



Refined transition strategy, Mallorca

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1. Introduction

1.1. The BIOSIRE project

BIOSIRE aims to establish a shift towards bio-diesel and electric propulsion for fleets, ships and special vehicles in tourist areas in Spain, France, Greece, Italy, Croatia and Austria. The consortium is composed of regional authorities of tourist areas, energy agencies and research and consultancy organisations specialised in energy, agriculture and transport.

BIOSIRE local actions are directed at market transformation and changing the behaviour of fleet operators, tourists and residents, farmers and the potential suppliers of used cooking oils. These actions cover the full production and distribution chain.

During the first project year, on the regional level, the stakeholders have been identified and local working group meetings and a local workshop were organised to prepare the market transformation

This Refined Transition Strategy has its focus on the region of Mallorca. A similar strategy is produced for the other five regions in the BIOSIRE project.

All deliverables and other information on the BIOSIRE project can be found at www.biosire.eu.

1.2. Goal of this document

The goal of this document is to refine the transition strategy towards cleaner transport in our region. The refinement is based on the lessons learned during the first year of the BIOSIRE project.

There are two main sources for these lessons.

The **first source** is formed by the lessons from previous projects and implementations in tourist areas that have been studied in Workpackage 2 and are included in two deliverables:

D2.1 Database of Case Studies

D2.2 Draft Implementation Handbook

Within BIOSIRE the implementation of the transition towards biofuels and electric vehicles in tourist regions is divided into three phases:

3.1 Activating Enabling Strategies

3.2 Market Transformation

3.3 Change Behaviour

The **second source** of lessons is provided by the conclusions from the work on Activating Enabling Strategies in our region that was finalised in the summer of 2009.

The lessons from the two sources are used to refine the planning for the BIOSIRE implementation for the period September 2009 – February 2011.

1.3. Structure of document

At first, the original plan for the regional implementation is presented in Chapter 2. This is the plan as it was formulated in the contract of the BIOSIRE project with the Intelligent Energy Europe Programme.

In chapter 3 we present the lessons for our region from the first year of working in the BIOSIRE project.

Finally the lessons are used to prepare the refined strategy for the next two phases of the BIOSIRE project in chapter 4.

2. Initial regional plan for the region of Mallorca

2.1. Demonstrator description

Application area: The island of Mallorca, Spain
<p>Context:</p> <p>Mallorca, as on of the Balearic Islands, appears as one of the most popular tourist destinations in the world. The fact is that more than 11 Million tourists went to this region last year, most attracted by its natural beauty, beaches and mild temperatures. Around 60% of them visit the Balearics in high peak season, which increase real population from 1 Million people in the winter season to more than 3 million people in August.</p> <p>The tourist activity generates high mobility levels in a land where motorisation rate is far above European average, which generates road congestion and therefore pollution. The trend is far from being positive, since CO₂ emissions have been increasing at yearly rates of 5% since 1990. In fact, the Balearic Islands produced 9.8 million tons of CO₂ last year, which represents 140% of Kyoto's threshold levels.</p> <p>At the same time, Balearic Islands account to be among first Spanish regions hosting a biodiesel plant, which set up in 2005. Its current production arises 8 Million litres per year, though short term plans are to increase production to 32 million. The biodiesel plant production is consumed mainly in Mallorca by a few public transport operators, tourist municipalities, and other fleet companies. The main raw material used by the plant is imported soy. However, vegetable oils and fats provided by the local tourism industry (hotels and restaurants) are used in a percentage of 12% of total raw materials, which will increase up to 30% in the medium-term.</p> <p>Potential customers of biodiesel in Mallorca are mainly the 11 interurban public transport operators (250 buses), many private transport companies (1.500 buses), Palma public transport operator (203 buses), 15 tourist municipal fleets (20 vehicles), 380 rental car companies (45.000 cars), taxis (1.246 licences in Palma, 1.955 licenses in Mallorca), 6 boat companies (19 boats), 32 yacht rentals (860 yachts and/or boats), and other transport companies, like tourist trains, etc (15 vehicles).</p>

Local actions:

The proposal has as main objective promoting biodiesel use in the tourism sector of the region, and at the same time, use biodiesel promotion as a marketing tool for the Balearic Islands. The fact is that the favourable scenario existing in the region provides a unique possibility to enhance biodiesel use in key sectors of tourist transport in everyday practice, by means of the following set of activities:

Facilitate use of recycled oils and fats from the tourist industry by the biodiesel plant. By use of information campaigns among hoteliers and restaurant owners.

