

**CiViTAS**

Cleaner and better transport in cities

**PROSPERITY**



# **PROSPERITY**

**Supporting local and national  
authorities to improve the quality  
and uptake of Sustainable  
Urban Mobility Plans**



CIVITAS PROSPERITY, have received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 690636



# Content

1	Approach	
	THE PROSPERITY PROJECT.....	4
2	Networks and Networking	
	NATIONAL SUMP .....	6
3	Interactive	
	WHAT ARE THE CHARACTERISTICS OF THE PROSPERITY TRAINING? ...	10
	How does SUMP mesh with statutory land use plans.....	12
	Adopting the SUMP approach for small and mid sizes cities .....	14
	Communication and Stakeholder Involvement .....	16
	Achieving Political and Internal Buy-In.....	18
	Use of public space and SUMP.....	20
	Monitoring and evaluation .....	22
	Urban Freight transport & City Logistics .....	24
	Urban Transport Roadmaps Tool .....	26
4	Highlights	
	COACHING AND ACTIVITIES IN PARTNER CITIES .....	28
5	Interview – The Swedish Approach	
	ULF PILEROT.....	33
6	Champion Cities.....	34
7	Innovations Briefs.....	36
8	SUMP Ambassadors.....	38
9	Quantitative	
	FACTS & FIGURES.....	40
10	Lessons learnt	
	RECOMMENDATIONS FROM THE PROSPERITY PROJECT.....	42
11	Contact.....	46



Robert PRESSL  
Austrian Mobility Research FGM-AMOR  
Coordinator of the CIVITAS PROSPERITY project

A concept for the development of Sustainable Urban Mobility Plans has emerged from a broad exchange between stakeholders and planning experts across the European Union, supported by several Commission initiatives. But even though there is now a broadly understood concept, the take up of it in some countries and areas remained low.

The reason is obvious: there has been a gap between the needs and requirements of the cities that develop and implement SUMP, and the higher levels of government who can, when circumstances are right, play a vital role in preparing the ground for SUMP, especially by providing programmes and financing to encourage cities to develop and implement SUMP. CIVITAS PROSPERITY'S main aim was to close this gap, based on the understanding that in many countries, cities will follow the lead of national government as well as of EU institutions.

The majority of the activities of the project took place in Southern, Central-eastern and Eastern Europe where SUMP so far is a relatively new concept and where the impacts of transport are severe. This low uptake was the result of a number of different factors: different cultures, different planning and implementation traditions, and a lack of understanding as to why SUMP is an innovative and useful tool and not just a tick-box exercise to produce a document. In these regions the communication, the political and internal buy-in and a common understanding of sustainable transport objectives and the way to reach them is at least as important as the SUMP itself.

The main activity in CIVITAS PROSPERITY aimed at increasing the take up of SUMP was the involvement and encouragement of the national level (ministries, national agencies and other higher levels of government) to play a bigger role in stimulating SUMP take up in their respective country, whilst bearing in mind cultural differences. This happened in two ways: through regular peer-to-peer exchange between the national level authorities of different countries; and through a long term national development process in each country, in which the national level interacted and still interacts with the cities and other important stakeholders within a country-specific national SUMP task force.

This brochure provides an overview of the activities and results of the CIVITAS PROSPERITY project. I hope that others will learn from our experiences, use our innovation briefs, tools and training materials and implement and replicate the successful recommendations and lessons learnt for their own tailor-made SUMP supporting activities and programs at both the local level and at higher levels of government.

# 1

## THE PROSPERITY PROJECT Approach

The PROSPERITY project took a unique approach to encouraging the wider uptake of SUMP in those countries where take up has historically been low. This was to work on three vertical levels: the city level, the national level and the EU level; and to encourage horizontal collaboration between all these levels across countries. The overall aim of this was to bring about a culture shift in transport planning at all levels of government, but particularly by developing new national government activities to stimulate sustainable urban mobility planning at the city level, through building national SUMP Task Forces. In addition, national level exchanges of experience and training events brought together cities and national level agencies in each country to build mutual understanding about the process of SUMP, as well as to build capacity.

The roles of the different actors in the project were as follows:

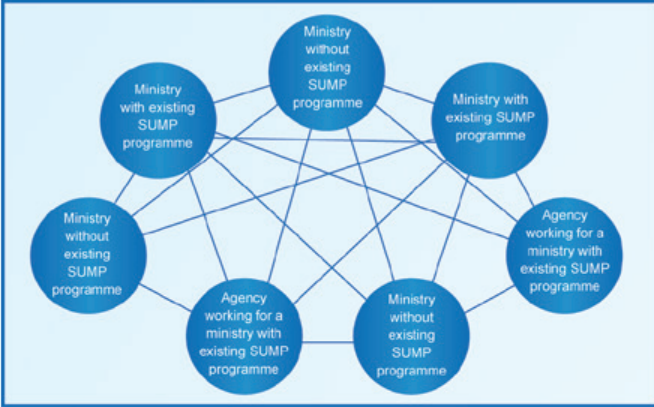
**National Level:** PROSPERITY included ministries and agencies on board, both countries that already had sophisticated national programmes for SUMP, and countries that wanted to develop or improve such a programme. National Task Forces, normally led by the ministries and agencies, developed national SUMP support programmes in 14 countries and regions through international and national level joint working.

