



# DOCKSTHEFUTURE

defining the concept of "Port of the Future"

**Disclaimer:** The views represented in this document only reflect the views of the authors and not the views of Innovation & Networks Executive Agency (INEA) and the European Commission. INEA and the European Commission are not liable for any use that may be made of the information contained in this document. Furthermore, the information are provided "as is" and no guarantee or warranty is given that the information fit for any particular purpose. The user of the information uses it as its sole risk and liability

# Transferability Analysis & PoF TA Methodology

online course

Joris Claeys

PORT | EXPERTISE  
PORT & MARITIME SERVICES

FINANCE - LEGAL - MARKET RESEARCH - IT - OPERATIONS - ENVIRONMENT

>>>  
DOCKSTHEFUTURE



Co-funded by the Horizon 2020 programme  
of the European Union







# What you will learn

This course is addressing:

- Transferability Analysis
- PoF TA methodology
- Assessing
  - **Potential Contribution towards Transferability** (PCT) and
  - **Ease of Transferability** (EoT) of projects under the **Port of the Future** (PoF) framework with/without an **innovative concept** (IC)





# Introducing Transferability Analysis

Joris Claeys

PORT | EXPERTISE  
PORT & MARITIME SERVICES

FINANCE - LEGAL - MARKET RESEARCH - IT - OPERATIONS - ENVIRONMENT

>>>  
DOCKSTHEFUTURE



Co-funded by the Horizon 2020 programme  
of the European Union







# Conditions of *relevancy* to transferability

- **Adequacy concepts** defined by **Motorways of the Seas**, adapted to the **Port of the Future** context: a project has an adequacy relevancy if it measures its:
  - compliance to **Innovativeness** (Innovative Concept)
  - potential for **peering** across other EU ports and/or with neighbouring countries
- **NICHES+ 6-step methodology** developed by **POLIS**, adapted to the port context as the **DtF PoF TA Methodology**
- Transferability is measured **from concept to realisation**
- Collaborative efforts (**port-peering**) on dissemination of best practices around IC's across as much as possible ports

## Conditions of *relevancy* to transferability

- contribution to specific Project Peering leads to **best-in class** wide-scaled application considering TA through **risk management of recognized barriers & constraints** with **risk mitigation provisions**
  - ***Independent dimension*** from objectives and innovativeness
  - Any project owner can run the full **PoF TA Methodology** to define
    - Project vision and related target objectives and KPIs
    - impacts towards its **hosting city** and served **hinterland**
    - Project and project stakeholder contribution to one or more of the
      - **5 WSPS Focus Areas**
      - **10 AIVP Agenda 2030 Agenda** and/or
      - **17 UNSDG's** with
- for each their diversity in **Performance Indicators** and **SMART Measures**







# Transferability Analysis (TA)

PCT = Potential Contribution towards Transferability = **TA-score**

SCALE	definition of <b>potential</b> contribution towards transferability (PCT)
<b>0</b> (zero-weight)	NOT measured: <b>single port</b> , OR <b>similar solution</b> (s) already exist AND/OR has <b>no horizontal applicability</b> (no efforts undertaken to peering or champion solution in potential adaptor ports)
<b>1</b> (low)	<b>No to low support or high constraint for transferability:</b> project supports an IC, but no barriers/constraints considered or investigated OR transferability has high risk
<b>2</b> (medium)	<b>Modest support for transferability:</b> project supports an IC, applicable to targeted ports, constraints/barriers & resolutions suggested, but NO peering resources to implement solution
<b>3</b> (high)	<b>Limited potential for transferability:</b> project supports an IC, applicable at <u>some (1 to 4) targeted ports</u> , constraints/barriers & resolutions suggested, AND peered resources across a <u>minimum of 3 ports to implement</u> (through port-peering and/or Champion approach)
<b>4</b> (strong)	<b>wide support for transferability:</b> project supports an IC, applicable at <u>multiple (5 or more) targeted ports</u> , constraints/barriers & resolutions + risk management provisions established or anticipated AND has peered resources across various ports ( <u>3 or more</u> ) to implement solution simultaneous (through port-peering and/or Champion approach)