Ensuring biodiesel availability in public gas stations (road and ports). Establishing contacts between Government and gas stations in roads and leisure harbours, biodiesel supply will be ensured.

Designing regional policies enhancing biodiesel use and lobbying national policy makers. This can be done by investigating policy instruments that ensure competitive prices for biodiesel.

Promotion actions among fleet owners, such as workshops, regular meetings and conferences. Fleet owners are: Public transport operators, Boat/vessels operators, tourist municipalities, other fleets.

Biodiesel promotion as a tourist marketing strategy: Promotion in fairs (London, Berlin, etc.), website development and leaflets designing. The global aim is promoting the Balearic Islands as a green tourist destination.

Biodiesel promotion among tourists. Designing strategies in order to attract tourists' attention to biodiesel use in tourist areas by delivering leaflets in hotels, the airport, main tourist areas, in general.

Biodiesel promotion among residents and local stakeholders: Car sellers, auto-mechanics, resident associations, car clubs, drivers' schools, etc.

Role of BIOSIRE partners: The Regional Government of the Balearic Islands (Mobility department) will carry out the actions in cooperation with local biodiesel plant Grupo Ecológico Natural (GEN), CINESI transport consultancy and local stakeholders, Ecorecycling SL and GEN OLI Balear SL (Oils and fats recycling companies) as well as the Public transport operators, Hoteliers and restaurant owners, Palma de Mallorca airport, municipalities, taxi owners, etc.

2.2. Regional objectives

Result indicators	Quantification of success
Increase in the number of hotels and restaurants that provide used cooking oil	Mallorca: + 800
Total annual volume of treated used cooking oil fit for biodiesel production	Mallorca: 3.000 Tons
Price of alternative fuel compared to diesel	Price equal or lower then conventional fuels
Number of public filling stations for high blends of biodiesel	Mallorca: 2
Total number of fleet operators reached by promotion actions	Mallorca: 200
Total number of fleet operators that participated in workshops/events	Mallorca: 150
Total number of individual meetings with fleet operators	Mallorca: 120
Number of mechanics from fleets trained	Mallorca: 52
Total number of tourist reached by promotion actions	Mallorca: 700.000
Total number of residents reached by promotion actions	Mallorca: 75.000
Number of car dealers and their mechanics reached by promotion actions	Mallorca: 37
Share of tourist that consider the destination as sustainable	Mallorca: 60%
Annual use of biodiesel in litres by tourist related fleets (shift from diesel to biodiesel)	Mallorca: 10.000.000
Number of fleet operators that shift (part of) their fuel use to biodiesel/ or electric propulsion	Mallorca + 40
Number vehicles shifted to biodiesel	Mallorca: +983 Mallorca: +3000 car rental or taxis
Annual reduction of MJ primary energy use	Mallorca: 320.000.000

Result indicators	Quantification of success
Annual reduction of CO2 emissions in kg	Mallorca: 18.000.000

3. Lessons from first year

3.1. Tools for implementation

Within workpackage 2 of the BIOSIRE project, a database of case studies and an Implementation Handbook have been prepared (both available on www.biosire.eu). In this section we describe the lessons from these deliverables for the implementation in our region.

The deliverable 2.1, “Case Study Guide”, contains an analysis of best existing cases and practices in Europe. This document is not only a quoting of selected examples but also a serious collection and evaluation of successful implementations of biodiesel and electric vehicles. Besides the examples, it provides those main barriers and obstacles identified during the process.

All cases shown in the D.2.1 are very interesting and useful, but those that fit better with the needs of the region of Mallorca are:

- Pilot implementation of biodiesel in public busses in Crete
- Public transport running on biodiesel, Zagreb, Croatia
- Recycled oil as fuels in La Rochelle
- Historical development of Biofuel use in Catalonia and wider diversification of energy sources in Barcelona’s public transport operators.

Some of these previous case studies are presented in the Local Working Group meetings, in order to know what is going on in other parts of Europe.

On the other hand, the implementation handbook (D.2.2) provides basic facts and figures, as well as technical information successful for improving the local implementation and market plan through the analysis of the specific information provided, presentation of such data to involved key actors, adoption of lessons learnt in other regions, exchange of experiences and technical information with target groups, etc.