**PROSPERITY Partner Cities.** These cities acted as role models for the other cities in their countries and beyond, with specific training and coaching from PROSPERITY experts and Champion Cities. They were selected due to their commitment to develop and/or implement a SUMP, their

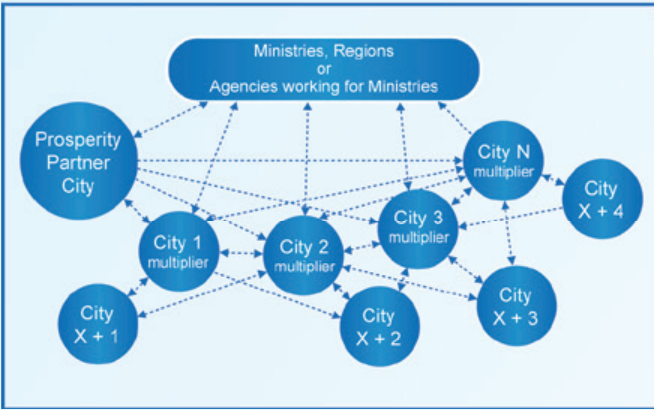
representativeness of other cities in the country, and to give a mix of different city sizes in the project.

**PROSPERITY Champion Cities.** These cities, from various parts of Europe, have already successfully implemented SUMP. They acted as information and knowledge providers within trainings and city coachings to starter and advancing cities and with peer-to-peer exchanges with other CHAMPION CITIES to bring the SUMP to a higher level. Their role was essential as peers who “speak the language” of the cities, but also to highlight innovative ideas and processes that they have used in their own SUMP. Over 200 follower cities were also included within PROSPERITY through the national annual SUMP promotion events, the exchange processes and training events, to help them to begin or improve their SUMP.





Regular International  
Peer-to-Peer  
Exchange



Regular National  
Exchange  
TASK FORCE



# 2

# NATIONAL SUMP Networks and Networking

A 'National SUMP Network' is a national network that actively supports its members in preparing and implementing Sustainable Urban Mobility Plans.

PROSPERITY took advantage of but also further developed national networks first established during the ENDURANCE project (2013 – 2016) in order to:

- foster a national policy and national support for SUMP;
- organise and develop information, training and training materials in the local language;
- facilitate national knowledge exchange between cities;
- be the national contact point and thus channel and institutionalise the knowledge exchange on an international level; and
- be able to provide support to cities and agglomerations even in adverse circumstances (e.g. economic slump, hostile political environment).

In all EU-member states there are now SUMP networks active – two of which were newly created during the project – which are supposed to continue beyond the end of the project.

These networks confirmed that they fulfilled and will continue to fulfil concrete activities during and beyond the project.

Three inspiring examples of national SUMP networks which further developed within the PROSPERITY project are from **Slovenia** and from **Lithuania**.

The **Slovenian SUMP network** currently has 210 active members, including national institutions, regional agencies, municipalities, NGOs, public transport operators, the news media, and transport experts. These 210 members receive regular e-updates, but also information such as SUMP case studies and promotional material. During the lifetime of PROSPERITY the network has held six national events including three national SUMP conferences, but members of the network have promoted SUMPs at a further 15 meetings across the country. The network runs an attractive informative and constantly updated website, shown here. Similar works the **Bulgarian network** even when the situation regarding national support is much more difficult there compared with Slovenia.



**T**he Hessen Strategy of Mobility for 2035 sets out the route for Hessen's future mobility and transport policy. The Centre of Competence for Sustainable Urban Mobility (CC-SUM) – State of Hessen is an important element of this strategy. It was founded because of a need to disseminate and build on the lessons learned from the EU funded SUMP projects ENDURANCE and PROSPERITY. The CC-SUM is involved in various activities at the municipal, state, federal and European level, such

as the national SUMP Task Force, expert groups, steering committees and associations. A key success factor is down to the fact that CC-SUM members of staff have been recruited not only from the state level but also from municipal and regional governments such as, for example, from the PROSPERITY partner City Kassel. This Centre of Competence in the German State of Hessen supports Hessian municipalities in aspects of sustainable urban mobility planning processes and implementation.

The Lithuanian SUMP network currently has almost 20 members (in a very small country), mainly cities plus the national Ministry of Transport. The members receive regular communications from the coordinators, and the network has organised four meetings or conferences and participated in a further four.

### 4th International SUMP Conference

PROSPERITY as part of its networking activities also organised the 4th International SUMP Conference in Dubrovnik in 2017, entitled Intelligent Planning for Sustainable Mobility) with more

than 400 participants. It was the first time that the conference had been held in a new region (the Balkans), and the first time when a majority of conference participants were from the main target group (city and national government), and there was an overall 95 % level of satisfaction with the conference amongst participants.



## SUMP supporting programmes

National SUMP supporting programmes are implemented by national levels of government (or sometimes regions, or national agencies) to enable and promote the development and implementation of SUMP by cities. Some of the typical

elements of a SUMP supporting programme are as follows (bearing in mind the needs and contexts of different countries):

- National guidance documents on SUMP.
- Making the legal framework supportive of SUMP.
- National level training programmes for national and city level staff.
- Financial incentives to develop SUMP.
- Financial incentives to implement SUMP measures.
- Expert assistance to cities in developing their SUMP.
- Information education and knowledge exchange between cities, and between cities and the national level.

### My view



**Gábor Sztanics**  
*Ministry of Finance*

“From my point of view the most important benefit of the PROSPERITY project is that it enabled the ministry level decision makers and experts to add their values and share experience with peers through a transnational programme as an important platform of information exchange.

With the potential this project created I personally feel pleased to be able to build contacts with persons from other ministries to create a strong background for future policy making by sharing good examples.”

