the project).

The project pointed to improve the possibility of the population of the rural and mountain areas to reach the working or studying place, reducing in this way their social exclusion.

It must not be ignored the peculiarity of the familiar system in the areas described, where women and young people live a more difficult possibility of transfer.

**Local situation, information on project partners**

The participating areas showed a lack of infrastructural balance compared to other European countries. The existing infrastructures were inadequate and incapable to support a new economic growth and the expansion of the activities of the private sector. In particular, the infrastructures of local transport and the organization of services, needed an urgent process of re-organization and re-conversion to promote the reconstruction and the development of the local economic systems so as of the connection among the rural zones and the urban areas.
Objectives, results, general effects

OVERALL, LONG-TERM OBJECTIVES
The objectives of TWIST project were:

a. The verification of the social economic gap existing between the internal zones (mountainous and rural) and the urban areas, linked or depending to the ordinary public transport

Analysis of the incidence of the weakness of the ordinary public transport on the dynamics of mobility in the internal areas (living places) towards urban areas (work/study/services places);

Analysis of the main causes of the social costs linked to the lack of flexible mechanisms for the management of transport demand in weak areas;

Definition of the possible mechanisms for the whole re-balance of the internal areas, through new efficiencies of local public transport and through the bettering of services levels;

Evaluation of the potentiality of a flexible public transport for the reduction of the abandonment of the internal areas

b. New organization of transport services and network development, also with the support of IT tools, aimed at reducing the socio-economical gap existing between the internal zones (mountainous and rural) and the urban areas

Definition of the processes for implementing the organization and the management of local nets of public transport in order to enable satisfying mobility level;

Updated and detailed knowledge of the unexpressed and unsatisfied transport demand with special attention to the one coming from weak social branches;

Examination of the demand of services that create “not ordinary” transport demand;

Support to the decision-makers for a new organization of services and a new logistic for people transportation;

Methodological contribution for the identification of the level of essential minimum services coming from reference administrative bodies;

Implementation of organizational and managerial solutions able to assure a better access to local public transport and a more flexible supplying of the services by the reference bodies

c. Rationalization of the expenses and optimization of costs

Improvement in the supply of transport with the contextual reduction of public financial contribution to local transport system;

Identification of innovative solutions for the modal and freight integration;

Pre-identification of the cost of services for the users;

Evaluation of the relationship cost-efficacy of the new service for its validation and repeatability

d. Transferability of models

Comparison of possible sceneries, arising from models, with the contexts of local systems;

Repeatability of the model in different local systems having homogeneous characteristics and transfer of the new model in the regional and local transport system;

Transfer of know-how to the services of local public transport among the EU countries;

Examination of the transferability of the models in other similar sectors, as good transport models.

Concrete results
During the implementation of TWIST activities five pilot project were produced having as objectives the following main results:

a. Identification of transport systems responding to real needs of the territory concerned;

b. Identification of organizational and managerial solutions for the management of flexible public transport answering the mobility needs of weak areas;

c. Identification of main services generating demand of “called transport”;

d. Identification of access modalities to the services generating demand of “called transport”;

e. Identification of solution of flexible management of mobility, for the improvement of the access to services missing in the internal areas, such as:

1. Sanitary structures;
2. Administrative centers;
3. Schools
4. Centers for social assistance
5. Commercial systems
6. Cultural/entertainment centers

Expected impacts
The concrete results expected from TWIST project, described in 3.3.2, had their effect on the long-period as well. The over mentioned results permitted to:

a. Identify organizational and managerial modalities for the setting up of a public transport system able to respond to the mobility needs of the internal areas;

b. Transfer the produced analysis to political and institutional decision makers;
Activities

Particularly, project TWIST was articulated in the following phases:

→ **Analysis and data gathering (WP2)**

Study of the transport regulation in the EU and in the specific areas involved;

Creation of computer protocols for the exchange of data;

Economic and social study of the demand of mobility currently existing in the internal areas involved and which are selected by the partners one by one;

Analysis of the supply coming from nets and services of local public transport and from the road and railway infrastructures (if existing);

Sample Survey.

→ **Planning transport system (WP3)**

Planning of optimal transport system with computer technology on the basis of existing systems and software;

Analysis of the demand gathered;

Analysis of the supply coming from nets and services of local public transport and from the road and railway infrastructures (if existing) gathered;

Selection of the software;

Projection of the potential demand to activate in relationship to the requests of connection of the internal zones with the urban areas, or with stronger economy, for economic and social goals;

Individuation of the management software, on the basis of the survey on the demand in the local areas and on the basis of infrastructural net and of the existing services.

