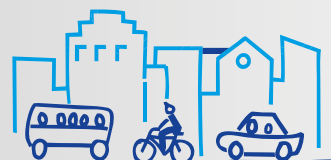


2020
CiViTAS
Cleaner and better transport in cities



CIVITAS RESEARCH PROJECTS

LESSONS LEARNED 2016-2020



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About

Since 2002, the CIVITAS Initiative has been bringing better urban transport to cities across and beyond Europe. Over 300 cities belong to the CIVITAS network, whilst close to 800 measures and urban transport solutions have been tested and implemented under demonstration projects in more than 80 Living Lab cities Europe-wide.

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INTRODUCTION

This publication takes readers through the key lessons learned from six CIVITAS Research and Innovation Action (RIA) projects funded since 2016: Cities-4-People, METAMORPHOSIS, Mobility Urban Values, PROSPERITY, SUITS, and SUMPs-Up. These projects concluded in late 2019, 2020, and one in early 2021 (following an extension). They formed two broad clusters – neighbourhood mobility planning projects and projects working on Sustainable Urban Mobility Plans (SUMPs). Read more about previous CIVITAS research projects here: [“CIVITAS Research Projects – Lessons Learned 2015-2018”](#).

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CITIES-4-PEOPLE

LESSONS LEARNED

Co-creation at Waag
© Cities-4-People
Consortium, 2017/2020

Towards people-oriented mobility and transport

PROJECT OVERVIEW

Cities-4-People (C4P) used a participatory co-creation process to improve transport and mobility in five different locations across Europe: Budapest (Hungary), Hamburg (Germany), Oxfordshire (UK), Trikala (Greece), and Üsküdar (Turkey).

During the project, these pilot sites worked with local communities and stakeholders to identify mobility challenges and design pilot solutions to address them. A series of Citizen Mobility Labs, workshops and prototyping activities were organised for this purpose.

During these events, citizens and local authorities co-designed a series of concepts, three of which were implemented as pilot interventions. These pilots were then evaluated based on their impact, with one eventually chosen to be scaled up.

Project snapshot

Project length - June 2017 – November 2020

Who was involved? - Five cities across Europe implemented the solutions

Thematic areas - Car-independent lifestyles, public involvement

Website - www.cities4people.eu

CITIZEN-DRIVEN MOBILITY CHANGE

Using a people-oriented transport and mobility approach, C4P used technology and varied participation methods and approaches to gather stakeholders, citizens, local authorities, and mobility providers to identify local mobility challenges.

The Citizen Mobility Labs established in each location enabled citizens to meet, engage, learn about and contribute to project activities. An online interactive platform – the [Citizen Mobility Kit](#) – was created and provided users with different methods and instructions for every stage of the co-creative process, from ideation through to implementation.

Local mobility problems and issues were identified by citizens through qualitative and quantitative research. Once challenges were co-identified, intervention areas were co-selected. Different solutions were proposed and co-designed to tackle those problems, three of which were then chosen as pilot interventions. In total, 15 were implemented in the project.

For its [deployment toolkit and replication guide](#), C4P set out a series of blueprints showing the project's approach. The first covers the initial project and local project launch and community building phases, the second the process leading up to the first pilot interventions, and the third the scale-up pilot phase.

CRACKING THE CO-CREATION CODE

Through the wide co-creation programme held in its five locations, C4P gathered extensive insight into how to best organise and approach such activities:

- Be open and proactive: consider ideas and innovations tested.
- Identify key contributors (neighbourhood committees, local authorities, artists, etc.) to your concept: who can advocate for your purpose and interventions in the initial prototype phase? How do you engage them and what is your offer to them?
- Choose the date and location for co-creation sessions carefully as different groups of citizens differ in their availability.
- Leverage big events. The promotion of C4P at bigger events (such as European Mobility Week in the Budapest pilot) helped to attract a wide range of people.
- Consider collaboration with other ongoing urban development or mobility projects, as this expands the possibilities for knowledge exchange and funding.

- Confronting “taboo topics” – like parking spaces and car use – pays off in the long run and attracts people's attention.
- The use of external expertise from outside the local community is valuable.
- Testing an intervention at the neighbourhood level and within a reasonable scope allows it to be iterated over time and a strong community to be built up around it.

C4P also emphasises the value of such co-creative processes:

- The transparency and public input that comes from co-creation processes often ensures higher viability for civic projects than solely internal decision-making processes.
- They enable citizens to shape developments in areas that directly impact on their lives (e.g. mobility) and authorities to identify and nurture their citizens' skills and interests.
- Provided the process is coordinated with other districts, they can help local ideas and needs feed into policymaking at higher political levels.
- They help connect groups that would not normally mix and build relationships between these groups that exist beyond the scope of a project, thus creating communities.
- They offer a safe space for sharing and common understanding.

To allow people to co-create and facilitate in their own communities, C4P created the [Citizen Mobility Kit](#). It guides users through the different stages of this collaborative development process – from preparation to execution – and includes tools and methods for each stage.

For further information on how to engage in effective co-creation, read [Big Messages: Lessons for co-creative mobility initiatives in neighbourhoods](#). This publication outlines the ten “big messages” on co-creation from four EU-funded projects: Cities-4-People, METAMORPHOSIS, CIVITAS SUNRISE and LOOPER.

LOCAL, CO-CREATED MOBILITY INTERVENTIONS

The 15 local interventions piloted within Cities-4-People were varied, from wheelchair scooters in Trikala and demand-responsive transport in Oxfordshire to making several modifications to the main park in Üsküdar to make it more accessible. Two proved particularly instructive.

MOBILITY POINTS IN BUDAPEST

A **Mobility Point** was established at a large public transport hub in central Budapest where five mobility providers offered bike-sharing, e-scooter, and car-sharing services. This sought to address issues linked to congestion and limited car parking by providing sustainable transport options covering 'last mile' travel to and from public transport.

The pilot revealed the potential of micro-mobility modes for 'last mile' travel: 5% of users used the Mobility Point instead of their own car. Some of the lessons learned from the pilot were:

- Adjusting original plans is sometimes necessary. The pilot had originally foreseen dedicated parking for car

sharing. However, local residents' objections led to its removal, as the matter could otherwise have hindered overall implementation.

- Ensure close cooperation between private providers and citizens/local authorities. After district municipalities expressed regulatory concerns with e-scooter services, a representative from LIME – an e-scooter provider – introduced the service at meetings organised by the Municipality of Budapest.
- Factor in adequate time to decide the locations of interventions, especially if there are multiple options. In Budapest, several meetings were needed to reach a final decision.
- Insofar as possible, align pilots with local authority objectives. The Mobility Point enjoyed local authority support because it helped fulfil municipal micro-mobility goals.

BIKE RACKS IN HAMBURG

In the Hamburg neighbourhood of Altona, a lack of adequate and secure bicycle parking infrastructure was identified. To address this, **secure bicycle parking racks** were installed. Users indicated their desired locations for the bicycle racks on an interactive online map. In total 65 bicycle racks were installed, with some also added for cargo bikes.