### My view



**Polona Demšar Mitrovič**  
*Republic of Slovenia  
Ministry of Infrastructure  
Sustainable Mobility and Transport  
Policy Service*

“Cooperation in the PROSPERITY project widened our SUMP activities and framework. The creation of the National Task Force improved the cooperation between different stakeholders at the national level. The exchange of good practices between partners from different countries gave us new ideas and directions. With the further development of the National SUMP Programme we can guarantee not only a broad take up of the approach itself and the development of SUMP by municipalities in our country but especially the delivery of SUMP of high quality.”

### My view



**Maria Perkuszevska**  
*Head of Innovative and Sustainable  
Mobility Unit  
Department for Transport Strategy  
Ministry of Infrastructure*

“The Prosperity project was a game-changer for us. Although sustainable urban mobility is a widely known concept in Poland, with good advice from other project partners, we managed to make another big step forward: we’ve established a well-thought out National Programme, including a Poland-specific SUMP guide, many workshops as well as a new advisory structure in the Ministry of Infrastructure, dedicated to disseminating knowledge on SUMP. Despite the fact that SUMP is not mandatory in Poland, it is becoming more and more popular, also thanks to the pilot project financed from the Operation Program Infrastructure and Environment, which gathered almost 40 cities keen to get more knowledge and prepare their own SUMP.”



Some good examples of new or improved supporting programmes developed by the Task Forces are from Portugal and Catalonia (Spain). In Catalonia, there is a supportive legal framework for SUMP, but in addition to this, within the Province of Barcelona, the Barcelona Provincial Council (DiBA) provides the following:

- Methodological guidance on how to develop a SUMP.
- Co-financing for developing SUMPs and implementing SUMP measures, at various levels depending on the size of municipality (100% for the smallest, 50% for the largest).
- Technical support and advice, including DiBA expert staff seconded in to municipalities.
- An innovation platform and help desk.
- Training, including modules of up to 36 hours contact time; and one-off conferences and workshops.
- Help with monitoring and evaluation of SUMPs (as this is required by the Catalan law on SUMP).

In Portugal the national programme consists of the following elements (some of which will be delivered in the future):

MEASURE	IMPLEMENTATION DEADLINE	RESPONSIBLE BODIES
<b>Coordination and development of the National SUMP Programme</b>		
National SUMP Programme Proposal will be delivered to the Vice Minister for Environment and Mobility	2019	IMT and PTF
Programme Coordination meetings	Twice a year	IMT and PTF
Preparation of National SUMP Programme for 2024-2029	2023	IMT and PTF
<b>Legislation</b>		
<b>Financial resources and other incentives</b>		
Promote the importance of sustainable mobility planning within the context of the Portuguese Energy Efficiency Fund and Public Transport Fund	2019-2023	PTF
<b>Methodology and guidelines</b>		
New technical/thematic brochure on Urban Freight Logistics	2019	IMT and subcontractors
New technical/thematic brochure on Sustainable Intelligent Transport Systems	2020	IMT and subcontractors
Update National Guidelines for Mobility	2020	IMT and subcontractors
Revision of the Guide for the Elaboration of Mobility and Transport Plans	2021	IMT and subcontractors
<b>Monitoring and evaluation</b>		
Sustainable Mobility Survey	each year	IMT
Certification schema for sustainable mobility plans	2022	IMT and PTF
<b>Information, education and knowledge exchange</b>		
Organisation of a National Conference on Sustainable Mobility Planning	each year	IMT and PTF
Sustainable Mobility Network Newsletter	Twice a year	IMT and PTF

IMT = INSTITUTO DA MOBILIDADE E DOS TRANSPORTES TERRESTRES INSTITUTO PUBLICO  
(Portugese National Focal Point for SUMP)  
PTF = Portuguese Task Force

# 3

## Interactive

### What are the characteristics of the PROSPERITY TRAINING?

Experience to date shows that existing SUMP training events on the EU market focuses on awareness raising, is based largely on the EU Guidelines and is very theoretical rather than real training. This gap was addressed by PROSPERITY which provides improved topic training because it offers much more practical training. The main target groups for the training were city and site managers, senior managers (i.e., persons in charge of budgeting and with responsibility for implementing policies), technical personnel as well as politicians. Representatives of committed cities were identified and, where appropriate, invited to attend, with funding support from the project, all country specific training that PROSPERITY developed and organized.

#### Training Corner stones

Each PROSPERITY national training event is tailor-made based upon the special needs and demands of the country and takes place over four full days. There were four training sessions delivered in each country that consisted of a minimum of a half day each. Each of the training sessions included a study tour/site visit/technical visit to illustrate problems, practices or solutions connected to the topics of the training identified in the host city. In addition, case studies of good practice and lessons learnt from the host country cities and selected PROSPERITY Champion Cities presentation bring practical relevance to the training. The transferability of these cases studies into the cultural conditions of the training country was a major consideration.

#### Interactivity

The training approach combined different learning methods, techniques and tools. Traditional elements such as providing definitions of technical terms, theoretical models, concepts, facts and figures were expanded by including elements of attendee participation such as discussion sessions, role play, case studies, group exercises and learning games. In addition, various supporting materials such as virtual tools and video clips were shown to the trainees.

Therefore, the PROSPERITY approach, the roles of the trainer and trainee are much more interrelated and dynamic than the conventional training approach. Trainees benefit from the opportunity to bring their own experiences, to share reactions and observations, to reflect upon consequences and to discuss patterns and dynamics. Finally, PROSPERITY also overcame language barriers by translating the material into the host country's national language.