Organization of the means and the local networks;

Implementation of a software aimed both to the management of services of local public transport, organized also in a non-conventional way (call services), both to the management of the wheels means of transport (acquisition of new means equipped with management software and arrangement of management software on existing means);

Distance Management of the information flow between demand and supply of mobility and connected services.

c. Use methodologies and results of the Pilot Projects in the planning go transport services;

d. Measure the incidence of the methodology and the produced results on the dynamics of access to services from users living in weak areas;

e. Implement an Info-System on Transport and Mobility in its different components;

f. Create a communication/interaction relationship with the users in order to reduce the social unbalance of population living in internal areas;

g. Develop and implement good practices and methodologies in the project-involved areas for the transfer of project results;

h. Create a working network /observatory between the project partners for the analysis and evaluation of the policies adopted or adoptable by the political decision-maker (regional institution), for a flexible management of public transport service, with special reference to the demand of mobility in the internal areas.

**Target Group, Beneficiaries**

**Target Group(s)**
The Target groups of the project were, first of all, the weakest part of the population, such as for elderly people, disabled (such users presumably represent 90% of the general users interested by the project). Besides, people living in the mountain and rural remote areas, who had to reach the working place, women and children who, in a lot of mountain and rural realities, live a more difficult possibility of transfer.
The project aimed to improve the possibility of the population of these areas to reach the working place or of study reducing in this way their social exclusion.

**Direct Beneficiaries**
The direct beneficiaries of project TWIST were the partners that in the respective regions are charged of planning and management of the Transport Sector because they were supplied with the results of the project as input for their planning activity.

In a wider sense, the whole regional system was able to benefit of the project results as the established and integrated planning, as well as the harmonic territorial development, will contribute on one hand to the correct realization of investments in the infrastructures and in the commerce and, on the other hand, to improve the efficiency of the local services of transport contributing significantly to the correct management of public funds reducing as much as possible the risk wasting public funds.
Modeling and transfer of project results (WP4)

Creation of a theoretical model, updatable and expandable, that identifies a planning and remote monitoring system in order to simulate and verify the impact of the effects of territorial conditions.

Definition of a methodology that allows to determine the best technical-economic solution of local public transport supply, integrated between railway (where existing) and road system, with optimization and study of the costs.

Individuation of a standard methodology for the further extension of the procedures employed in other areas with analogous social economic and territorial characteristics.

Development of e-government in the regions interested in the project with the purpose to guarantee to the citizens/users the on-line information of the offered services.

Web portal creation – Networking spreading of data and results (WP5)

Spreading of the project results on three main levels: among the project partners, among public transport service stakeholders and at last at the political level.

The activities had achieved the following aims:
- Local and transnational events planning;
- Information and dissemination;
- Collaboration to the creation and updating of the Web portal.

Monitoring and evaluation (WP6)

Evaluation of an effective and correct activities development through a recurring control respect of the implementation timetable;

Comparison among the goals described on the project and the results actually achieved;

Impact analysis through the monitoring of the scientific value of the applied methods and instruments;

Full involvement of all project partners.

Contribution to the spatial development of a wider CADSES area

The aim of the project TWIST, was to put in more direct relationship the internal mountain and rural zones, with the urbanized areas of the same territory, so the first ones were inserted in the national transport network and, consequently, international. The project put particular attention on a system of socially sustainable transport and proposes alternative approaches through the development of an appropriate methodology. Besides it had in consideration the political and institutional components, the use of the private and public transport "not motorized" and the environmental and social territorial conditions.

Improvement of economic integration

First of all the project aimed to strengthen the transport toward National and International transport nodes. Moreover the business exchanges of various kind was enhanced and precisely the commercial interchange from and toward the rural interested zones and mountain areas. Among the economic benefits it is to be stressed that the use of the proposed transport system, promoting the reduction of the private vehicles reduced the number of road accidents.

Improvement of ecological integration

The rationalization of public transport and the development of green transport activities had an influence on reduction of the green-house gases. Also the increase of public transport aimed to the diminution of the production of polluting substances and energy saving.

Improvement of social integration

It is important to stress, as well, the social approach of the project. One of the main objectives is to favor the access to social, health, commercial and entertaining services existing in urban areas that otherwise would be difficult to reach.

An 'on-demand' transport system allowed to assure the use of basic services along with a minimizing of costs.

Added value to the project through transnational approach

The aim of TWIST project was the identification of a model for called public transport that had to be agreed, shared and experimented in the different European territories (all territories having an analogue internal zone with weak transport demand, because of low dwelling density, of infrastructural deficiency and social difficulties).