# Introducing the PoF TA Methodology

Joris Claeys

PORT | EXPERTISE  
PORT & MARITIME SERVICES

FINANCE - LEGAL - MARKET RESEARCH - IT - OPERATIONS - ENVIRONMENT

>>>  
DOCKSTHEFUTURE



Co-funded by the Horizon 2020 programme  
of the European Union





# The PoF TA Methodology

The PoF TA Methodology promotes the uptake of the most promising innovative concepts, in order to transfer them **from their current “niche” position to a mainstream application**. Each concept is illustrated with good practice examples, key benefits, decision criteria for implementation and useful references, outlining the following aims:

- ✓ **Networking opportunities:**  
stimulate exchange between a wide range of stakeholders from all over Europe
- ✓ **Publishing effective guidance for all stakeholders:**  
brochures including key information on how to successfully implement the selected innovations
- ✓ **Spreading the word:**  
European and national events to effectively disseminate the project results and to encourage uptake of the innovative concepts
- ✓ **Groundwork for establishing projects with supply chain actors:**  
additional resources and support available to develop concrete implementation plans for innovative concepts



# The PoF TA Methodology

## project management plan to include:

- ✓ Proven **project management and reporting tool** (resources, timing, cost, benefits, project finances, PM office protocols, ...)
- ✓ Identified and **committed knowledge and skills available** from internal resources and/or external experts for each of the partners involved
- ✓ Thorough run-through of the **PoF TA methodology** with unambiguous details agreed upon between **project owners and at least the prime stakeholders**
- ✓ **Evaluated business models, data models and operational practices** towards best practice (**As-Is to To-Be Analysis**)
- ✓ **Key benefits identified** at company and user level
- ✓ **Decision criteria** for development, implementation and roll-out deployment and integration

## Continuous along the project:

- ✓ Engage into **stakeholder** dialogue and **impact assessment** (including non-direct parties)
- ✓ Set **well-defined quantifiable** and **realistic SMART measured KPIs** aligned with **SO/TOs**



# The PoF TA Methodology and its outcome weighing

EoT = Ease of Transferability = **TA-index** (consolidation of assessment):

- IC and its context with impacts and measure of success contributing towards the **PoF SO's, KPI-set** and **PCI & TA**
- Components and their characteristics, achieve level & contributions, required **successful implementation**, from different perspectives and with **confirmation with stakeholders**
  - Step 5: **ease & challenges** achieving results in the adopter port
  - Step 6: consider all **sets of values & assess** (external) **conditions** required

SCALE	definition of <b>ease</b> in realising expected success and managing identified risk (EoT)
+2	<b>strong support for transferability</b>
+1	<b>modest support for transferability</b>
0	<b>Neutral</b>
-1	<b>modest constraint for transferability</b>
-2	<b>strong constraint for transferability</b>

Ultimately, the **PoF score and index** shall be communicated with the **PoF DtF NoE**, where information is captured on the **PoF Dashboard** for further processing in DSS-tool.

# Alternative reasons for running the full TA

- Realizing port's strategic vision
- Improving its operational effectiveness
- Project financing opportunities and challenges (financial institutes are more and more required to accept financing only for sustainable projects and their deliverables or manage and report on their sustainability portfolio)
- Realizing identified ROI from the project for its own operations (single-port projects)
- Improvement of set (standard) KPI's of port and port-related businesses + benchmarking with other ports and/or aim to become or remain the referenced benchmark for innovativeness
- Aligning project towards targeted WSP Focus Areas and/or AIVP 2030 Agenda Goals
- Identifying the contribution towards alignment with the UN SDG's
- Recognising and measuring the impacts to stakeholders (prime and secondary) as well as for its hosting city, urban development and served hinterlands
- Identifying specific aimed success factors of a project or comparison of different options
- Improving stakeholder dialogue and impacted communities through use of a proven methodology and reporting
- ...