#### Training material

The training used existing training material and tools (from SUMP and other projects), some updated material and used newly developed and emerging material also. The adaptation of the "generic" material to fit the context of each country (i.e., local interests, needs, include credible and relevant examples etc.) was the key aspect tailor-made trainings approach for each country. summaries and translations of five existing SUMPs from Champion Cities were prepared to provide support. Practical experience shows that this approach was highly popular because it illustrates how actual SUMPs work in practice. The training slides were prepared in English and translated into all the training languages, Bulgarian, Croatian, Czech, Greek, Hungarian, Lithuanian, Polish, Portuguese, Romanian, Slovenian and Spanish.

## Involving Champion Cities

A peer-to-peer approach is one of the principles of the PROSPERITY training, first cities with successful SUMPs were identified and then the SUMPs development leaders in each respective country were selected to become the trainers for other cities. This ensures that the information and content, contained in the training and awareness raising material, is based on the experience of real cities and these messages will resonate most with other cities because they provide real evidence. Representatives from the Champion Cities were important to PROSPERITY because they “speak the language of the cities”. In addition to their expertise they are well acquainted with internal city procedures and planning processes and they also provided valuable insights during the training and presentations. Furthermore, they were instrumental in bringing about innovation to the SUMP process. Champion Cities included: Vitoria Gasteiz (ES), Sint Niklaas (BE), Vienna (AT), Szeged (HU) and Dundee (UK).

## Tandem Trainer Teams

All training events were conducted by international mobility experts who were accompanied by representatives from the PROSPERITY Champion Cities and local partner organisations. To fulfil the training requirements, trainers had several roles. They included the following:

- Training designers and developing the training curriculum,
- Mobility experts transferred technical knowledge about transport and mobility,
- Facilitators increased mutual discussions about mobility measures, stimulated the exchange of experiences or ideas and enhancing cooperative working etc.

## Training topics

The identification of training needs, among the selected countries, is based upon an analysis of user needs and demands. The following nine topics were selected for which stand-alone training modules have been developed:

- Generic introduction to SUMP,
- How does SUMP mesh with statutory land use plans?
- Adopting the SUMP approach for small and mid-size cities,
- Communication and stakeholder involvement,
- Achieving political and internal buy-in,
- Monitoring and evaluation,
- Use of public space,
- Freight transport (city logistics), and
- Working with the Urban Road Map Tool.

## Webinars

In addition to the face-to-face national training sessions, and for those who couldn't attend them, PROSPERITY organised six webinars. Each webinar tackled a different topic area. A further two webinars were also added to address “measure selection” and “inexpensive communication measures for customer-friendly PT- approach”. The webinars were approximately one hour long and included interactive elements such as polls or question and answers sections. Each webinar was recorded and is available on the project website.



# How does SUMP mesh with statutory land use plans

**L**and Use Planning is statutory (obligatory by law) and SUMP is not. Land use planning has a very strong influence on the mobility behaviour of future residents, as land use plans determine density, use mix and the space for transport infrastructure including parking. As Land Use is stable over longer periods (it normally takes time to change built structures), it is of utmost importance to take into account mobility when a new area is developed. It is very difficult to change mobility behaviour once everything is built and a certain mobility behaviour has already been established.

The most important intermediary between land use and mobility are building permits. They can be connected to certain obligations for developers, e.g. co-financing of transport infrastructure or the amount of parking provided.

The optimum would be that SUMP and land use planning run in parallel in a very coordinated way. That's why it is important to strive for communication between departments and for joint stakeholder workshops well in advance of the development of specific sites. This results in a better understanding of each other's priorities and a higher level of cooperation.

## Trainer



Name: Karl-Heinz Posch  
Organisation: Austrian Mobility Research – FGM-AMOR  
Austria  
Contact: posch@fgm.at





## Learning objectives

1. Understand how mobility is defined and what can be changed;
2. Get an overview over the factors in land use planning that can influence mobility;
3. Understand the viewpoints of different stakeholders in the land use planning process; and
4. Understand how land use planning can connect to SUMP.

“

We've created suburbia  
by giving away parking  
lots for free

”

*Jane Jacobs*

# Adopting the SUMP approach for small and mid sizes cities



**S**UMPs are traditionally targeted at larger cities, normally above 100.000 inhabitants. However, half of European citizens live in smaller cities and towns, facing their own specific sustainable mobility and transport planning challenges. Thus, this training takes a closer look at the opportunities and challenges related to introduction of Sustainable Urban Mobility Plans (SUMP) to small and mid-sized cities. Since there are already several examples and methodologies available of experience with SUMPs in this type of cities, a range of lessons-learned and case studies are on the table. Furthermore, recent evidence shows that the SUM planning concept can be successfully tailored to projects on different levels (micro, local, regional, national).