A series of cameras filmed infrastructure use, with footage revealing that the new racks were utilised quickly. Local citizens' motivation to get involved in and make suggestions on the pilot, and indeed more general mobility planning, were the main drivers. Cities seeking to do something similar should:

- Plan in sufficient time to receive permission from the local administration to install such bike parking racks (or similar actions) – such processes can be lengthy if they involve various departments, such as the police and fire brigade.
- Ensure enough time is given to ascertain how monitoring equipment can be acquired that is privacy compliant.



Mobility Point in Budapest, © BKK

EVALUATION METHODS

Prior to the pilot deployment phase, the project co-created a set of common indicators – the **Core-Outcome-Set (COS) indicators**. These capture the public's view on aspects of transport and mobility that they find valuable: these subjective views are not often considered in planning in the field.

The COS comprised 32 questions, which came about following the analysis of two rounds of questionnaires in combination with a literature review. These questions are listed in the annex of the project's COS methodology [toolkit](#). In order to assess the impact of the intervention, the survey was distributed before and after the pilot was implemented.

“Cities-4-People conceived a co-creative approach to deliver innovative and sustainable mobility interventions that are created by the people for the people. Transformation starts at the neighbourhood level, where everyday life unfolds, and has the potential to be replicated by cities all over Europe and beyond.”

Isabel Fróes and Giulia Zendron
C4P Coordinator and Dissemination Manager

RESOURCES AND MATERIAL

The following list of resources, materials and documentation can provide a better understanding of C4P's results, approach and methodology. Find all of the project's reports [here](#).

- Cities-4-People Co-Creation Navigator - [link](#)
- Cities-4-People Deployment Toolkit & Replication Guide – [link](#)
- Citizen Mobility Kit - [link](#)
- Co-Creative Prototyping: Development of Practical Interventions and Prototypes in Cities-4-People - [link](#)
- Cities-4-People Toolkit of COS methodology and metrics – [link](#)
- Developed Interventions and Prototypes for Real-Life Piloting - [link](#)
- Big Messages: Lessons for co-creative mobility initiatives in neighbourhoods - [link](#)

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METAMORPHOSIS

LESSONS LEARNED

School Street in Graz
© Julia Zientek,
METAMORPHOSIS project

Empowering children to shape their own environments

METAMORPHOSIS set out to develop child-friendly neighbourhoods by transforming car-oriented streets and public spaces into vibrant, inclusive, safe and accessible areas with low pollution. To achieve this, children were involved in co-creating and implementing measures.

The project had seven key objectives:

1. **Transform** car-oriented neighbourhoods into child-friendly neighbourhoods, achieving behavioural change and increasing quality of life.
2. **Build the vision** needed for such transformations involving end-users and stakeholders.
3. Answer **research** questions related to neighbourhood transformation.
4. Achieve **innovations** in communication, behaviour, involvement, education, design, governance, and planning procedures for streets, squares, and other public spaces.
5. Using these mechanisms, develop and implement **child-friendly mobility solutions**.
6. **Evaluate** uptake, involvement, process, and impacts using innovative evaluation methodologies.
7. Develop and implement **transfer instruments** to help spread METAMORPHOSIS' innovations during and after the project.

To achieve these objectives, trial interventions were held in neighbourhoods in seven European cities: Alba Iulia (Romania), Graz (Austria), Merano (Italy), Munich (Germany), Southampton (United Kingdom), Tilburg (the Netherlands) and Zurich (Switzerland).

Project snapshot

Project length - June 2017 – October 2020

Who was involved? - Seven cities held trial interventions

Thematic areas - Car-independent lifestyles, public involvement

Website - www.metamorphosis-project.eu

The project evidenced how creating child-friendly environments goes hand in hand with the transformation of urban space. For instance, car journeys done for shopping decreased by 50%, the number of children in public space increased by 50%, and 70% of pupils walked or cycled for trips between home and school.

PROJECT IMPLEMENTATION

Making **children co-creators** was one of the key innovations and the basis of METAMORPHOSIS. Its central premise was clear: child-friendly neighbourhoods cannot be created without children leading the process.

A co-design process started the journey towards these new neighbourhoods. Each city organised **vision building workshops** that enabled planned implementations to be tailored to children's needs and to bring on board all stakeholder groups necessary for successful measure implementation. Of the 1,250 stakeholders who participated, more than 60% were children.

Capacity building was essential to preparing all stakeholders to implement a new child-driven approach, with various training activities held and didactic material given out. In total, the project implemented 57 'intervention trials', covering five different areas:

- Temporary street openings;
- Interventions in public space, such as public breakfasts;
- "Crystallisation points" - public spaces or places where people congregate, with the common preservation or maintenance of an object the main goal;
- Educational innovation tools, such as a variety of games; and,
- Workshops and training to empower people to use active modes.

A series of over [60 fact sheets](#) analyse all measures implemented. This broad programme saw METAMORPHOSIS reach over 150,000 people in 64 neighbourhoods, with close to 33,000 people co-designing and participating in activities.

For all measures involving complex authorisation processes, such as street openings and other public interventions, METAMORPHOSIS found that a **long lead-time** is essential for successful implementation. **Good and early communication** with relevant stakeholder groups prior to implementation was central to all direct 'intervention' measures, boosting buy-in among groups such as local residents and businesses who might consider themselves inconvenienced by the measure.

INTERVENTIONS FOR CHILD-FRIENDLY MOBILITY

Crystallisation points help connect with people not directly involved in the project. These informal public places or happenings are also ideal environments for getting children (and indeed adults) to spend more time outside and use sustainable mobility methods and tools. Urban gardening initiatives in particular proved successful in numerous cities. Key tips for setting up crystallisation points are:

- Involving passionate, committed people.
- Have a supporting programme to also address people who are not directly involved.
- If it is implemented in public space, involve the relevant local authority departments.
- Ensure that the place where you implement is easily accessible.
- Start temporary and low-key and let it grow into something permanent (if successful).

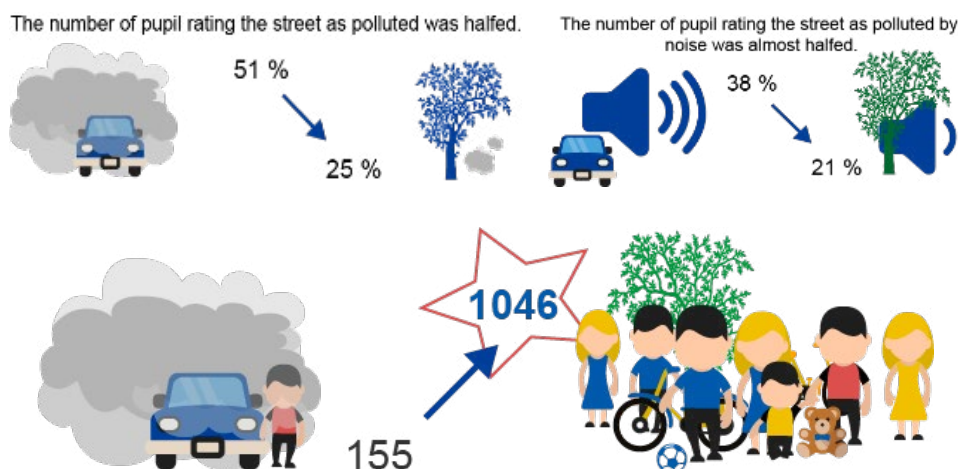
Other public space interventions created communal places that served as meeting points for diverse groups of people. These assumed various forms, including "mobile trees" and green spaces in Munich and urban libraries and public breakfasts in Alba Iulia. Such measures can be eye-openers and cause people to question the current division of public space. Here are some tips for such activities:

- Work with local partners to reach the target groups, e.g. youth centres, community centres, or schools.