# Introducing the TA Worksheet

Joris Claeys

PORT | EXPERTISE  
PORT & MARITIME SERVICES

FINANCE - LEGAL - MARKET RESEARCH - IT - OPERATIONS - ENVIRONMENT

>>>  
DOCKSTHEFUTURE



Co-funded by the Horizon 2020 programme  
of the European Union



# TA Worksheet - intro and instructions (26 tabs)

## INTRODUCTION to the TA and PoF TA Methodology Worksheet for High-level Strategic Objectives (HLSO) & Project Evaluation Results (PER)

(Suggesting to print this instruction table to guide you through the different tabs or use the sheet in the TA Guide)

### # INSTRUCTIONS on the use of the TA Worksheet

#### Read the TA & PoF TA Methodology Guide (PDF)

Read through these basic instructions to familiarise with the overall structure and the requirements for completing the exercise of going through the actual Transferability Analysis for your project(s). Follow the instructions below to ensure proper use of the TA Worksheet.

#### TA Worksheet v3.2 (SAVE THIS TA WORKSHEET WITH YOUR PROJECT NAME before starting the assessment - keeping the original)

This version has combined the High-Level Strategic Objectives (HLSO) and the Project Evaluation Results (PER) into one TA Worksheet, simplifying the inputs based on selection drill-down menus and automating functions, avoiding duplication of entries. This version contains now the information tabs and the DATA-table tab (very last one) all with far more integration and links in one worksheet, to enable all in one view, avoiding as much as possible double input, reusing data already entered and a lot of drill-down list to choose from to ease the input and processing to reach the evaluation of your project(s).

You may notice that in this release already contains a lot of fields automatically prepopulated, while other automation (mainly around the calculation of the weighted averages of indexes and combined TA-indexes related to each of the 5 WPSP areas) will take place in next releases of the TA Worksheet.

#### Follow the instructions below to ensure proper use of the TA Worksheet.

All tabs have been set at their optimal working zoom size. Left top corner on each tab provides the original %-zoom based on full screen use of 68.6cm/ 27 inch screens in case you had to zoom in/out during the process.

On the right you will see a quick overview of the tabs in the TA Worksheet, which are split in two different parts (dark blue tabs): **The HLSO Overview** and the **PER Overview**, each followed by their respective related tabs.

#### Scores & Indexes + Graphs

**1** This is your starting tab to provide general information about your project and to bring the PCT-score, the I-score and the TA-score obtained during the PCT evaluation flow and into the TA Worksheet. The information provided in this tab will populate automatically in all the other tabs.

Start with providing the general project information (dark green fields):

- Project Short Name.
- Project Full Name.
- Project Reference Number.
- Program Call (or other framework) Reference.
- Brief description of the project with visions, targets and objectives and

**2** - specific collaboration between EU ports and/or ports from neighbouring countries (specific region) engaged in multi-port participation, port peering or champion scenarios + collaboration on specific areas between EU PoF projects.

Then provide the project owners' reflection of the weighting for each of the 5 WPSP areas on a scale 1-5 (NOTE: this has consequences throughout the TA worksheet tabs) and enter the PCT-score, the I-score and the TA-score as v as assessed in the PCT evaluation. The TA-score can be adapted to reflect a scale based on the overall TA-score but then now for each individual WPSP Focus Area - you may overwrite those fields under PCT. The TA-index (EoT) is populated automatically based on the progress of the Full TA Evaluation. A weighted average in this release still needs to be calculated manually, based on the weighting relative to each of the 5 WPSP Focus Areas.

Further instructions may be provided on the respective tabs themselves.

**3** The notes on this tab and in others can be left from the screen if they are too disturbing, by selecting REVIEW, then drill-down on the Notes and select/toggle between 'show all notes' ON or OFF. Do not delete the notes as they provide the information on which will no longer be filled once you overwrite.

**4** In a following release of the TA Worksheet, we will provide for automated graphs of the different scores and indexes (general weighted average and for each of the 5 WPSP Focus Areas). This will be combined with automating the calculations of the weighted averages of the TA-scores and TA-indexes.

#### PoF HLSO + PER overview

**1** Note that the entire TA Worksheet is centred around the ports - not the 'other participants' however as their roles are important to the project, they should be mentioned in the 'HLSO+PER Overview' tab, under the second part of the tables, focusing on those partners in the project.