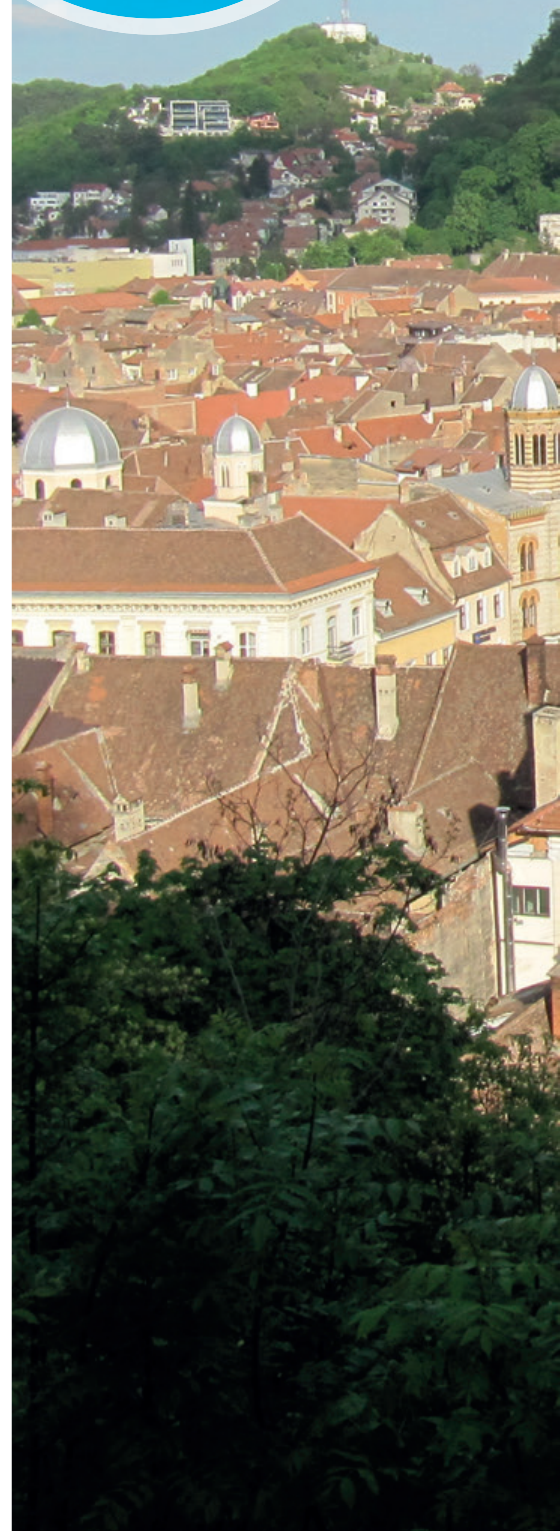
## Trainers



**Name:** Aljaz Plevnik  
**Organisation:** UIRS Urban Planning Institute of the Republic of Slovenia  
**Contact:** aljazp@uirs.si



**Name:** Irina Rotaro  
**Organisation:** Cities on the Move (CiMo), Romania  
**Contact:** ynarina@yahoo.co.uk





## Learning objectives

1. Understand the relevance and challenges for smaller cities
2. Guide participants through a planning process for a project on a neighbourhood level using main elements of the concept for SUMP.
3. Showcase and discuss concrete examples of SUMP development and implementation complemented with examples of characteristic challenges of small and mid-sized cities and typical measures used to overcome them

“

People in small towns,  
much more than in cities,  
share a destiny

”

*Richard Russo*

# Communication and Stakeholder Involvement

**T**ransport experts need to find new approaches that can better integrate new forms of operation, while seeking solutions for complex problems. Transport planning cannot be carried out any more by any player, at any organisational level, using an isolated approach. Instead of just communication the results of a technocratic or political decision making process, it is necessary to compromise through facilitation and mediation using the expertise of all the players involved. If an administration, e.g. a municipality, tries to address this problem by cooperative decision making, focusing on the inclusion of the interests and needs of all stakeholders, group decision making processes are implemented in order to seek consent.



## Trainers



Name: Patrick Auwerx  
Organisation: Mobiel 21  
Belgium  
Contact: patrick.auwerx@mobiel21.be



Name: Robert Pressl  
Organisation: Austrian Mobility Research – FGM-AMOR,  
Austria  
Contact: pressl@fgm.at



“

We need to move cycling and walking from paper to the hearts and minds.

”

*Catalin Frangulea Pastor*

## Learning objectives

1. Understand how communication and participation work
2. Expand personal and professional communication skills
3. Become acquainted with the principles and concepts of stakeholder participation and citizen involvement in the development of SUMP.
4. Comprehend the role of different knowledge(s), as well as the drivers, challenges and common practises of participatory processes
5. Gain competences in designing and executing collaborative processes



Name: Andras Ekes  
Organisation: Mobilissimus Ltd.  
Hungary  
Contact: ekes@mobilissimus.hu



Name: Miguel Mateos  
Organisation: Grupo de Estudios y Alternativas 21, S.L.,  
Spain  
Contact: mmateos@gea21.com

# Achieving Political and Internal Buy-In

**T**he most fundamental impediment to start a SUMP transformation in many cities is often not the lack of solutions, planning skills or resources but rather a missing culture for innovation and transformational governance, and a low degree of political momentum to foster such a culture. There is a strong need to identify ways to inspire cities to take action at the political level. And moreover, to commit to sustainable urban mobility goals.

As SUMP is about a long-term vision on the liveability of cities, a broad and stable long-term commitment is a prerequisite. Politicians and all local actors/stakeholders should be pulling in the same direction; formulate a strong vision, adopt effective strategies, overcome barriers for action, and make significant progress in the development and implementation of the SUMP.



