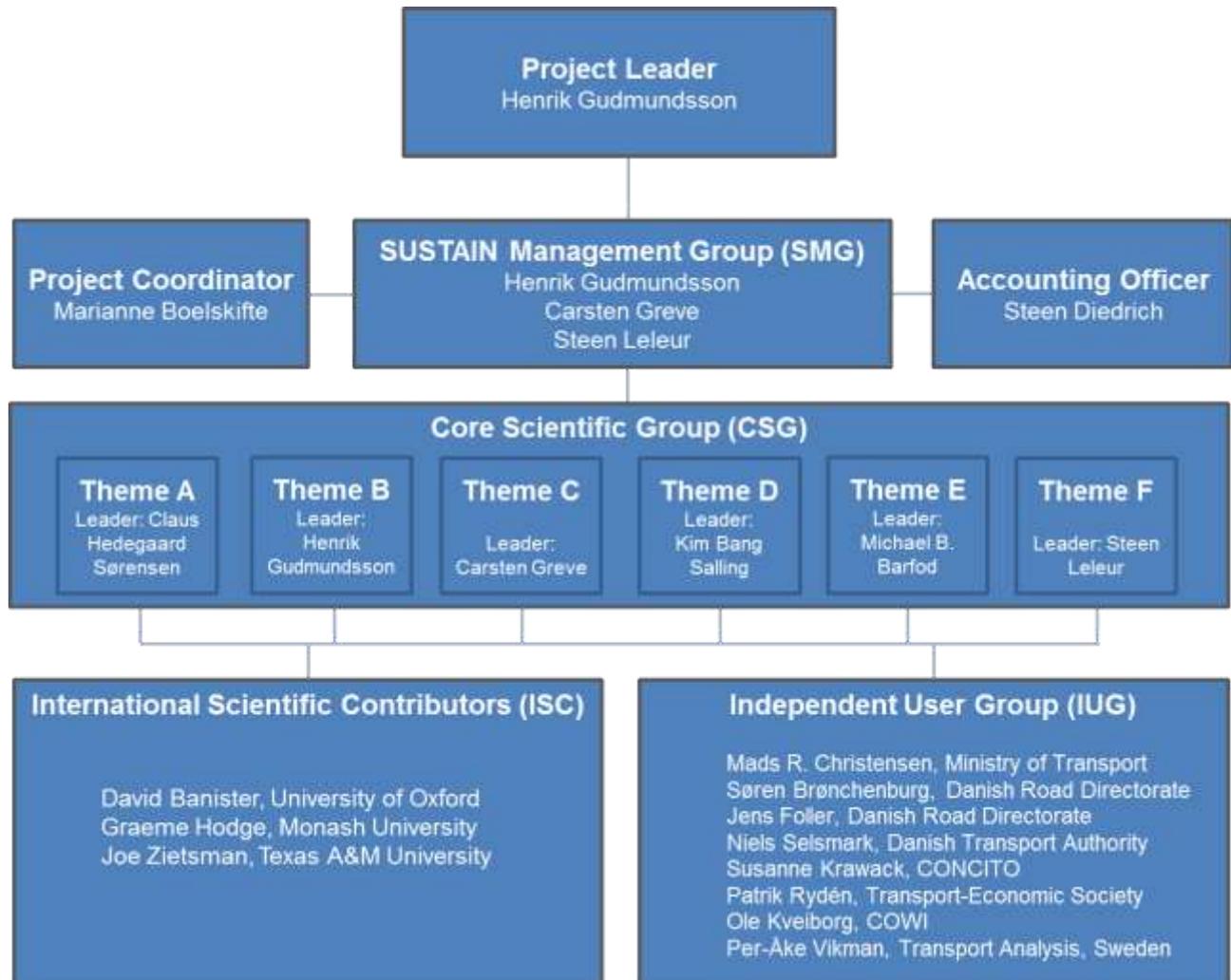


The project management until May 2016



Partner capacities and contributions to the project

SUSTAIN Management Group in details (throughout the project):

Associate professor Michael Bruhn Barfod from DTU has since May 2016 been project leader of the SUSTAIN project. He has previously been the leader of Theme E and has also contributed to theme F. His background is in transport planning and appraisal methods and his current research addresses appraisal methods for sustainable transport.