The main objective of the project was the sharing of a transnational strategy for territorial development that could point out the path to improve and optimize the management of transport systems able to answer the real needs and to put into comparison regional differences.

This common transnational strategy tended to the achievement of shared objectives and to the overcoming of common issues among the partner regions.

The results of the experimentation were analyzed and discussed firstly in the decisional contexts within the project itself, and later transmitted to the authorities/administrations of the involved countries in order to produce orientations in the future political strategies.

The produced Model was able to become a real user’s manual useful in the planning of transport policies in similar areas, this because it also foresaw the identification of shared and measurable parameters for the evaluation of the impact, since the initial phase of intervention planning (ex-ante evaluation) till the operational phase (progress and ex-post evaluation).

The transnationality of the project was granted by the fact that the model to be implemented was planned and coordinated by the transnational Scientific and Steering Committees, which set up, as well, a general evaluating tool while the local operational units will care about the practical implementation of the model in the single area.

Such a procedure allowed comparing the impact of the model in different contexts, monitoring the points of weakness and strength and exchanging each other opinions about possible fine-tunings.
The project foresaw also the realization of software for a centralized planning and management of the applicative local models, which was extremely flexible in order to take into consideration the different and specific socio-environmental conditions.

To conclude, vertical and horizontal mainstreaming activities (WP5) are foreseen as well, defined on the basis of a shared Diffusion Plan, in order to produce possible agreements with the administrations for the introduction of the Called Public Transportation System as ordinary model for solving of mobility problems in the disadvantaged areas.

**Positive impacts in terms of competitiveness and regional cohesion**

Among the general objectives of the project, was the attempt to connect the European areas economically and structurally stronger with those structurally weaker. The indirect product, but expected, of the project was the achievement of a European Network connection on a wider scale.

On the short term, the connections were only local, while on a long term was to wish the establishment of an immaterial network of connection.

The realization of the project was coordinated by the Regional Transport Directorate, however the implementation of this project produced a positive ground in order to a possible familiarization of the consumers with means and mechanisms belonging of other divisions.

In fact the project produced a sensitization to the use of computer tools finalized to the most functional use of the system of transport.

Besides, through the use of the experimental system, was improved the information to the customers of sparsely populated zones about social and health services offered by the local system which were in the past inaccessible or even unknown.

**Positive impacts in terms of employment and social cohesion**

The project aimed to improve the opportunity of the population that lived in those areas to reach the place of employ or of study, reducing in this way their social exclusion. The increase of mobility allowed the diversification of job and study opportunities. This granted to the population a greater independence. These benefits were not measured with the number of new workers employed but in relationship to the improvement of the general life quality of customers.

**Positive effects in terms of equal opportunities**

The project TWIST considered besides, the peculiarity of the family system in the rural and mountain areas had not to be ignored, where women live a more difficult transfer possibility. It must be said that the social aspect was not one of the direct aims of the project, but the use of the implemented experimental services had, certainly, a positive feed-back on the whole service area.

**Environmental impacts**

From a point of view of the preserving of the environment (diminution of exhaust emission) it was necessary, inside the project, to develop some instruments that will allow the creation of a public transport system able to compete, at all levels, with private vehicles. The target of the project was the involvement and/or the integration of the employ of public transport.

**Innovative elements and methods**

Certainly it was the peculiarity of the offered service that had an innovative nature because the foreseen public transport system was not traditional but dedicated to specific groups of customers, who lived in the rural inside and mountain zones.

Such service could be named “on demand” and it was coordinated and managed through the use of specific software and a controller.

The project was meant to individualize common issues to all partners, to assure their resolution and transferability. The methodological innovation lied not only in the detailed co-ordination between National/Regional analysis and the obtained results, but also in real control, inside the project, for the transfer of results toward other experiences.

**Contribution to the improvement of the institutional settings**

As described in the Work-packages, the project foresaw the development of e-government mechanisms finalized to the information of customers and access to the services (in the implementation areas), the reduction of the distances which separate the territories and the achievement of the objective of restoring territorial balance.

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**MANAGEMENT OF THE PROJECT**

**GENERAL CO-ORDINATION AND OVERALL RESPONSIBILITIES**

**Project coordination**

Region Abruzzo – Directorate for Transports and Mobility handled the management of the project. The coordination of the activities was supported by the other partners, in special way the coordination of all the scientific aspects of the project.