## Trainer



Name: Carl Hanssens  
Organisation: City of Sint Niklaas,  
Belgium



“  
 First life, then spaces,  
 then buildings – the other  
 way around never works.  
 ”  
 Jan Gehl

## Learning objectives

This training module is equipped with knowledge of benefits, challenges and solutions of political and internal buy-in. More specific, the training course and material

1. Help cities to gain insights on the topic and help them to remove political barriers that prevent the take up of SUMP. The training provides answers to ...
  - a) How to understand buy-in from perspective of politicians and stakeholders?
  - b) How to understand political processes in cities/countries?
  - c) How to initiate such a buy-in process?
2. Create awareness of the potential impact of political leaders in creating a political momentum for SUMP by showing 'good (role models) and bad examples'
3. Equip city representatives with knowledge on how to build and maintain good institutional cooperation as a way of aiming at a solid internal buy-in of the SUMP
4. Provide a platform to share thoughts, ideas and practical experiences, revealing valuable insights on the role of politicians and key-stakeholders in the buy-in of SUMP

# Use of public space and SUMP

**P**ublic space has always been a very controversial topic largely studied from the perspective of various research fields and figuring among the main themes considered by the European cities. Since it is public, everybody should be able to use it, but in practice the situation is much more complex. Actually, its use is highly determined by its design and has a crucial influence on the accessibility of various places, on the urban mobility and ultimately on the quality of life. This module is meant to inform on the interdependencies between the design of public spaces, their use and the sustainable urban mobility and development in order to support cities and municipalities in the promotion and implementation of efficient SUMPs.



## Trainer

---



Name: Irina Rotaro  
Organisation: Cities on the Move (CiMo), Romania  
Contact: ynarina@yahoo.co.uk





## Learning objectives

1. Support the culture shift in terms of environment for SUMP in member states and in the organisational culture of transport planning in city authorities.
2. Get more cities to take up effective high quality SUMP that are in line with SUMP guidelines.
3. Ensure that these SUMP contain and will lead to implementation of a broad range of innovative sustainable transport measures.
4. Build cities' capacity to develop and implement SUMP that genuinely reflect the spirit of the EU SUMP Guidelines, rather than being mandatory documents written to fulfil a requirement linked to major transport infrastructure documents.

“

The term “car-free” is always polarized. It is not about zero car traffic, but a significant minus in driving and parked cars in the interest of the performance of the overall traffic.

”

*Heiner Monheim*

# Monitoring and evaluation

**M**onitoring and evaluation (M&E) activities are used to provide information to planners and decision makers to identify problems, potential successes or need for readjustment of a SUMP and its measures. M&E is an essential part of a SUMP in order to keep track of the planning process and measure implementation to understand what works well and less well, and to build the business case and evidence base for the wider application of similar measures in the future. The basis of the M&E process is collecting, monitoring and evaluating data about the progress of the SUMP and the effect of its measures before, during and after their implementation. The aim of the training on M&E is to provide guidance on the process and best practice applications to plan and carry out M&E for those cities lacking the experience, funding and/or institutional co-operation to successfully carry out M&E activities.



## Trainers



Name: Tom Rye  
Organisation: TRI Edinburgh Napier University, UK  
Contact: t.rye@napier.ac.uk



Name: Simone Bosetti  
Organisation: TRT Trasporti e Territorio Italy  
Contact: bosetti@trt.it



Name: Miguel Mateos  
Organisation: Grupo de Estudios y Alternativas 21, S.L., Spain  
Contact: mmateos@gea21.com



## Learning objectives

1. Understanding the importance of monitoring, evaluation and appraisal
2. Familiarising with objectives and targets that are commonly used in SUMP
3. Gaining knowledge and understanding in setting targets and ways to measuring them
4. Understanding challenges faced in M&E and being able to overcome them

“

If you don't know where you are going. How can you expect to get there?

”

*Basil S. Walsh*

# Urban Freight Transport & City Logistics

**T**he municipal stakeholders in UFT are very different in their view of this transport and their interest to solve related problems. City administration is looking for reducing traffic impact. Delivery companies try to organise the commercial vehicle tours as efficient as possible. Sender and consignees (e.g. shop owner, private purchaser) are looking for transport prices and just in time delivery. Citizens with a car are unhappy about lorries which are stopping in second lane.

The training creates a common understanding of the object urban freight transport respectively commercial transport at all. The different stakeholder groups are to be introduced and analysed. Based on the urban problems of freight transport, solutions are presented on the basis of best practices in urban logistics.



© eltis.org / Schiffer

## Trainer



Name: Wulf-Holger Arndt  
Organisation: German Institute for Urban Affairs DIFU  
Germany  
Contact: arndt@difu.de





## Learning objectives

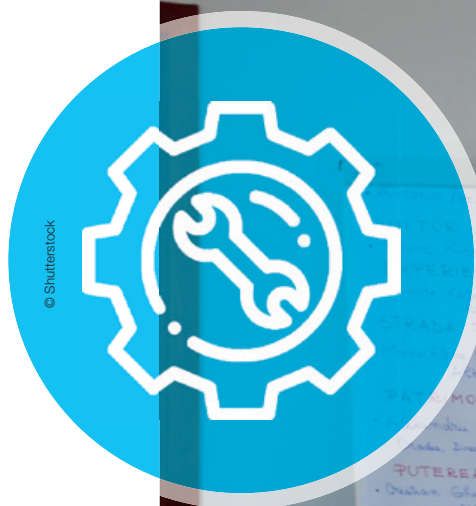
1. Learn the definition and trends of urban freight transport.
2. Understand urban problems in freight transport (air emission, noise, CO<sub>2</sub>, traffic safety, space consumption etc.).
3. Learn about strategies, concepts, best practices to solve the problems (e.g. logistics solutions of consolidation centres, etc.).
4. Gain competences in integration of UFT in SUMP and comprehend the role of different players.