**2** Go through each line and either select from the drill-down menu or enter the information requested.

### Quick overview of the tabs in the TA Worksheet

HLSO+PER overview	Project info and reconciled info from or for the other tabs	PER Overview	Overview of the Project Evaluation Results (PER) by Lining Lab or Pilot
PoF SDs	DF Topics and HLSO related to this WPSP Focus Area (rise)	<b>Scores &amp; Indexes + Graphs</b>	6 Calculated graphs from the weighted scores and indexes
PoF TDs	DF TDs - unlimited list into only+ applied weighing & use)	<b>pre-conditions</b>	PHE-CONDITIONS worksheet using the PoF TA Methodology
DF Measures	DF Measures - unlimited list (info only + applied weighing & use)	<b>STEP 1</b>	Impacts and measures of success using the PoF TA Methodology
I-score	Anticipated I-score: IC introduced or applied, using the I-score scale	<b>STEP 2</b>	evaluate the need for up-scaling (or down-scaling) at the Adaptor Port
TA-score	Anticipated for PCT = Potential Contribution towards Transferability.	<b>STEP 3</b>	Identify main components of IC and its content relevant to transferability
TA-index	measured evaluation for EoT (Ease of Transferability) weighted average	<b>STEP 4</b>	Identify component characteristics & its achievement in current context
1 Sustainability	WPSP 1 - SUSTAINABILITY Climate & Energy worksheet	<b>SUCCESS</b>	SUCCESS: Key characteristics of a successful project
2 Port-City	WPSP 2 - PDAT-CITY Relationships Dialogue & Community Curio each	<b>RISK</b>	RISK & PROVISIONS: Assessment & Management Provisions
3 Governance	WPSP 3 - Governance & Ethics worksheet	<b>STEP 5</b>	assess ease or difficulty in achieving each characteristic in adaptor port
4 Res. Infra	WPSP 4 - Resilient Infrastructure worksheet	<b>STEP 6</b>	set of values across characteristics & assess transferability & conditions
5 Saf+Sec	WPSP 5 - Safety & Security worksheet	<b>Benefits</b>	Benefits, improvement of KPIs & ROI with CBAS/SMART measurable values
<b>DATA-tables</b>	ranges used for drill-down selections in the worksheets	<b>Training</b>	Training programs for all engaged stakeholders and their employees

### Field colour codes

Orange-GOLD	Calculated Field
Dark GREEN	Require your info
GREEN	Require your info (MANDATORY)
Light Green	Need to be completed/ advisable completion
Dark TEAL	Require selection (MANDATORY - NOT overwritable)
Light TEAL	Free fields overwritable possible or no selection
Dark BLUE	Tab or sheet title (M-IV)
RED	NO selection max menu (MANDATE)
YELLOW	Table heading (NOT)
GREY	To be used when specific content for notes req.
WHITE	Spaces for additional
Light GREY	UN SDGs not covered coverage under other

### Field colour codes

COLOUR codes	HEX
Orange- GOLD	#F4B064
Dark GREEN	#00823C
GREEN	#008060
Light Green	#C8FAAF
Dark TEAL	#00828C
Light TEAL	#00D2D2
Dark BLUE	#002060
RED	#FF0000

COLOUR codes	HEX
Orange- GOLD	#F4B064
Dark GREEN	#00823C
GREEN	#008060
Light Green	#C8FAAF
Dark TEAL	#00828C
Light TEAL	#00D2D2
Dark BLUE	#002060
RED	#FF0000