3.2. Activating enabling strategies

During the first year of the BIOSIRE project our region has worked on creating the basis for the local implementation, through the development of policies, strategies and networks. A detailed description of the outcomes from this project phase is included in a separate document called “Market

Transformation Plan“. In the present document we provide a summary of that document.

3.2.1. Market Framework

This section summarizes the existing legal and institutional framework, as well as the considered key actors because of their competence in the implementation process.

In Spain, the **legal framework** for Biodiesel is described by the following legislation:

- Royal Decree 1700/2003, of 15th December, which sets the specifications of petrol, diesel, fuel oil and liquefied petroleum gases, and regulates the use of biofuels.
- Royal Decree 61/2006, of 31st January, which sets the specifications of petrol, diesel, fuel oil and liquefied petroleum gases, and regulates the use of biofuels.
- Ministerial Order ITC/2877/2008, of 9th October, which establishes the Mechanisms of promotion of biofuels and other renewable fuels for transport purposes.

In accordance with the existing national legislation, the introduction of biofuels in transport fuel is mandatory since January 1st 2009. The last year 2008 was considered as transition, with a mixture recommendation of around 1.9% (not considered mandatory). Furthermore, for 2009 and next 2010, the mix required by the law is 3.4% and 5.75% respectively.

On the other hand, there is no specific legal framework that regulates the collection and treatment of used cooking oil. Nevertheless, there are some jurisdiction which considers the use, recycle and waste treatment.

Studies carried out by the National Energy Commission assert the existence of different barriers when introducing biofuels. There are disadvantages such as transportation and logistics, warehousing, product distribution and cost of raw materials.

Relating to the **institutional framework**, the public authorities identified as “key”, because of their decision power on different areas like waste management, transport planning, fuel production environmental quality control, etc., are:

At the national level (Spanish Government):

- Ministry of Industry, Tourism and Trade.
- Ministry of Environment.

At the regional level (Government of the Balearic Islands):

- Regional Ministry of Mobility and Regional Planning.
- Regional Ministry of Trade, Industry and Energy.
- Regional Ministry of Environment.
- Mallorca Transport Consortium.

At the island's level (Island Council of Mallorca):

- Department of Environment.

At the local level (Municipalities):

- Local Council of Palma.
- Other local councils in the island.

The actors selected cover practically the entire productive chain, from the collection and processing of used vegetable oil to the consumption of certified biodiesel, once it has been produced at the plant.

On the side of *used cooking oil producers*, there are:

- Association of hoteliers.
- Association of restaurants.
- Households.
- Cruise ships.
- Strategic facilities (schools, shopping centres, etc.).

On the side of used cooking oil collection and treatment are:

- ECORECICLING SL.
- GENOLI BALEAR SL.
- Other smaller companies dedicated to the used cooking oil collection.
- Water treatment facilities.

On the side of production of biodiesel is:

- GRUPO ECOLÓGICO NATURAL (GEN).

On the side of mixing and distribution/spread of biodiesel to the gas stations are:

- CLH (Logistics Company of Hydrocarbons).
- Oil companies.

On the side of biodiesel consumers for tourist related transport are:

- Public and private bus fleet operators.
- Municipal fleets.
- Taxis.
- Leisure boats.
- Car rental.

And, once again, the *institutional actors* responsible for the monitoring, control and regulation of the process are:

- Ministry of Industry, Tourism and Trade.
- Regional Ministry of Mobility and Regional Planning.
- Mallorca Transport Consortium (CTM).
- Regional Ministry of Environment.
- Regional Ministry of Trade, Industry and Energy.
- Regional Ministry of Education and Culture.
- Department of Environment.
- Local Council of Palma.
- Other local councils in tourist and non-tourist areas.

3.2.2. Consultation with stakeholders

Since September 2008, there is a Local Working Group (LGE) established for the continuous development of the BIOSIRE project. So far, three LWG meetings and one Local Workshop have taken place. Main results from the consultation process are:

From the *cooking oil collection*:

- Cooking oil is a special typology of waste, which its collection and treatment is not subsidized by public authorities.
- The price of oil in the market is highly variable.
- Collectors prefer to sell the product at a fixed price.
- Up to now, they need to export its product to the mainland.
- More than 90% of hotels and restaurants in the Balearic Islands are providing used cooking oil to the collecting companies, while household collection is still far from its potential.