Gardinescu - Alba Iulia, © Primăria Municipiului Alba Iulia

Change in perception of air pollution and traffic noise among school children in Southampton.
Figure from CIVITAS Reporting evaluation approach findings - M4 Southampton.



Increase in the number of children playing on the opened street in Graz.
Figure from CIVITAS Reporting evaluation approach findings - M6 Graz.

- Promotion and early outreach are always key.
- Try it out as a temporary activity and adapt if necessary.
- When involving local businesses or trying to find a sponsor, show them examples of what form their involvement could take.

Among its various types of street openings, **school street openings** proved particularly successful. At St John's School in Southampton, bollards limited traffic access for 45 minutes before and after school. This was combined with other activities, such as bicycle training and maintenance. In Graz, areas in front of three schools were converted into "Living Labs". Places for educational and leisure activities, these took place for half an hour before and after school.

In both places, more home to school trips were made using sustainable modes. Of particular interest is how children viewed their environments differently. In Southampton, they perceived less air and noise pollution, whilst in Graz there was a 575% increase in children playing in the street - they now viewed it as safe to do so.

For those wanting to implement such school street openings, METAMORPHOSIS recommends:

- Call your activity a street opening, not a street closure! Frame your action positively.
- Personal meetings are more effective at cultivating acceptance than letters or emails.
- Ensure both political support for your measures and good cooperation with partners at the school, such as the head teacher, parents, and the children themselves.
- Organise activities alongside street openings to foster the desired behavioural change – those organised at St John's and in Graz were crucial to changing attitudes.

ENCOURAGING INVOLVEMENT AND ENGAGEMENT

Being a very specific target group, certain approaches are ideally suited to working with children. METAMORPHOSIS has some advice for those looking to do so:

- Manage expectations when vision building with children. They must be aware that in politics it takes time to realise ideas. Otherwise, they are prone to disappointment.
- Work with institutions that already have ethical and safeguarding procedures in place, such as schools, children's organisations, and nurseries.
- After the visioning work, carry out temporary actions on the street right away and organise temporary car-free zones in the school environment with the children.
- Integrate traffic calming and car freeing into school lessons and share knowledge with parents through homework. In this way, you empower children to be advisors, educators, and influencers for their parents. Children are a bridge to reaching whole families!

METAMORPHOSIS also made use of particular child-focused methods and tools in its work:

- The School Environment Scan prompted children to [analyse](#) their school and its surroundings. They discussed what they liked and disliked and suggested ideas for improvement, painting a picture of what a child-friendly environment looks like.
- A **toolbox** enabled teachers to deliver cycle training schemes with pupils.

- The safe to school exercise saw children working with traffic inspectors to review their school environment. After a presentation on traffic safety, children gave feedback to road users passing the school on their driving using green and red cards.

EVALUATION METHODS

METAMORPHOSIS used **17 key impact indicators** to assess its intervention trials - an impact and process evaluation was carried out for all. Six further general indicators were identified, including areas of green or public space transformed, the perception of noise and air pollution, and the attractiveness of the way to school and school environment.

Children were integral to and acted as critical and honest judges in the evaluation process. Indeed, 60% of data collection was done together with children. Accordingly, evaluation methods were used that were tailored to children. Sometimes, simple hands-up and smile surveys were conducted.

Others focused on gamification. For instance, the travel tracker is an interactive digital tool used in classrooms to motivate children to record their travel mode, with the [Traffic Snake Game](#) also used. This campaign encourages children to put a sticker on a snake banner when they travel to school sustainably.

“Children are one of the groups most affected by motor vehicle traffic in neighbourhoods. In METAMORPHOSIS, improvements were implemented with and for children. These ranged from temporary car-free areas in school environments through to regular street actions and permanent street redesigns. METAMORPHOSIS urges the European Commission to support Member States in transforming their car-friendly road codes into people- and child-friendly ones.”

Karl Reiter
Project Coordinator, METAMORPHOSIS

RESOURCES AND MATERIALS

The following sources are useful for further understanding and learning about the results and evaluation methodology of METAMORPHOSIS.

- Fact sheets on all implemented project interventions - [link](#)
- Infographics on the project and its measures - [link](#)
- METAMORPHOSIS - Vision Building Report – [link](#)
- 20 good reasons for street transformation in neighbourhoods - [link](#)
- METAMORPHOSIS cities' SUMP integration plans – [link](#)
- Webinar on monitoring and evaluation of urban mobility measures – [link](#)
- Big Messages: Lessons for co-creative mobility initiatives in neighbourhoods - [link](#)

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MOBILITY URBAN VALUES

LESSONS LEARNED

MUV Open Day in Palermo,
© Roberto Filippi

Using gamification to make mobility more sustainable

PROJECT OVERVIEW

Mobility Urban Values (MUV) aimed to change people's travel behaviour through an [application-based game](#) that mixed digital and physical experiences. Using gamification as its driving force, it set out to cultivate a new mobility culture and a shift towards sustainable modes, as well as to reduce traffic and create better urban environments.

The project was piloted in urban neighbourhoods in six European cities: Amsterdam (Netherlands), Barcelona (Spain), Fundão (Portugal), Ghent (Belgium), Helsinki (Finland), and Palermo (Italy).

By co-designing and customising the app with residents in these areas, MUV aimed to foster human-centred planning within neighbourhoods, whilst it used crowdsourced mobility data to make the sustainable mobility 'case' to policymakers. Through the involvement of local businesses, MUV also sought to stimulate local development beyond mobility, as well as neighbourhood innovation.

Project snapshot

Project length - June 2017 – May 2020

Who was involved? - Six European cities as pilots

Thematic areas - Public involvement, car-independent lifestyles

Website - www.muv2020.eu

Key MUV takeaways were captured in [MUVigator](#), a digital guide to the project, whilst a [data visualisation site](#) illustrates data from app users and measurements from monitoring stations installed to measure air quality levels.

In 2020, the company [MUV B Corp](#) was set up to build on the work of the project.

GAME ON – THE MUV APP

The MUV game aimed to reframe mobility values among citizens (players), companies (sponsors) and mobility stakeholders (trainers) at the neighbourhood level. To do this, MUV engaged local communities in the **co-design** and customisation of the MUV game, with site managers organising co-creation activities in the six pilot cities.

Based on its results, the MUV game, service, data management plan and technological platform were developed. The MUV app was launched during EUROPEANMOBILITYWEEK 2018, alongside communication activities and events to promote the app.

The MUV app tracks users' mobility choices, gives feedback and statistics about users' travel habits, and lets users challenge others. Users can also collect trophies and redeem physical rewards and discounts offered by local sponsors.

Tracking the daily routes of people who used the service regularly revealed that the amount of emissions they produced dropped. These ranged from 4% for users that were active at least 10% of the weeks to almost 17% for those active at least 50% of the weeks. This data provided an evidence base for MUV to suggest [mobility solutions](#) to policymakers at each project site.