The former project leader Henrik Gudmundsson left DTU in May 2016 for a position in CONCITO (Denmark's Green Think Tank). Henrik Gudmundsson was also lead the work on Theme B and supervised a Ph.D. project concerning this theme.

Senior Researcher Henrik Gudmundsson was the project leader of SUSTAIN from January 2014. Henrik Gudmundsson has a broad background in project management. He has a project based education in environmental planning from Roskilde University and has held a position as head of section in the Danish Environmental Protection Agency from 1988 to 1993 in which year he moved into research. Henrik Gudmundsson has been involved in several national and international research projects with a position as work package leader in four of them. From 2006 to 2010 he was the vice-chairman of COST Action 356 'EST – towards a measurable Environmentally Sustainable Transport', with participants from 20 countries. He has had many assignments as facilitator, chairman, and rapporteur at conferences and workshops in more than 15 countries. Henrik has attended basic project management courses in 2003 and at DTU in 2009.

Professor Carsten Greve of Copenhagen Business School is a member of the SMG and the CSG. He is leading the work in Theme C 'institutions' and is main supervisor of the Ph.D. project within this theme and assist the supervision of the Ph.D. project in Theme B. He will contribute to Themes A and F.

Carsten Greve has management experience from a number of areas. He was vice-department head at the Department of Political Science in 2002-2004 at Copenhagen University. He has been vice-study director for the Master of Public Administration program at Copenhagen Business School from 2005-2009. Since 2009, he has been study director for the new flexible master in public governance, which is a joint program between Copenhagen Business School and the University of Copenhagen. Together with Niels Ejersbo, Carsten Greve led the research project "The public sector on contract" and most recently the project on "Partnering - policymaking and regulation" in the period 2004-2009 (both projects based on grants from the Danish Council for Independent Research - Social Sciences). Carsten Greve was the head of the local organisation committee of the International Research Society for Public Management's (IRSPM) annual conference at Copenhagen Business School in April 2009.

Professor Steen Leleur from DTU was until January 2014 leader of the project and now a member of SMG and the CSC as leader of the work in Theme F. He assists the supervision of Ph.D. project in Theme B and Theme D and also contributes to the work in Theme D and Theme A.

Steen Leleur has around thirty years of experience with managing of a great variety of projects and acting as project leader. Since 1972 he served as a civil servant in the Danish Road Directorate and from 1986 and onwards Steen Leleur has been employed at DTU. In this position he was initiator of the Danish participation in the EU Framework Programmes (FP) for Strategic Transport and in addition he was responsible for the scientific input to the EURET work committee in the 1990s, which laid the foundation for several European standards in transport appraisal. Specific management competences were achieved in a number of FP research projects as a member of scientific steering committees and as work package leader.

Most recently he has acted as a project leader in the EU Interreg project EcoMobility for the decision models about green logistics chains and urban consolidation centres. Since 2000 Steen Leleur has been professor and research leader of the DTU Transport research unit Decision Modelling Group (DMG).

Other CSG members:

Professor Flemming Poulfelt will participate in Theme C. He is an expert in strategy and performance in organizations and in knowledge management. He is also vice-dean of communications at CBS. His background is in economics and he holds a PhD in strategy and change from CBS. He can contribute to theme C with expert knowledge on strategy, performance and communication with regard to performance management activities for transport organizations.

Senior Researcher Claus Hedegaard Sørensen from DTU will lead Theme A, participate in Theme C and F and assist in supervision of the Ph.D. project in Theme C. His background is in political science, and his main qualifications are within institutional and organisational aspects of transport policy and planning.

Assistant Professor Kim Bang Salling from DTU will lead Theme D and contribute to Theme B, and to Theme C. His background is civil engineering, and his field of research is within risk analysis and decision support in transport projects.