From the *production and distribution of biodiesel*:

- Oil companies operating in Mallorca have rejected to add with local biodiesel the diesel imported to the island (due to economic and logistic questions).
- Biodiesel is not sold at filling stations (neither in roads or ports) in higher blends than the law specifications.
- GEN has recently experienced many problems that lead to economical instability and financial difficulties: feedstock price fluctuation, subsidized biodiesel production in some countries (USA), logistic barriers, petrol price fluctuations.

- GEN is authorized to create and operate its own filling stations, but so far this possibility seems complicated due to economical problems.

From the *biodiesel consumption*:

- Only a few bus operators (some of them with large fleets) are currently using biodiesel as fuel in different percentage blends, some of them using B100, even if the price is lower than fossil diesel.
- The car rental sector target is difficult to achieve because there are difficulties to introduce Biodiesel in conventional filling stations.
- The passenger railway company of Majorca is on its way to electrify all lines.
- The largest bus network of the island is on its way to introduce GNC buses.

3.2.3. Local policy options

Policy options are considered very important due to its capacity to influence and change the behaviour of citizens towards a more sustainable mobility paradigm. Several potential policies were discussed during the consultation process, among them:

- Public financial support (mainly from the environment departments and the municipalities) to establish and install used cooking oil collecting devices.
- Public certification/ labeling to the companies which provide used cooking oil (hotels, restaurants, others).
- Financial support from tourist companies to collectors for taking their used oil out.
- Waste tax exemption granted to the recycling companies in Mallorca, as this situation is applied in the rest of Spain.
- Establishment of specific controls at gas stations in order to check the quantity and quality of the product.
- Consider the use of biodiesel as an advantage in transport fleets when applying for the concession of public contracts.
- Public and financial support of regional ministries and departments for promoting and spreading the scope of the collection activity, as well as the design of financial tools (taxes, incentives, tax exemptions) for motivating the use of biodiesel.
- General involvement of public bodies in order to promote Mallorca as a green and environmental friendly destination.
- Review of the Regional Energy Master Plan, which does not consider biofuels as an alternative.
- Support local industries and their employees as GEN, GENOLI BALEAR and ECORECICLING are Majorcan companies, which in some way help to diversify local industry.

4. Refined strategy

4.1. Market transformation

4.1.1. Objectives of this phase

The Market Transformation phase has the following time plan:

Mallorca, Crete, Austria, La Rochelle: From September 2009 until February 2010.

Veneto and Croatian regions: From September 2009 until February 2011

The objectives of this phase are to:

- Further define and develop the local demonstration programme from a technical-economic-normative point of view in consideration of the entire value chain (tasks 3.2.1-3.2.5);
- Conduct additional local consultation on the demonstration programme with regards to the articulation of the technical-economic aspects (3.2.6);
- Promotion of the activities to the final users (including tourist operators as well as transient tourist population) (3.2.7); and
- Development of the plans to change behaviour (3.2.8)

The activities to be conducted build upon the plans in 3.1.5 and will result in the finalisation of the Plan for the changing behaviour.

4.1.2. Detailed work plan in our region

During the following stage, the project strategy will turn around the organization of three local workshops, each one with different key actors involved in the project's interests.

Thus, it is expected to hold workshops with:

Public and private fleet operators (October or November 2009).

The aim of this meeting is to introduce fleet operators to not only the benefits of the project but also the advantages of using biodiesel as fuel. The contents are expected to be very technical, discussing the mechanical feasibility of using high blends of biodiesel.

Balearic Federation of Local Authorities (December 2009 or January 2010).

In this case, the core issue is the setting up of local programs to encourage households, schools..., for collecting separately used cooking oil.

Regional Ministry of Education and Culture (February 2010).

This workshop will help to establish a direct contact between schools and the BIOSIRE project. The aim is to analyze the possibility to develop promotional campaigns for recycling used cooking oil at schools, as well as carry out collection programs in schools.

In addition to these workshops, extra local working group meetings will take place. The development of the LWS and LWG meetings aforementioned implies not only a strong cooperation with target groups but also the discussion and deployment of potential policy options and legal tools at both regional and local scale.