MUV also installed a series of monitoring stations to measure air quality in project locations, producing [a kit](#) to enable self-production. Finally, a web dashboard providing recommendations was designed to support local sponsors to improve marketing campaigns and to aid decision-makers to devise more effective urban mobility policies.

USING CO-DESIGN TO CUSTOMISE THE APP

Co-creation workshops enabled MUV to identify local mobility habits and issues and customise its app accordingly. For effective neighbourhood mobility planning, MUV advises to:

- Make **active listening** your motto – concentrate on, understand, respond to, and remember what is said by participants. A [MUV toolkit](#) based on this principle can aid others hoping to apply this when holding co-creation workshops. The 18 tools it contains cover three main areas: discovery, idea generation, and negotiation.
- Study available data, talk with your community, and remember to involve people from the municipality, the transport authority, grassroots organisations, and researchers from day one.
- For initial engagement, **face-to-face meetings** should take priority where possible. Try to avoid

overusing digital communication such as mailing lists or Facebook groups until a core, committed user base has been established.

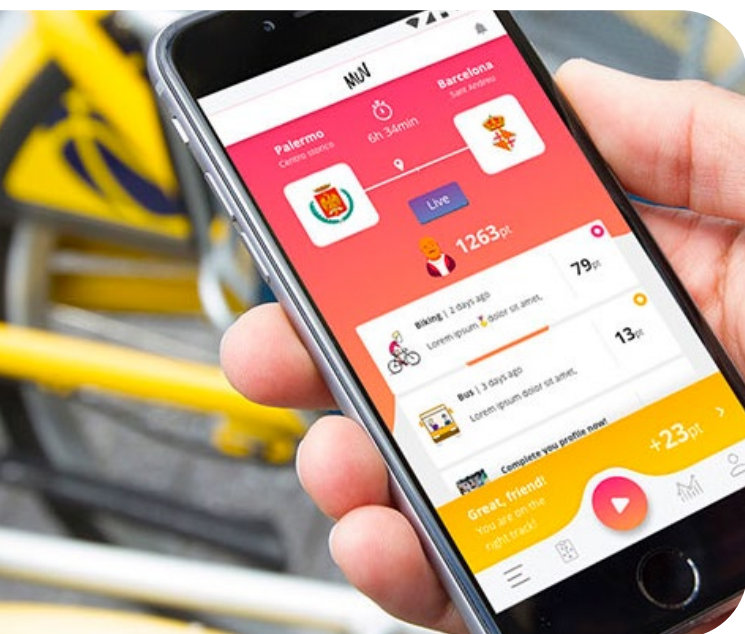
- **Focus on a specific area** – either choose neighbourhoods that you have a direct connection with or specific target groups of students, employees.
- Aim for a number of ideas in this phase! The more ideas a group generates; the more likely that good quality ones will remain at the end.
- MUV published general [guidelines](#) for holding co-design workshops, as well as a [toolkit](#) outlining emergent, more participatory mobility governance models at the district level.

The project also organised online **hackathons** to generate more data and ideas. If organised well, such events can be a valuable way of gathering input from parties who might not normally get involved in sustainable mobility. MUV had a couple of tips for organising hackathons:

- Use press, influencers, student groups, and local civil society dealing with the hackathon's topic to spread the word.
- Find the right judges – try to avoid having only organisers and sponsors and, if you can, include experts in the field that the hackathon deals with.



Co-creation exercise in Amsterdam, © WAAG



The “Sustainable City Tournament” in action, © MUV

GETTING PEOPLE ON BOARD

After app creation comes the real hard work: gaining and retaining users. The first step is to base marketing on a strong and compelling narrative. This can be framed in multiple ways according to the target audience. Some possibilities are:

- Users are part of an in-game community and can also earn individual rewards.
- Users are being empowered to be active citizens and the data they gather is contributing to evidence-based policy making.
- Users are helping the environment through their greener mobility choices.

In places where awareness of the environmental problems caused by pollution is low, communication activities would also need to address this issue. Not doing so makes arguments for the need to change mobility habits less convincing.

A **mixture of physical and digital promotion** is the best way forward. Official launch events, be they held online or in neighbourhoods, generate publicity. MUV also organised a series of [MUV Open Days](#) to talk users through the app and its benefits. Indeed, such events mark the perfect time to start online communities like a Facebook group or page.

On-street advertising such as posters can drive local app usage, but ensure that these have QR codes so people can engage digitally straight away.

To create a unique visual identity for each of the sites, **avatars** were co-created. These characters – a mix of real-life figures and popular culture of the pilot cities – were assigned to users. Such customised visual reference points increase user identification with an app.

Keeping users committed over time often proves more difficult than initial engagement. To counter this, MUV used challenges to create a healthy sense of competition to keep people playing. Inter-city “Sustainable City Tournaments” were organised where users played in local teams against other cities, with prizes on offer for achievements.

Prizes were also offered to individuals when they reached personal mobility milestones in the app. MUV’s co-creation sessions helped to make these reward strategies **site-specific**; they included free tickets for exhibitions or concerts, lunches, free guided tours, and fitness classes.

Among the pilot cities, Fundão and Palermo created an economically viable system that embraced not only citizens but also local sponsors. They provided prizes like those mentioned above. To attract local sponsors, MUV recommends to:

- Be clear and open - let them know what you are offering them in return and be receptive to questions they have.
- Think big and be courageous: sometimes people will back you more than you expect!

EVALUATION METHODS

A set of 40 MUV **impact indicators** was compiled that all pilot cities used to measure the project’s impact across four areas: society-people, society-governance, economy, and environment. MUV’s overall impact was gauged using a [triple sustainability analysis](#), which looked at social, economic and environmental aspects. This detected how drivers and barriers evolved over the course of three cycles.

Project managers could therefore see if their actions to accentuate drivers and overcome barriers worked. Drivers could be improved, remain stable or worsen, while barriers could be mitigated, remain stable or worsen.

To set clear goals and track progress, MUV used the “**Objectives and Key Results**” ([OKR method](#)). Some of its indicators were:

- How many people you want to actively involve;
- How much reduction in CO₂ emissions you want to achieve; and,
- How many of the solutions you have ‘triggered’ you want to see implemented.



To gather feedback and insight, MUV used online surveys extensively. Its main tools for this were Google Forms and Typeform. See [an example](#) of a MUV Typeform survey.

RESOURCES AND MATERIAL

The following materials are useful for further understanding and learning about the results and evaluation methodology of MUV.

- MUVigator - a digital how-to guide on MUV and its approach - [link](#)
- MUV data visualisation site - [link](#)
- MUV app website - [link](#)
- MUV toolkit for workshop participation techniques - [link](#)
- Guidelines for holding co-design workshops - [link](#)
- Toolkit on emergent mobility governance models at district level - [link](#)
- Replicability and scale-up analysis - [link](#)
- MUV triple sustainability analysis - [link](#)

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“After our years of research in MUV, it is crystal clear to us that data collection is the bedrock of improved urban mobility policies: it gives policymakers the evidence they need to back the right measures.”