# TA Worksheet - Scores & Indexes + Graphs

## PoF TA Worksheet using the PoF TA Methodology Scores and Indexes of the TA Analysis + Graph Reflections

short & project name	Short name	TA: Short name	Full project name	TA: Full project name	TA: program/call number or reference	
reference # (EU program or other)	project reference number		program / call number or reference			
Specify collaboration between EU ports and/or ports from neighbouring countries (specific region) engaged in multi-port participation, port peering or champion scenarios + collaboration on scope areas between EU PoF projects ...						
			TA: project reference number			
			TA: Specify collaboration between EU ports and/or ports from neighboring countries (specific region) engaged in multi-port participation, port peering or champion scenarios + collaboration on scope areas between EU PoF projects.			
SCORE or INDEX type	weighing applied assigned weighing for each of the applicable 5 WSP Focus Areas scale: 1 - 5	PCI Potential Contribution towards Transferability	Innovative Concept (IC) adequacy of a project identified	PCT Contribution towards Transferability (average assigned score)	EoT Ease of Transferability obtained (overall custom weighed average)	DSS (PoF Decision Support System)
		0.00 - 4.00	0.00 - 4.00	0.00 - 4.00	+2 - 0 --2	0.00 - 5.00
		PCI-score	I-score	TA-score	TA-index	DSS-index
from PCI		0.00	0.00	0.00		TA: from PCI
1 Sustainability	0		TA: from PCI	0.00	+2 - 0 --2	
2 Port-City	0		TA: from PCI	0.00	+2 - 0 --2	
3 Governance	0	Review of the TA-score: Based on the TA-score (during the PCI evaluation) mention here (if available) re-evaluation of the 5 different TA scores (by WSP area to compare to actual TA-index after performing the full TA EoT		0.00	+2 - 0 --2	
4 Res.Infra	0			0.00	+2 - 0 --2	
5 Saf+Sec	0			0.00	+2 - 0 --2	
Final scale		0.00	0.00	0.00	+2 - 0 --2	0.00 (to be defined)

Note: this space will be complemented with graphs of the scores and indexes in a next release

TA: This field is populated from the PER Overview but can be overwritten. Calculate a weighed average from the overall TA-indexes based on their weighing factor set for the individual 5 WSP Focus areas (column C). This feature will be automated in a next release.

Brie

TA: from DSS tool - index will be defined in its next release

# TA Worksheet - DtF High Level Strategic Objectives (HLSO)

## PoF TA Worksheet using the PoF TA Methodology

### DtF High Level Strategic Objectives (HLSO)

(main overview tab with project information and reconciliation of information from other tabs)

If an area or a line item (component or characteristic) is not applicable to your project environment, scope or deliverable, pilot or living lab, it is recommend to 'gray-out' the entire line or area, to ease the focus on what is essential for your project - DO NOT delete lines which may impact the entire worksheet or show errors in particular calculated fields.

## Project Deliverables, Living Labs or Pilots (per port or peering ports)

Should a particular deliverable cover multiple WPSP Focus Areas, they need to be repeated - as in the next columns you will assign one or more WPSP Focus Areas to the deliverable

## 17 UN SDG's

first step: assign the relevant UNSDG's to your project deliverables  
notice that these are ordered in function of the 5 WPSP Focus Areas and 1 UNSDG may appear multiple times as they apply to multiple WPSP Focus Areas - identified through colour code and UNSDG# (XX xxx) & WPSP (xx XXX)

(per project deliverable with focus on the 5 WPSP Focus Areas) **see the P**  
Add area c

### Short name

### program / call number or reference

TA Scenario	TA Role	PORT Participant NAME	PORT short NAME	Project ROLE	country	city or vicinity	port or port cluster / environment	TEN-T corridor or neighbouring EU country	# (sequence or own numbering)	description	UNSDG
0 - SINGLE port	00 no TA role signed	name	shortname	00 no project role assigned	country	city	port cluster	00 no TEN-T corridor assigned	1	deliverable	00 no UNSDG assigned
1 - MULTI port participation project	Champ 1 - donor port	name	shortname	Project Coordinator	country	city	port cluster	Atlantic	2	deliverable	01 p&c - No poverty
2 - CHAMPION approach	Champ 2 - adaptor port	name	shortname		country	city	port cluster	Baltic Adriatic	3	deliverable	02 p&c - Zero Hunger
3 - Port PEERING	peering ports	name	shortname		country	city	port cluster	Mediterranean	4	deliverable	03 p&c - Good health and well-being
3 - Port PEERING	peering ports	name	shortname		country	city	port cluster	North Sea - Baltic	5	deliverable	03 s&s - Good health and well-being
3 - Port PEERING	x living lab	name	shortname		country	city	port cluster	North Sea - Mediterranean	6	deliverable	04 p&c - Quality education
zz - other - please specify	x pilot	name	shortname		country	city	port cluster	North Sea - Mediterranean	7	deliverable	04 res - Quality education
zz - other - please specify	x roll-out site	name	shortname	x Living Lab / Pilot 1	country	city	port cluster	Orient - East Med	8	deliverable	05 gov - Gender equality
zz - other - please specify	zz other - please specify	name	shortname	x Living Lab / Pilot 2	country	city	port cluster	Rhine - Alpine	9	deliverable	06 p&c - Clean water and sanitation
zz - other - please specify	zz other - please specify	name	shortname	x Living Lab / Pilot 3	country	city	port cluster	Rhine - Danube	10	deliverable	06 res - Clean Water and Sanitation
zz - other - please specify	zz other - please specify	name	shortname	x Living Lab / Pilot 4	country	city	port cluster	x other - Inland Distribution Center	11	deliverable	07 sus - Affordable and clean energy
zz - other - please specify	zz other - please specify	name	shortname	x Living Lab / Pilot 5	country	city	port cluster	x other - Inland Terminal	12	deliverable	07 p&c - Affordable and clean energy