**Work-package Management**

Every partner was responsible for the foreseen activities in its Work-Package (WP), the actions were shared with the other involved partners. For every Work Package it was selected a coordinator and the same was charged in the arrangement of the Report and the outputs foreseen by the Work Package. The Coordinator (Region Abruzzo) together with all the coordinators of the Work Packages represented the Steering Committee for all the strategic and executive decisions, in order to control the progression of the work and the possible changes to do to the work program. The Steering Committee met twice during the same year. Further meetings were also held.

During the project and in the organizational phases, the Steering Committee was composed by the project Coordinator and by Work-Package Coordinators.

In order to guarantee the progress of the work, the Project Manager, who had to be named by the Project Coordinator, planned meetings (launch events, meetings of the Steering Committee and Evaluation), reports and publications.

In order to monitoring and establishing the evolution of the activities, an intermediary evaluation Report will be presented in the middle of the project duration. This document will be discussed and provided by all the partners during a meeting organized by the Coordinator of the project.
This was realized through:

**Newsletters:** The aim is that to attract the attention on the project TWIST and to inform regularly the partners during the realization of the project itself on the obtained results. The first Newsletter will comprehend the general information on the project (objectives, activities, publications, internet site, people of contact and so on). This Newsletter will be produced at the beginning of the project and sent to the competent authorities of the territorial planning, the politic decisors and the groups of users in the European interested regions. During the project it will be produced 4 Newsletters as a whole (one at the beginning and one at the end of the project and two in progress). A synthesis of each Newsletter will be translated in the various national languages of the countries involved.

**Internet Portal:** it will be a site accessible to everybody from which one can find supplementary and up-dated information about the project. The Internet Portal will function like a platform for connection to the various sites of the partners, organizations and authorities of Transport sector management.

**User’s Manual:** After the selection of the location of the transport systems, a brief manual will be produced with the description of each system. This Manual will include a series of important information for the users about the complete use of the implemented service (schedules/timetable, access to the call centre, collection points, etc…).

**Transfer of the project’s results**
The partners were responsible of the exchange of information in the respective countries. The results of the Twist project were regularly up-dated and the partners’ participation to the national and international congress/seminaries was coordinated efficiently.

**WP 1 – COORDINATION AND MANAGEMENT**
**Project’s structure**
Region Abruzzo, Direction for Transport and Mobility – as Lead Partner – managed the coordination of project activities with the support of other partners, especially in the organizational activities of the project’s scientific aspects through the following organizations:
1. Steering Committee
2. Scientific Committee
3. Management Unit
1. Steering Committee
The Steering Committee defined the general trends, supervised the regular carrying-out of the project, ensured the partners’ active participation, approved the intermediate and final reports, regularly controlled the activities trend, discussed possible project variations and approved the final reporting.

It included:
- 1 Coordinator (Maria Antonietta Picardi)
- 1 Vice-coordinator (Philip Dressel)
- 1 representative for each partner
- Project Manager (no right to vote)

2. Scientific Committee
The Scientific Committee was responsible for the scientific consultancy and validation of models.

It included:
- Project Manager;
- An Expert for each Country (at least 5 Members);

3. Management Unit
The Management Unit dealt with technical-operational management, technical assistance, executive planning and actuation of the project.

It included:
- Project Manager (Ercole Cauti);
- Coordinator for each WP

Technical assistance
Region Abruzzo – as Lead Partner – through a public proposal, gained the support for the Technical Assistance of a Temporary Enterprise Grouping between PROGER spa (Group leader and Mandatory) – EUROFOCUS scrl. The type of assistance was articulated in 2 main axes, independent from one another: transport-driven consultancy, providing high planning quality to “conceive” and realize an innovative ‘on-demand’ transport system in very different European areas; consultancy directing management of a EU project to support Administrations and partners involved in all management activities.

On one hand, there was specialized performance to transfer high-tech onto the territories interested, and on the other, the ability to “sustain” the partners in their everyday activities for the TWIST management.

In fact, RTI – with the National and Transnational Technical Secretariat – gave technical-scientific support both to the Steering Committee and the Scientific Committee in the general coordination for the actuation activities of the project.

1. Th e history of the project

Significant dates
The TWIST project was approved and made eligible for funding in May 2004, and in September the Agreement Contract was signed between the Management Authority and Region Abruzzo.

On the occasion of the first transnational meeting in Pescara on 29th October 2004, the Joint Agreement was signed by all partners, giving the official start to activities.

Moreover, in September 2006, the Province of Ascoli Piceno (Region Marche) entered as Associate Partner.
The Province of Ascoli Piceno adhered to the TWIST Project with the priority purpose of experimenting the service for Transport On-demand in the 10 towns of mountain area with weak demand, to facilitate the access to health services for residents – especially elderly – of the small villages in this area.