Salvatore Di Dio
Project Coordinator, MUV



PROSPERITY

LESSONS LEARNED

Children playing in Sint-Niklaas, © Stad Sint-Niklaas

Creating a SUMP culture in government agencies and local authorities

CIVITAS PROSPERITY supported local and national authorities to improve the quality and uptake of Sustainable Urban Mobility Plans (SUMP), focusing on places where, historically, rates of SUMP adoption had been low. It sought to do this by cultivating a culture shift in mobility planning at all levels, with a focus on stimulating SUMP at the city level via national SUMP Task Forces.

To facilitate this, PROSPERITY provided mechanisms and tools to help national and regional agencies take a leading role in SUMP development through SUMP support programmes.

Targeted knowledge transfer and capacity building helped build mutual understanding of the SUMP process and boosted cooperation across various levels of governance, whilst targeted dissemination promoted SUMP and their value. Together, these laid the basis for (further) SUMP adoption in 13 EU Member States.

Project snapshot

Project length - September 2016 – August 2019

Who was involved? - 11 partner cities and 5 “Champion Cities”

Thematic area - Integrated planning

Website - www.sump-network.eu

PROJECT IMPLEMENTATION

Primarily, PROSPERITY set out to empower regional and national authorities and administrations to take on a greater role in supporting SUMP development.

It did this through a broad programme of activities and outputs. These ranged from delivering in-person and online capacity building activities and producing various reports and guidance materials to developing tools, assessment schemes, and support programmes. Most of these were adapted to specific national and/or local contexts.

To deliver these, PROSPERITY mobilised a special set of actors:

- **National Task Forces (NTFs)**, led by ministries and agencies, were formed. They developed national SUMP supporting programmes in 14 countries and regions.
- **National Focal Points**, the main point of contact for SUMP-related issues in each country, were activated.
- **PROSPERITY partner cities**, selected due to their commitment to develop and/or implement a SUMP, acted as role models for other cities.
- **PROSPERITY “Champion Cities”**, cities that had already implemented SUMPs successfully, passed on their knowledge and advice during training and city coaching sessions.

SUPPORTING SUMPS FROM THE NATIONAL LEVEL

The core of PROSPERITY’s activities was a series of **National SUMP Support Programmes (NSSPs)**, whose development PROSPERITY assessed. Implemented at the national (and regional) level, NSSPs provide assistance and incentivise local authorities to implement SUMPs.

PROSPERITY found that NSSPs increase SUMP uptake within a country, promote cross-sector and multi-level working, and get sectors and actors not previously involved in SUMPs on board. The most effective elements of an NSSP were identified as:

1. Finance linked to guidance;
2. Providing technical support to municipalities (including via SUMP focal points);
3. Producing national guidance on SUMP-related development;
4. Legislation as a way of catalysing cities into action; and,
5. Using national platforms to spread best practice and build a support network.

NSSPs are a good way to use EU funding to support sustainable mobility in cities within a Member State, rather than targeting only those already in EU networks. Furthermore, the EU funding used for NSSPs in PROSPERITY helped lever national-level funding: investment generated investment.

Activating a National Task Force and involving high-level government actors were found to be key drivers in creating new or improving existing NSSPs and regional SUMP support programmes. An Innovation Brief looked into such Task Forces’ roles in stimulating SUMPs.

Interestingly, the 11 PROSPERITY [partner cities](#) rated capacity building activities and the involvement of NTFs and high-level government as having more influence on success than high-quality documents, such as briefs and guidelines.

ENCOURAGING SUMP STAKEHOLDER ENGAGEMENT

PROSPERITY’s partner cities and “Champion Cities” accumulated experience that can assist other cities to engage relevant stakeholders in SUMP development and promote their value:

- Engage the willing at first and aim to attract others with the success of early efforts: initially sceptical parties will recognise a SUMP’s benefits and engage if others do. For instance, politicians in the partner city of Jonava (Lithuania) were reluctant to invest in sustainable modes. However, their exposure to PROSPERITY and realising that other cities in Lithuania and further afield approved of SUMPs changed their minds.
- Build partnerships from the beginning - involve stakeholders at the planning stage to generate a stronger sense of ownership and mutual benefit. This gives them time to consider new approaches and provide input that broadens the reach of the approach.

PROSPERITY also had specific advice for ‘starter countries’:

- Start focusing on developing SUMPs in individual cities (unless framework conditions make involving regional authorities necessary) - getting buy-in from politicians in a regional government and surrounding municipalities can be difficult at first.



National Task Force meeting in Hungary, © PROSPERITY



Participants at Lithuanian training event, © PROSPERITY

- Involve politicians in knowledge transfer and capacity building (via both coaching and tailor-made training sessions) to foster enthusiasm for the SUMP approach.

CAPACITY BUILDING FOR SUMP CITIES

Through its organisation of 10 national SUMP training events and other ‘exchange meetings’, PROSPERITY gained insight into organising effective SUMP-related capacity building.

It advises using a **team of trainers** comprising an international mobility expert, a national co-trainer, and a representative from a successful SUMP city. The representative is a relatable peer for other cities, whilst the national co-trainer “translates” training material into the local context and relays messages to their international colleague. It is crucial to hold all training in the **local language**, or at least have **simultaneous translation** throughout.

Insofar as possible, coaching should be **tailored to the specific needs** of learners. Ideally, experts are on-site in a city for several days, providing advice focused on what that city requires, as opposed to more generic training.

Where possible, trainers should employ “active” learning techniques to maximise interaction with learners. PROSPERITY used methods such as the “1, 2, 4” technique to encourage trainees to reflect individually and then with each other on what they had learned and feed it back to trainers.

For larger events, participant groups should also be mixed to include cities of different sizes, national and regional

authorities, technical staff and decision-makers, and other relevant stakeholders.

PROSPERITY also reported hearing from local and regional authorities that they are more interested in receiving **best practice examples** than theoretical guidelines. Ideally, these examples should come from **similar environments**, as it is easier to relate to new ideas demonstrated in places and political contexts similar to one’s own. This also applies to “Champion Cities” – make sure the Champion and follower cities’ profiles correspond.

EVALUATION METHODS

PROSPERITY’s evaluation of its activities consisted of three parts. After analysing how well an activity was implemented, it conducted an impact evaluation and then a process evaluation. It used a variety of surveys to evaluate its capacity building activities and canvas the opinions of partner countries and partner cities.

PROSPERITY had specific advice for cities conducting SUMP monitoring and evaluation:

- Monitor SUMP progress throughout rather than only using a before and after study of separate measures.
- Use a process evaluation to understand what went well, what did not work so well, and why. This means that as you update your SUMP or implement other measures, the process behind it can be improved.
- Whilst it is important to know what a SUMP achieves in relation to its objectives, it is also crucial to verify how this was achieved and what could be done better in the future.



RESOURCES AND MATERIALS

All key project tools and resources available on the [PROSPERITY website](#). Among these, a few are particularly useful for understanding the project and its results.