“  
The amateurs discuss  
tactics. The professionals  
discuss logistics.  
”

*Napoleon Bonaparte*

# Urban Transport Roadmaps Tool



The Urban Transport Roadmaps (UTR) on-line scenario building tool ([www.urban-transport-roadmaps.eu](http://www.urban-transport-roadmaps.eu)), commissioned by DG MOVE, is designed to support cities in exploring alternative transport scenarios/roadmaps and in translating their vision on sustainable urban mobility into a concrete set of actions for their Sustainable Urban Mobility Plans (SUMP).

With its easy-to-use approach, the tool allows to:

- explore and identify appropriate sustainable transport policy measures;
- quantify the transport, environmental and economic impacts of these measures;
- consider an implementation pathway (roadmap) for the policy scenario.

## Trainers



Name: Simone Bosetti  
Organisation: TRT Trasporti e Territorio  
Italy  
Contact: [bosetti@trt.it](mailto:bosetti@trt.it)



Name: Eglantina Dani  
Organisation: TRT Trasporti e Territorio  
Italy





## Learning objectives

1. Introduction to the UTR tool
2. Highlight the policies and outputs available
3. Review some pre-designed examples of policy sets
4. Indicate the required steps in developing an own roadmap



“

Setting goals is the first step in turning the invisible into the visible.

”

*Tony Robbins*

# 4

## COACHING AND ACTIVITIES IN PARTNER CITIES

# Highlights

The PROSPERITY partner cities played a crucial role as test beds and role models for SUMP in their own countries, as well as in most cases hosting training events, and taking part in National Task Force meetings. The PROSPERITY partner cities were as follows:



Kassel (DE)



Limassol (CY)



Dubrovnik (HR)



Jonova (LT)



Fagaras (RO)



Ljutomer (SI)



Katowice (PL)



Hradec Kralove (CZ)



Szeged (HU)



Varna (BG)



Lisbon (PT)

The cities are very diverse, ranging from Ljutomer with fewer than 4,000 inhabitants in a rather rural region, through to Katowice with a population of 300,000 in a wider region of 5 million people, and Lisbon, as a capital city of 500,000 people in a region of 2.8 million. This diversity is also reflected in the status of their SUMP's at the beginning of the project: Ljutomer was already on its second SUMP, and Kassel had a long history of transport development plans, but other cities such as Dubrovnik and Limmasol were near the start of their SUMP development process. Here we focus on the achievements of three of the partner cities during the project.

**L**isbon is the capital city of Portugal and the municipality manages a territory of 8,462 ha, with 550,000 inhabitants (2011), that attracts daily another 360,000 persons who come to work or study in the city. This means that, during the day, Lisbon has a population of more than 900,000 people, almost 700,000 of whom are workers or students. Nearly 350,000 private vehicles enter the city daily, coming from the neighbouring territories of the metropolitan area, and some 90,000 of these do not have Lisbon as a final destination (they are just travelling through). Lisbon City is part of the Lisbon Metropolitan Area that has a total of 2.8 million people, 330,000 companies (100,000 in Lisbon City) and 140,000 students.

Motorised modal share increased to a 60 % of trips in in the metropolitan area and 46 % in the city. Public Transport has been decreasing for decades to 16 % of modal share in the metropolitan area, 24 % in the city. On top of this, due to its hilly topography, many people have assumed – wrongly as it turns out – that the city is unsuited to active travel modes. Recently, however, views on this situation changed and the city took up sustainable mobility as a priority. To help prepare for this, the municipality became a partner in the PROSPERITY project to help build the capacity of its team and to prepare the ground for the



development of a groundbreaking third generation Sustainable Urban Mobility Plan.

The City started by developing its strategic vision for the SUMP, MOVE Lisboa. The Lisbon Sustainable Urban Mobility Plan is now under development, a process strongly supported by PROSPERITY and the project partners particularly through capacity building at training and coaching events. The city also launched already several key projects, namely:

- Because Public Transport is to be the backbone of the City's new mobility ecosystem, the bus operator CARRIS was municipalized in 2017, bringing large investments in a sustainable bus fleet and improving service quality;

- The underground system is being expanded with a circle line which is under construction;
- The city is also working with metropolitan partners on information and ticketing, including a big cut and simplification of fares;
- A programme named "Uma Praça em Cada Bairro" ("A square in every neighbourhood") is fostering the rehabilitation of key public squares in the city with the aim of getting people out of cars and into public space, making the city more people friendly, with the aim of also increasing numbers

- The access plan “Plano de Acessibilidade Pedonal” launched several initiatives of universal design that have seen public space become dramatically more inclusive;
- A cycling network programme was launched, aiming at 200 km of cycling infrastructure by 2021 and an historic increase in bike parking in the city.

Lisbon assumed asset sharing as a key concept and innovation as an opportunity, and boosted the penetration of sharing operators, leading by example with the development of the municipal electric bike shared service GIRA, that has record demand and use, and invited private operators to follow, seeing 16 car, moto, bike and scooter sharing operators settled in the city, along with other smart phone based mobility service operators, providing for instance ride-hailing.

In recognition of the recent work developed towards a greener and more people-friendly city, Lisbon won the European Mobility Week Award 2018 and will be European Green Capital 2020.

## My way



**MIGUEL GASPAR**, Deputy Mayor for Mobility and Safety of Lisbon

“What we are doing now is what we call a third generation SUMP. The first we did ourselves, the second we followed the EU Guidelines, and now we do this one. It’s more like a digital platform than a document, it’s where we put the measures we want to do, the objectives that we want to achieve, the monitoring and evaluation that we use, so it’s much more than just a document.”