select TA peering scenario  
select the TA scenario that corresponds to your project deliverable, living lab or pilot  
CHOICES: are prelisted under DATA-tables  
If your needed choice is not available, you will need to add one in the corresponding list under the DATA-tables tab.

# TA Worksheet - Project Evaluation Results (PER)

TA Worksheet Project Evaluation Results (PER) of the PoF TA Methodology					PRE-condition for TA	NICHES Step 1	NICHES Step 2	NICHES Step 3	NICHES Step 4	SUCCESS	TA RISK Assessment and Management Provisions	NICHES Step 5	NICHES Step 6	BENEFITS	TRAINING	Niches Step 1 NO / YES / NA (not applicable)			Niches Step 2 NO / YES / NA (not applicable)									
overview of all components & their characteristics with NICHES+ 6-steps approach					PRE-conditions for TA - NO / YES / NA (not applicable)																			Impacts and measures of success			Is up-scaling down-scaling required?	
line item	Short name		Full project name			Reasons and Best Practices for Transferability	High-level evaluation					Key Benefits					National, EU regional, EU + Neighbouring Countries	Roles, responsibilities and functions across transferability scenario	other	Impacts and measures of success			Is up-scaling down-scaling required?					
	PCI score	I score	TA score	TA index			Weighing	Barriers & constraints	Success Factors	Risk & PM Provisions	Patterns to facilitate	Other	Networking opportunities	Publishing effective guidance for stakeholders	Spreading the word	Groundwork for establishing projects with supply chain actors				other	Qualitative measures (e.g. interviews, focus groups, etc.)	Qualitative measures (e.g. surveys, etc.)	other	Up-scaling	Down-scaling			
	0.00	0.00	0.00	+2 - 0 --2																								
	PORT Short NAME	Deliverable #	Project Deliverables, Living Labs or Pilots		17 PoF HLSO's																							
1	shortname	1	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
2	shortname	2	deliverable	1 sus SDG 12.00.0 Save natural resources	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
3	shortname	3	deliverable	1 sus SDG 13.00.0 Combat global warming	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
4	shortname	4	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
5	shortname	5	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
6	shortname	6	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
7	shortname	7	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
8	shortname	8	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
9	shortname	9	deliverable	2 p&c SDG 08.05.0 Good jobs (SDG 8.5)	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
10	shortname	10	deliverable	2 p&c SDG 11.03.1 Land consumption	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
11	shortname	11	deliverable	2 p&c SDG 11.03.2 Inclusive cities	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
12	shortname	12	deliverable	2 p&c SDG 11.06.0 Improve environmental	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
13	shortname	13	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						
14	shortname	14	deliverable	00 No PoF SO with UNSDG assigned	0	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO						

# Transferability analysis online course

experts

**Joris Claeys**

[J.Claeys@PortExpertise.com](mailto:J.Claeys@PortExpertise.com)

**Peter Bresseleers**

[P.Breseleers@PortExpertise.com](mailto:P.Breseleers@PortExpertise.com)

**PORT | EXPERTISE**  
PORT & MARITIME SERVICES

FINANCE – LEGAL – MARKET RESEARCH – IT – OPERATIONS – ENVIRONMENT

  
**DOCKSTHEFUTURE**



Co-funded by the Horizon 2020 programme  
of the European Union