The first task to undertake is to develop energetically the Local Action Plan designed by ECORECICLING and GENOLI, which pretends to encourage the recycling of cooking oil at households. There is a need to dedicate part of the project budget in order to promote and disseminate the benefits of recycling used cooking oil. Therefore, in the following months it is expected to produce dissemination products and material for supporting the used cooking oil collection. The figures below show the concept, available project budget, and the partner in charge for the action:

- 2,000 brochures for fleet operators (project budget: €1,500 – CTM)
- 2,000 brochures for hotels and restaurants (€800 – GEN)
- 300 containers (€16,000 – GEN)

Obviously, figures may vary depending on how the Local Action Plan evolves. Nevertheless, it is clear that part of the budget should be spent for supporting the first phase of the implementation of such a Plan. The concept of each budget line is foreseen to be adapted to the final local needs, which in Mallorca's case will probably mean a shift towards household collection (brochures and collection infrastructures), since the hotels and restaurants are currently covered and there is not such a big need to target them.

Moreover, project partners will work hard hand in hand in order to involve as much public bodies as possible in the deployment of the strategy. Thus, it is expected to (slowly) enlarge the LWG.

4.2. Changing behaviour

4.2.1. Objectives of this phase

For: Mallorca, Crete, Austria, La Rochelle. Duration March 2010 until February 2012.

During this phase tangible “real life” behavioural changes are expected to be witnessed in the use of alternative fuels and clean vehicles.

The planned activities regard the launching of the demonstrator programme with the relevant distribution/recharge point network, special vehicle fleets using the different propulsion systems and participation of the final operators and users. Given that the IEE programme does not finance hardware investments for the conversion, the activities in this phase regard all the accompanying measures considered to be important to ensure successful operation of the local demonstrators.

4.2.2. Expected workplan in our region

As a summary, the following tables show the key actors that will participate in the implementation, its general role and responsibility in the frame of the project.

Group 1: Public Authorities	Role/position	Responsibility
Regional Ministry of Mobility and Planning/CTM	-Transport management and services, regional development and land/urban planning.	-Consider the use of biofuels as a requisite when applying for the service concession. -Promotion among fleet operators.
Regional Ministry of Trade, Industry and Energy	-Expertise in safety equipment and industrial installations and production processes.	-Include the use and promotion of biofuels in the Energy Master Plan. -Promotion of GEN's biodiesel for energy diversification.
Regional Ministry of Environment	-Public entity in charge of the management of special and dangerous waste materials.	-Practical development of the Action Plan for Tackling Climate Change, and the incorporation of biofuels in such a plan. -Financial aid for the acquisition of containers and other devices for collecting used cooking oil.
Regional Ministry of Economy, Treasury and Innovation	-Design and establishment of rates, taxes, incentives or tax exemptions.	-Establishment of rates, taxes or tax exemptions. -Guarantee the consumption of biodiesel produced at GEN. -Introduce taxes or fines in the tourist sector.
Regional Ministry of Tourism	-Tourism promotion, marketing and planning.	-Marketing campaigns selling Mallorca as a green and environmental friendly tourist destination -Promotion among hoteliers, restaurants and tourists.
Regional Ministry of Education and Culture	-management of all educational levels, education infrastructure planning, cultural services,...	-Collaborate in the deployment of recycling/collecting activities and environmental education campaigns.
Department of Environment	-management of non-special and non-dangerous waste materials (paper, glass bottles, cardboard, cans, plastic...).	-Participate in all those activities regarding promotion campaigns, dissemination and environmental education.
Local Councils	-Public element at the bottom of the institutional framework. Autonomy in several issues, among them tourism, LA21, ...	-Create local taxes for the collection and recycle of cooking oil. -Carry out several programs in the context of the LA21: COMPALSA HOME Action Plan.