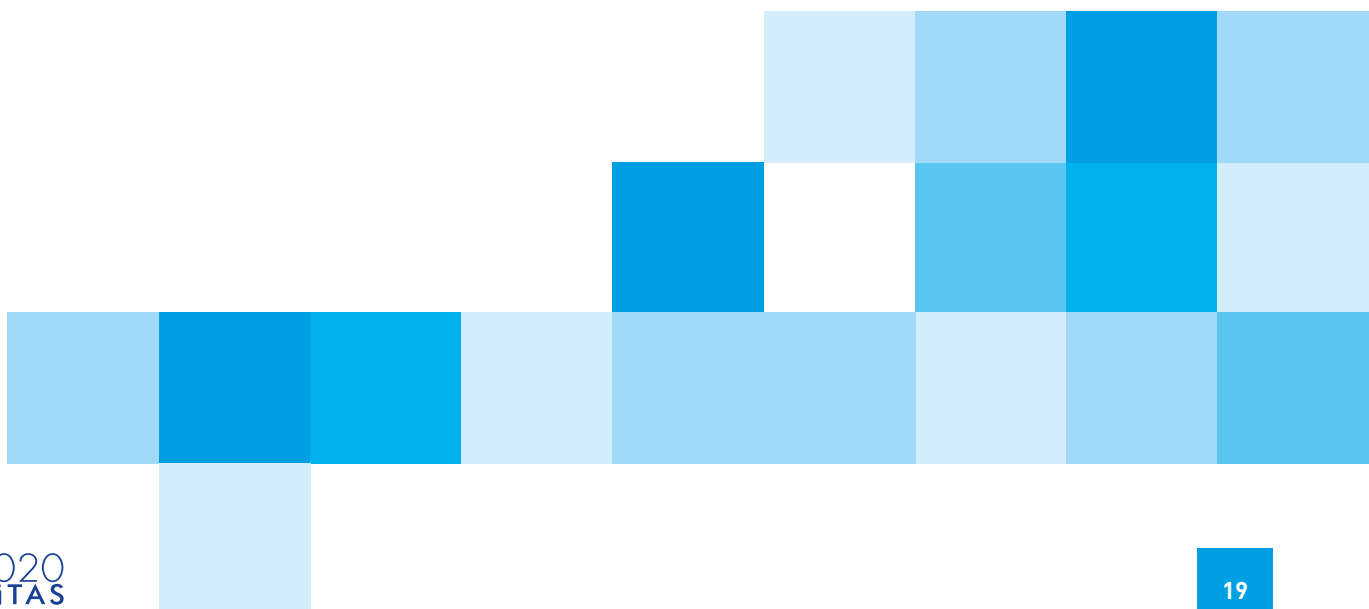
- PROSPERITY Final Brochure - [link](#)
- CIVITAS PROSPERITY recommendations on national and regional SUMP programmes – [link](#)
- CIVITAS PROSPERITY training materials collection (available in various languages) - [link](#)
- Summary of new or enhanced SUMP supporting programmes - [link](#)
- Urban Transport Roadmaps Tool (available in various languages) - [link](#)
- CIVITAS PROSPERITY Position Paper on SUMP - [link](#)
- Innovation Briefs on a wide variety of SUMP topics and policy areas – [link](#)

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“The PROSPERITY project demonstrated that the EU can do a lot to stimulate more and better SUMP support programmes at the national level, and thus deliver more and higher quality SUMPs in EU cities.”

Patrick Auwerx
PROSPERITY Dissemination Manager





SUITS

LESSONS LEARNED

Seafront promenade, Valencia
© ELEPHOTOS, Shutterstock

Turning small- and medium-sized cities into SUMP powerhouses

PROJECT OVERVIEW

CIVITAS SUITS worked to increase the capacity¹ of local authorities and transport stakeholders, particularly in small- and medium-sized cities, to finance and implement sustainable transport measures and SUMPs.

To do this, the project provided tools for planning, financing and implementing appropriate solutions. Using these and capacity building, it worked with nine cities to deliver sustainable mobility initiatives and address urban mobility challenges.

The partner cities were: Alba Iulia (Romania), Coventry (UK), Erfurt (Germany), Kalamaria (Greece), Palanga (Lithuania), Rome (Italy), Stuttgart (Germany), Turin (Italy), and Valencia (Spain).

As well as providing training material, SUITS investigated capacity building within local authorities to understand how training material can drive change in organisations and make them more dynamic and innovative. A [capacity building toolbox](#) collates SUITS' significant findings, materials, tools and documentation.

¹ Capacity is broadly defined as the ability of people, organisations and society as a whole to manage their affairs successfully (OECD definition).

Project snapshot

Project length - December 2016 - February 2021

Who was involved? - Nine partner cities were involved

Thematic area - Integrated planning

Website - www.suits-project.eu

PROJECT IMPLEMENTATION

SUITS created a Change Vision for each project city and delivered a capacity building programme through training, toolkits, products, and workshops. Both related to local authorities' ability to plan and implement sustainable urban mobility measures.

The needs to address within the programme were identified using the Rapid Assessment of Capacity (RAC) [tool](#). Webinars and workshops tackled topics including "innovative finance, procurement and business models" and "data collection and analysis tools".

Drivers of capacity development	Strength
Sharing best practices to get support/endorsement from top management	●●●●●●●●
SUMP implementation (in progress) and 'sustainable' mindset in place	●●●●●
Guidelines – they promote collaboration	●●●●
Experts identified (change agents)	●●●●
Working groups, stakeholders, steering committees = political influence & power	●●●●
Think tanks/pools of experts + local authorities (combined resources)	●●
Evidence-based surveys – they foster support for SUMPs and are a wake-up call	●
Barriers to capacity development	Relevance
Lack of inter-departmental exchange due to administrative structures/bureaucracy	●●●●●●●●
Lack of experts – both a lack of staff and staff lacking necessary skills	●●●●●●
Political barriers	●●●●
Understanding technology	●●
Older staff are resistant to change	●●
Regulations	●
Lack of resources	●

Tables showing drivers and barriers to local authority capacity development in SUMP work.

The Change Visions sought to alter cities' organisational profiles by changing workplace culture, to build levels of trust, to change approaches to risk, and to enhance cooperation and collaboration within and beyond local authorities. The SUITS cities identified drivers and barriers for local authority capacity development in the areas of SUMP development and implementation - see these above.

DATA COLLECTION AND NEW MOBILITY SERVICES

SUITs assisted its cities to enhance data collection, including developing its own data platform for use in Kalamaria - mypolislive.net. The project had some tips in this area:

- Local authorities should be able to process, analyse and visualise their own data. Use academic or private partners to fill any knowledge gaps.
- Try to integrate data and/or create data-sharing agreements with other departments - this means all parties can engage in more holistic policymaking.
- Real-time traffic data is a vital information source - gathering and processing origin-to-destination information on citizen and freight movements means integrated transport planning can take place.

- Store data in cloud-based online repositories easily accessible to many parties.

SUITs also encouraged small- and medium-sized cities to focus on particular 'new' mobility measures when investing, advising to:

- Improve digital customer services and information provision to optimise existing networks and resources and improve the passenger experience by providing live journey information; and,
- Implement MaaS to increase the use, overall performance and efficiency of public transport. This reduces the need to invest in other solutions.

INSTITUTIONAL COOPERATION AND NEW PARTNERSHIPS

SUITs cities cited problems cooperating with other departments and local/regional authorities. These solutions proved effective in countering this:

- Organising workshops and working groups between and within departments and local authorities.
- Use online platforms for cooperation, making sure all parties have access.