International Scientific Contributors (ISC):

The ISC members will make scientific contributions to specific themes according to their expertise and help convey national case information to Danish research and practice. ISC members will assist in building and sustaining an international research network on NSTP through conference sessions, joint publications, and Ph.D./Post Doc exchanges.

David Banister, Professor, TSU Oxford University is one of the world's most highly regarded experts in transport planning. Via Professor Banister, DTU has extensive working relations with Oxford University. He will contribute to theme A, and convey case information from the UK. He will also advise SUSTAIN on specific publication strategies.

Graeme Hodge, Professor, Monash University, Australia is the director of the Monash Center for Regulatory Studies. An international expert on public-private partnerships, contracting and regulatory reform Professor Hodge will contribute to theme C in addition to an Australian case.

Dr. Joe Zietsman, Division Head of the Environment and Air Quality Division, Texas Transportation Institute is a top scientist in the US when it comes to the application of multi-criteria analysis relating to transport and sustainability. He currently leads a major project on sustainable transport performance measurement for the 50 US states. Dr. Zietsman will contribute to theme D on the basis of his pioneering work on performance-based sustainability assessment models.

Independent User Group (IUG):

The IUG represents key Danish and Scandinavian experts on the project theme with close involvement in national strategic transport planning.

IUG members are: Head of Division Mads R. Christensen/Karoline Lolk (Ministry of Transport), Head of Section Søren Brønchenburg/Jens Foller (Road Directorate), Senior Advisor Niels Selsmark (Transport Authority), Director Susanne Krawack/Henrik Gudmundsson (CONCITO), Senior Advisor Ole Kveiborg (COWI) as well as Head of Division Per-Åke Vikstrom (Transport Analysis, Sweden).

Procedures and collaboration to fulfil project objectives

The SUSTAIN Management Group (SMG) will be in frequent contact throughout the project and will communicate regularly with the Theme Leaders, the ISC and the IUG. The SMG will assist the Project Leader in managing the bilateral contracts and in accounting and budgeting together with the Project Coordinator and Accounting Officer. Within the early phase of the project the SMG will provide a more detailed plan for obligations regarding all written outputs, which together with the list of milestones will constitute important check lists for the management of SUSTAIN. The SMG will also establish a procedure ensuring the quality and timely deliverance of all publications from SUSTAIN.

The main part of the research work will take place within the individual themes with the respective Theme Leader as the main responsible. Therefore the Theme Leaders will initially prepare a working plan for the theme including proposed contributions and deadlines for all the involved participants from CSG and ISC.

The theme working plan must be approved by the SMG. The SMG will judge the quality of these plans and their potential contribution to SUSTAIN. Furthermore, as described in section 5, the handling of risks will be an important task for SMG. Main concerns here will be to ensure optimal use of research resources and a maintained focus of the research work with regard to the objectives of SUSTAIN. Possible critical links between activities will get a special attention. The Theme Leaders will be responsible for informing the SMG of any problems that may arise e.g. a deviation from the working plan, delays of milestones and written outputs a.o.

Twice a year a 1-day seminar will be held. It will include the full CSG and one or more members of the ISC. The individual ISC members are expected to participate in one seminar in person and up to three video seminars during the project period. Once a year, the IUG members will participate in the seminars. The SMG will organise the initial Kick-off Seminar and three Progress Seminars during the project period, while Theme Leaders are responsible for the other scheduled seminars.

The focus on the practitioner dialogue in SUSTAIN has been ensured by involving IUG members who represent a high professional standard and have at the same time shown a great interest in the SUSTAIN proposal. In addition to attending seminars the individual IUG member will be asked to comment on selected material produced in SUSTAIN and to assist in linking to other relevant professionals in their organisations and networks.

Both DTU and CBS are currently implementing research platforms that pay explicit attention to sustainability and both universities offer strong and thriving Ph.D. study environments with established Ph.D. schools. The Ph.D. students will be full members of the SUSTAIN international and national research network, but will not be burdened with research and administrative tasks irrelevant for their individual Ph.D. projects. The ISC researchers' home institutions will form excellent destinations for Ph.D. and Post Doc. visits.