On-going modifications
In the course of development of TWIST activities, some variations and updates were realized.

a. EXTENSION
The first significant variation was in November 2004, when a new project for the Extension of activities and ERDF for TWIST was presented. The Main Reason for the request of ERDF additional financing was actuated considering the important experience that the Hungarian Transdanubian Partner Research Institute, Centre For Regional Studies of The Hungarian Academy of Science could offer for all activities. In order to benefit from its valid and relevant participation, the whole partnership decided to apply greater financial resources to assign to the abovementioned partner. In detail, its participation was in support activities for Analysis and data collection, Modeling and transfer of the model for the areas mostly characterized by small centers. The request for the extension of the TWIST budget was also performed for the new member, that the project partner - Dopravní podnik města České Budějovice, a.s.

As stated in the approved form, this partner had the role of Observer, yet the additional Fund was requested to allow the partner to participate fruitfully in the exchange activities (through the participation in transnational meetings) and to provide it with the financial resources for travel, accommodation and translation expenses.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Country</th>
<th>(EU + co-financing in kind)</th>
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</thead>
<tbody>
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<td>PP 10</td>
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<td>PP11</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td>2,059,376,00 42,243,00</td>
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</table>

b. Variation of partners
During the activities in progress, there were some changes to the TWIST project.
In January 2005, the Province of Ioannina sent a communication to the Lead Partner to express its difficulty – due to internal reasons – in realizing TWIST activities and to propose to entrust KTEL S.A. – transport company in Epirus – with its own activities. After the aforesaid communication, the Lead Partner, the other partners and the Province of Ioannina agreed on all procedures to substitute the partner in December 2005. In fact, the new Greek Partner, KTEL S.A., applied the activities, originally assigned to the Province of Ioannina, got involved in the analysis of demand and offer for mobility in the Region of Epirus, implemented the experimentation of transport on-demand, and organized dissemination actions in the area interested.

In December 2006, there was also another request for the variation of the partner, due to organizational problems for the German partner TZV that, through a communication to the Lead Partner in November 2005, requested to be replaced by company Rio e V.
The Partner RIO e. V. was able to carry out all the activities of TZV’s competence, as described in the action plan. Rio e V is a no-profit association, founded by local authorities with a participation quota of 70% and has over 50 partners in different action fields, such as economy, sciences and research, as well as politicians and administrations involved in the network.

The Lead Partner, took note of the difficulty encountered by partner TZV, so started all procedures for the modification, which were officially completed in July 2006.

Finally, the last modification to be underlined is that the request of extension for the project activities – with the original deadline of 31st December 2006 – was prolonged to 30th June 2007, with an overall duration of 42 months.

Project events
The main events of project TWIST were:

<table>
<thead>
<tr>
<th>PLACE</th>
<th>DATE</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pescara</td>
<td>29th October 2004</td>
<td>I transnational meeting</td>
</tr>
<tr>
<td>Berlin</td>
<td>4th March 2005</td>
<td>II transnational meeting</td>
</tr>
<tr>
<td>Ioannina</td>
<td>29th and 30th June 2006</td>
<td>III transnational meeting</td>
</tr>
<tr>
<td>Pecs</td>
<td>27th and 28th November 2006</td>
<td>IV transnational meeting</td>
</tr>
<tr>
<td>Berlin Hennigsdorf</td>
<td>26th and 27th March 2007</td>
<td>V transnational meeting</td>
</tr>
<tr>
<td>Pescara</td>
<td>30th, 31st May and 1st June</td>
<td>VI transnational meeting</td>
</tr>
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</table>

Definite budget for the project

<table>
<thead>
<tr>
<th>Partner</th>
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<tbody>
<tr>
<td>1 Region Abruzzo</td>
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<tr>
<td>3 Region Marche</td>
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<td>4 Region Molise</td>
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<td>5 Oberhavel</td>
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<tr>
<td>6 Region Puglia</td>
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<tr>
<td>7 TZV – RIO e V.</td>
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<tr>
<td>8 Technostart</td>
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<td>9 Province of Ioannina - KTEL S.A.</td>
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<tr>
<td>10 Dopravní</td>
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<tr>
<td>11 Transdanubian</td>
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</tr>
<tr>
<td>add Prov. Ascoli Piceno</td>
<td>Fondi propri</td>
<td>Fondi propri</td>
</tr>
<tr>
<td>TOTAL</td>
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<td>2.059.376,00</td>
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