Kotter's eight-step process for leading change, © Kotter

- Create shared roadmaps to set out plans of action and cultivate ownership.
- Draw on organisational change models, e.g. the Kotter model shown above and in the evaluation methods section.

Beyond institutional actors, SUITS suggests local authorities try **innovative public-private partnerships** (iPPPs). Besides the private and public sector actors that form traditional PPPs, iPPPs can include research and development (R&D), civil society and non-governmental organisations (CSOs and NGOs), and local 'mobility communities'.

They give local authorities a new way of organising business and offer value in various ways:

- Working with such organisations transfers localised institutional knowledge to public and private organisations, thus helping to address market needs and tendencies.
- If the project addresses green or climate finance, mobility communities' participation can bring innovation and an 'ethical approach' to investments.
- CSOs and NGOs can build their capacity for policy monitoring, increasing oversight and accountability of local authority activities.
- R&D partners can help assess the market, test prototypes, and monitor project results.

Find recommendations on collaborating with such 'new' partners [here](#).

INNOVATIVE FINANCING, PROCUREMENT, AND BUSINESS MODELS

SUITS researched how local authorities can prepare for public procurement processes, attract project financing, and develop bankable projects. The [Integrated Decision Support Tool](#) sets out the full results, with key recommendations below.

To create the right conditions for developing bankable projects and introducing new business ideas, local authorities in small- and medium-sized cities should:

- Allocate financial and human resources for researching new mobility services, business opportunities, and investment opportunities.
- Create a knowledge transfer network between departments researching the mobility sector, local authorities and other mobility stakeholders.
- Establish new partnerships, such as PPPs and iPPPs.

When looking to develop **innovative business models**, local authorities should:

- Monitor the business environment for new business models in transport and mobility and technological innovations linked to MaaS, shared and integrated mobility.
- Keep in mind that innovation requires new organisational structures and capabilities and relationships with suppliers and customers.
- Adapt business ideas to local situations and conform with national and local legislation.

A **"bankable document"** helps convince potential investors that a project is worth their time and money. This should include:

- Research on different investment programmes and financial opportunities.
- Other documents that confirm project viability, e.g. market feasibility, technical feasibility, and economic feasibility studies, as well as risk analyses.

Within the project, SUITS used [business model canvases](#) to develop business models. Alongside example use cases, it developed 14 canvases for project measures, for instance mobile ticketing services and consolidation centres.

Innovation applies not only to business models. SUITS examined innovative financing mechanisms such as municipal green bonds and workplace parking levies. However, small- and medium-sized cities face cultural and administrative constraints when trying to innovate in this area (and others). SUITS proposed some solutions:

- Create framework conditions that favour innovation and allow new ideas to be applied.
- Appoint a (political) champion to take ownership of innovative initiatives and new approaches.
- Work with the private sector to improve knowledge and capacity to utilise such mechanisms.

After financing, the required services or goods must also be acquired. SUITS produced advice for local authorities engaging in **innovative public procurement**:

- Professionalise staff in charge of public procurement - select, employ, train, and educate the whole cross-disciplinary and management team working on this.
- Develop a long-term procurement strategy and annual and multi-annual procurement plans for sustainable mobility.
- Develop a clear evaluation plan and performance indicators.
- Organise centralised public procurement procedures

“SUITS took a sociotechnical approach to capacity building in local authorities and transport stakeholder organisations. It emphasised the transfer of learning to smaller sized cities, making them more effective and resilient to change in the judicious implementation of sustainable urban transport measures (SUMP).”

Professor Andree Woodcock
Project Coordinator, SUITS

between local/regional/cross-border public authorities.

- Promote PPPs and collaboration with industry.

SUITS also composed an [extensive list](#) of criteria that cities should mention in technical specifications.

EVALUATION METHODS

SUITS utilised a multi-tier approach to assess project activities. A self-assessment survey measured participants' performances against KPIs, with the Rapid Assessment of Capacity Development model used. Based on the EU-developed RAC [tool](#), SUITS conducted stakeholder interviews to assess links between project inputs and capacity outcomes.

A final workshop looked at the cities' organisational change progress: this was assessed using Kotter's eight-step model to lead local authorities through such processes. Almost all local authorities had passed the first four steps.

The project also advocated to use **social impact assessments** for transport measures and systems. The needs of vulnerable and hard-to-reach users are often neglected in transport planning, and SIAs can help change this. A [SUITS Policy Brief](#) explores SIAs further.

RESOURCES AND MATERIAL

The following sources are useful for further understanding the results and evaluation methodology of CIVITAS SUITS:

- SUITS Capacity Building Toolbox – [link](#)
- SUITS Integrated Decision Support Tool – [link](#)
- EU SUMP Topic Guide on procurement (written with SUMPs-Up) – [link](#)
- EU SUMP Topic Guide on Funding and Financing (written with SUMPs-Up) – [link](#)
- SUITS Policy Brief – Social Impact Assessment of Transport Measures and Systems – [link](#)
- Kotter, J. P. Leading Change. Boston: Harvard Business School Press, 1996 - [link](#)

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SUMPS-UP

LESSONS LEARNED

Inner-city Basel
© Ana Drăgulescu

Accelerating SUMP uptake across Europe

PROJECT OVERVIEW

CIVITAS SUMPs-Up worked to stimulate the adoption of Sustainable Urban Mobility Plans (SUMPs) across Europe, focusing on countries and areas where this was particularly low. The project reviewed, enriched and integrated existing SUMP resources and created a series of new materials alongside these.

The project assisted planning authorities to overcome the barriers that prevent or make it difficult to implement SUMPs by focusing on capacity building, tailored information, and support during the development and implementation phases of SUMPs.

At the core of these activities was a capacity building programme. This consisted of five SUMP Learning Programmes (SLPs) in which groups of cities tested tools for SUMP development and implementation. Furthermore, SUMPs-Up addressed national governments and encouraged them to develop facilitating structures for SUMPs.

Project snapshot

Project length - September 2016 – February 2020

Who was involved? - Seven partner cities involved

Thematic area - Integrated planning

Website - www.sumps-up.eu

PROJECT IMPLEMENTATION

At the start of the project, a [user needs assessment](#) identified barriers that cities face in the SUMP process. Its findings informed the creation of planning tools, materials and guidance linked to various mobility policy areas.

To test these resources, to work on overcoming barriers set out in the needs assessment, and to facilitate peer knowledge exchange, an Innovation Pilot Pool (IPP) was established. This comprised an Expert Group of 90 cities and a Leadership Group of 10 cities. The five SLPs featured local authorities from the IPP.

Seven **city partners** acted as role models for other cities: Birmingham (UK), Budapest (Hungary), Malmö (Sweden), Donostia-San Sebastián (Spain), Sofia (Bulgaria), Thessaloniki (Greece), and Turin (Italy). Moreover, the project worked with four countries - Bulgaria, Italy, Romania, and Greece – on elaborating SUMP-supportive programmes at the national level.

Key project outputs included the second edition of the [EU SUMP Guidelines](#); the [CIVITAS Tool Inventory](#) (created with CIVITAS SATELLITE); an updated version of the [SUMP Self-Assessment Tool](#); and a series of [SUMP Topic Guides](#).