Group 2: Private companies and other	Role/position	Responsibility
Association of Hoteliers and Restaurants	-There are several associations in in the most important tourist areas in the island.	-Participate in the project by providing used cooking oil to collectors. -Incorporate environmental good practices -Collaborate in activities regarding promotion and dissemination.
Households	-Oil consumption for cooking purposes is high in Spain.	-Some municipalities have implemented door to door cooking oil collection services, leading to an increase of the total collected amounts. - Get actively involved in municipal programs.
Cruise ships	-Many Mediterranean cruises dock in Palma's port.	-Participate in the project by providing used cooking oil to collectors.
Strategic facilities	-Some facilities are foreseen to be strategic in order to enhance oil collection from due to the amount of visitors/users and the high frequency of their visits: schools, commercial & leisure centers.	-Some schools have initiated specific programs for the collection and recycle of cooking oil, both for collecting and educational reasons. -During the last months few containers have been installed in several shops and other commercial areas.
Oil collectors	- Used cooking oil collection and treatment.	- Used cooking oil collection. -Deployment of COMPALSA HOME Action Plan. -Participation in BIOSIRE's implementation.
Biodiesel producers	GEN it is the only biodiesel production facility in the Balearic Islands.	-Participation in BIOSIRE's implementation. -Use of cooking oil as raw material for producing biodiesel. -Promotion and dissemination in the tourist sector.
Water treatment enterprises	EMAYA (for Palma) and IBASAN (for the rest of the island) are the public owned companies that manage water treatment facilities.	-They can profit from an oil reduction in wastewaters as a result of an increase in its collection.
CLH and oil companies	Company responsible for the transportation and storage of petroleum.	-Possibility to additive imported oil with local biodiesel at a minimum percentage.
Public and private fleet operators	-Public transport (subsidized) and charter/shuttle transport.	-Some of them have their own storage and filling facilities, which allows them to purchase biodiesel and to mix it with oil in a certain percentage.
Municipal fleets	All municipalities need vehicle fleets to carry out many activities.	-They could purchase biodiesel in a high percentage
Taxis	Taxis are generally operated by self-employed persons organized in professional associations.	-All taxis use public filling station facilities.
Leisure boats	-Most of the ports in the island have leisure diesel boats operated by private enterprises.	-Sea water quality is a major environmental issue, controlled through very demanding standards. Biodiesel can be seen as a useful way to prevent pollution from boat fuel leaks.
Car rental	-There are many car rental companies with variable number of vehicles in their fleets.	-These cars are filled up in public filling stations elsewhere, making the use of biodiesel high blends conditional on its availability in a sufficient number of stations.

An overview of the work-plan for the third (final) implementation phase (Changing Behaviour) in Mallorca can be structured as follows:

3.3.1 Local implementation

The tasks under the local implementation encapsulates activities for consolidating the supply of biodiesel taking used cooking oil as raw material and ensuring the distribution network among tourists, residents and transport fleets. The conversion of special vehicle fleets from conventional fuels to biodiesel is a key objective of this last stage.

3.3.2 Marketing and information campaign for target groups

The success of the local demonstrators relies on the ability to activate target groups. The actions focus on ensuring that these groups are informed and stimulated to participate in the opportunities of the local demonstrator. The main tools for marketing and information campaigns are:

- Specific dissemination products for each target group: residents, tourists, hotels and restaurants and transport operators.
- Press releases and articles.
- Official list of companies participating in the used cooking oil collection process (labelling).
- Environmental Education campaign at schools, local councils, Local Agendas 21...

3.3.3 Technical Training

In order to support the demonstrators, the region of Mallorca will conduct technical training to address “eco-tuning” and maintenance programmes as an important role in reducing energy consumption. These training events will occur for the different involved fleets.

3.3.4 Future broadening and upscaling

The region of Mallorca will organise a Local Workshop before the end of the phase Changing Behaviour. In this workshop, the “Roadmap for Future Broadening and Up-Scaling” (D.3.1) will be discussed.

This LWS will evaluate the achievements, results and outcomes of the implementation phase. The outcomes of the LWS should refine the approach and encourage the extension of future development alternative and clean fuels.

4.3. Overview of time planning

WP 3: Implementation	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
3.1 Activating Enabling Strategies																					
3.2 Market Transformation (Austria, Crete, La Rochelle, Mallorca)																					
3.3 Changing Behaviour (Austria, Crete, La Rochelle, Croatia, Mallorca)																					
Local consultation workshops (LWS)	x					x		x	x												x
Local working group meetings						x		x		x											
Deliverables			D2.3						3.1A-D												3.13.2
Other outcomes			I										II				III				

I = Market transformation Plan (Month 12) (All regions)

D3.2 Refined transition strategy (this document)

D3.1 A-D Roadmap for Changing Behaviour for first demonstrator group (Month 18) (Four regions)

II = Local Information Campaigns (Month 22) (Four regions)

III = Technical training (Month 26), (only foreseen in La Rochelle and Mallorca)

D.3.1 E-F Roadmap for Changing Behaviour for second demonstrator group (Month 30) (Two regions)

D3.2 A-D Planning for future broadcasting upscaling (Month 30) (Four regions)