Through its work with cities in the SLPs, SUMPs-Up identified drivers of and barriers to SUMP development and implementation. These are explored in more detail below.

IMPROVING SUMP IMPLEMENTATION AND DEVELOPMENT

To help local authorities select measures, SUMPs-Up created a series of [three manuals](#). They advise on identifying and packaging SUMP measures, with specific documents composed for beginner, intermediate and advanced cities.

However, acquiring political approval for measures can be tricky, particularly high-cost or potentially controversial ones like traffic restrictions or removing parking. To overcome this, SUMPs-Up advises using **pilot projects**. A low-risk way to test measures, they can allay politicians' concerns and raise awareness among citizens. They also enable planners to learn how measures work and refine them before upscaling.

Once a local authority's list of SUMP measures has been approved, it is time to develop an action plan for implementation. To complement its measure selection manuals, SUMPs-Up created [guidance](#) for developing a SUMP **action plan**. This outlined a six-step process:

1. Define a set of measures and measure packages.
2. Define the time frame of the action plan and assign a programme coordinator.
3. Add characteristics of the measures and measure packages.
4. Conduct an impact assessment and appraisal of the measures.
5. Find relationships between measures in order to form measure packages.
6. Develop an implementation plan.

The guidance includes templates for an action plan and implementation plan. SUMPs-Up partner cities give the following advice:

- Consider surrounding municipalities and regional authorities when developing and implementing the action plan.
- Analyse what the consequences of doing nothing would be.
- Limit the action plan's time frame to five years and revise measures every two years.

SUMPs-Up's partner cities also implemented new SUMP measures, instruments and planning procedures as part of the project. A [fact sheet compilation](#) chronicles them.

INCREASED INSTITUTIONAL COOPERATION

SUMPs-Up cities highlighted a **lack of cooperation** between different administrative levels and across departments. A lack of time was a common issue, with coordination time-consuming when planning competencies are split between national, regional, municipal and district levels.

To improve cooperation between municipal departments, SUMPs-Up recommends to:

- Establish a formalised inter-department working group for SUMP development.
- If less advanced, introduce informal cooperation with other departments to avoid misunderstandings.
- Involve external consultants to find ways to solve cooperation issues.
- Cooperate early in SUMP development to increase collective "ownership" of the SUMP – this also makes inter-departmental work easier at later stages.
- Consider bringing different departments together in a single multidisciplinary department for sustainable mobility planning - this ensures a crosscutting approach.
- To enhance collaboration with other local authorities and across metropolitan areas, set up formal or informal meetings between these bodies to exchange on relevant issues. This can later be formalised, e.g. to become a SUMP steering group. A [SUMP Topic Guide](#) on mobility planning in metropolitan regions provides further tips on SUMP governance in this context.



Planning for the sustainable city, © Rupprecht Consult / Illustration: Petra Holländer

BOOSTING SUMP UPTAKE

Convincing decision-makers and specific stakeholder groups such as businesses of a SUMP's benefits can be tough. SUMPs-Up has tips across various levels for achieving this:

- Increase awareness of urban mobility-related problems, e.g. air quality, noise pollution, and road safety, among politicians and city administrations.
- Provide **group-specific evidence** of sustainable mobility measures' positive impact, such as for inner-city commerce and business, to convince them of a SUMP's worth.
- Integrate SUMPs into overarching sustainable development strategies.
- For interregional or metropolitan SUMPs, position them as drivers for creating a **shared vision** for the integrated and sustainable development of the whole functional urban area.
- Involve citizens in the SUMP development process and co-create with them. Address younger generations as they can act as drivers for change.

- Applying for project funding at different levels (EU, national, regional) can counter institutional concerns about inadequate resources.
- Use pilot projects as forerunners for and proof of the virtue of bigger ideas.

Find out more on boosting SUMP uptake in a series of [SUMPs-Up policy recommendations](#).

ENHANCING CAPACITY TO IMPLEMENT SUMPS

Many SUMPs-Up cities mentioned that SUMPs prepared through external consultants often did not deliver the expected outcomes. **Building in-house capacity in local administrations** is crucial to prevent consultants from delivering standard plans insufficiently tailored to local contexts. This particularly applies to countries where having a SUMP is a legal obligation.

One way to build this capacity would be to organise learning programmes at the national level, for instance with academic modules on SUMPs and linked thematic areas. Targeting

local authorities and external expertise, these should also be certificated.

At the European level, cities and countries with ambitious SUMP programmes in place could play a role in transferring their expertise to places where frameworks are less advanced.

SUMPs-Up created a suite of learning materials for mobility practitioners that convey essential project knowledge, consisting of a series of [six e-courses](#) and [seven webinars](#).

MONITORING AND EVALUATION

Many cities in SUMPs-Up activities were confronted with a lack of available data. To counter this, cities can use qualitative instead of quantitative assessment methods. An absence of evaluation know-how was also a common problem: SUMPs-Up cities set up internal and external working groups for SUMP evaluation to address this.

A way to overcome both of these barriers is to work with **external consultants** to enhance institutional knowledge on evaluation. Aim to develop an **internal evaluation concept** - after SUMP adoption, relevant data can be gathered in line with this at the city level.

In the case of municipal or inter-municipal SUMPs, a **dedicated monitoring committee** is advised, as well as a sustainable mobility data observatory to provide specific data. At the national level, SUMPs-Up recommended entrusting a **single national body** with SUMP control and monitoring: this body can serve as a central point for national support.

To evaluate the project, SUMPs-Up conducted a **city-level evaluation** (based on the assessment of an ex-ante and ex-post survey) in all SLP Cities. A scoring system of 1 to 100

gauged measure improvement following project participation. The survey evaluated mobility planning processes in all SLP cities, looking at SUMP status and quality; targets; sectoral and vertical integration; stakeholder involvement; evaluation; financing; and more.

RESOURCES AND MATERIAL

A wide variety of reports, resources and tools produced by CIVITAS SUMPs-Up are listed below. Find all major project reports on the SUMPs-Up [publications page](#).

- EU SUMP Guidelines (Second Edition) - [link](#)
- Policy Recommendations for Boosting SUMP Take-Up - [link](#)
- SUMP Self-Assessment Tool - [link](#)
- Manuals on SUMP Measure Selection for beginner, intermediate and advanced cities (available in DE, EL, EN, ES, FR, HU, HR, IT, RO) - [link](#)
- CIVITAS Tool Inventory - [link](#)
- Standards for Developing a SUMP Action Plan (available in DE, EL, EN, ES, FR, HR, HU, IT) - [link](#)
- SUMP Topic Guides: (i) funding and financing; (ii) procurement of measures and services; (iii) sustainable mobility planning in metropolitan regions; (iv) e-mobility and SUMPs - [link](#)
- SUMPs-Up Needs Assessment Main Results - [link](#)
- SUMP Good Practice Fact Sheets (compilation) - [link](#)
- SUMP Summary for Decision Makers - [link](#)

“SUMPs-Up cultivated an enthusiastic community to spread the SUMP message and knowledge to the next generation of SUMP towns and cities. When taken alongside the rich selection of materials and resources it developed, the project made a major contribution to SUMPs being embraced as the EU mobility planning standard.”

Ana Drăgulescu
Project Coordinator, CIVITAS SUMPs-Up

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