**F**agaras is a small city of 30.700 inhabitants where most travel distances are short. It is located in north west Romania, 66 km away from Brasov and 76 km from Sibiu. Because the E68 road crosses it from East to West, there is a lot of through traffic including much freight. On the other hand, for local trips, there is a strong tradition of cycling (22 % of residents’ trips) and the short distances also provide a lot of potential for more walking, but both of these modes are currently in decline due to rising car ownership and poor conditions for walking and cycling. There is also currently almost no public transport – only two lines are available.

At the start of the PROSPERITY project the City already had a SUMP but this has been updated

and implementation has begun during the project lifetime. In particular, Fagaras’ SUMP was updated in 2017 to better coordinate measures, optimise the investments made and to increase their impact.

The allocation of resources within the SUMP was reviewed to better respond to urgent needs while also bearing in mind medium and long term objectives, which were also reconsidered on the occasion of the SUMP update.



Urban mobility measures were selected to also meet the needs and objectives in the area of urban development and energy efficiency, by harmonizing the SUMP with land use plans and the energy efficiency strategy. Some of the measures that have been implemented as a result of the work in PROSPERITY include:

- In high density residential neighbourhoods, on-street paid parking has been introduced.
- Temporary street furniture was used to test out different traffic calming and road space reallocation options that have improved things for cyclists and pedestrians.
- In European Mobility Week, an area in the city centre where pedestrianisation is planned was closed to motor vehicles, and electric buses used to operate a park and ride scheme.
- Money from paid parking enters into the local budget which also then funds sustainable mobility measures.

**L**jutomer is a small town with 3,740 inhabitants in the north-eastern part of Slovenia, close to the Croatian border. The Municipality of Ljutomer as a whole has 11,773 inhabitants and covers the area of 107 m<sup>2</sup>. The Municipality of Ljutomer was the first municipality in Slovenia that prepared a SUMP according to the EU guidelines. In 2012 Ljutomer's SUMP was a finalist in the EU award for the best SUMP in Europe, an amazing achievement for such a small municipality. An important experience in Ljutomer has been that the preparation of the SUMP helped to raise the topic of mobility on the political agenda with a kind of "virtuous circle" ensuing: a higher political profile for mobility has



led to more budget, more projects, more implemented measures, better conditions for sustainable modes and positive feedback from the population leading to more po-

litical benefits. Some of the measures either recently introduced, or in detailed design for this very small municipality, are:

- One residential area being rebuilt as a traffic calmed area with more space for pedestrians and more green and public space, with a further four in detailed design.
- Preparation of a workplace mobility plan (Ljutomer will be the first administration in Slovenia to have one).
- e-bikes for city administration to use on short business trips.
- new cycling lanes through the city centre.
- Implementation of awareness raising campaigns for cycling and walking, promotion of car-pooling and public transport

## My way



**OLGA KARBA, Mayor of Ljutomer**

"The participation in the PROSPERITY project provided us with a support in preparation of our 2nd SUMP in 2017/18. The cooperation with the project's champion cities was a great inspiration and gave us ideas for innovative SUMP measures and improved implementation of existing ones. It was also a good opportunity to increase publicity and promotion of our achievements – locally and broader".

## My way

---



PAWEŁ SUCHETA, Bicycle Officer from the City of Katowice

“The PROSPERITY coaching sessions were crucial in progressing integrated mobility planning across the complex urban region of which the City of Katowice is a key part. Coach Prof Tom Rye of Edinburgh Napier University explained how many sustainable urban mobility measures for the Silesian Metropolitan Region, such as integrated transport and land use planning or a common PT operator require joint working between cities. This helped the City of Katowice to convince the board of Silesian Metropolis to prepare a Sustainable Urban Mobility Plan for the region”

## My way

---



SANDOR NAGY, Vice Mayor of Szeged

“During the process the consulting engineering company came to us to show us the interim results, and I took part in some of those meetings so I was not just a final approval person but I took part in the process, at a certain level, and I had a view on how this whole process was going forward.”

## My way

---



MANTAS PETRAUSKAS, Traffic Planner of Jonava, Lithuania

“Participating in PROSPERITY has helped to convince people to change the way we spend the money on transport. We show slides, we show examples from PROSPERITY, and because of this, aldermen agree that we should spend some money on bike paths & footpaths, not just roads. And maybe in future we might change to spend on paths.”



# 5

## Interview

### ULF PILEROT

Trafikverket,  
the Swedish Transport Administration



**PROSPERITY:** Within the PROSPERITY project Sweden was originally an invited observer, it was not one of the planned focus counties for the development of a national SUMP supporting programme. However, despite this you proceeded to develop such a programme for your country. What is the reason for doing this?

**ULF PILEROT:** Sweden has been working on a similar SUMP working package (TRAST) for many years. We have an issue with the ability of smaller municipalities managing to develop a TRAST. If they managed to develop a TRAST it would be good for planning at the national level. We hope that a national programme will make a difference by coordinating our work.

**PROSPERITY:** During the past three years, you participated in all the exchange of experience sessions with the representatives of ministries or high-level authorities from other countries. How did you benefit from these working sessions?

**ULF PILEROT:** We benefited by gaining insight into the significance of high-level participation. As a result, in the future I think I will meet people from the Prosperity project to develop our Swedish work connected to the ongoing SUMP processes in Europe.

**PROSPERITY:** What are the corner stones of the SUMP supporting programme that you developed for Sweden?

**ULF PILEROT:** To make TRAST implementation easier. To start up TRAST's at a regional level. To provide better communication, more efficient administration and better handling of the economic aspects connected to TRAST. We also established a very competent group of people from regions, municipalities, universities, consultants, the National Board of Housing and the National Transport Administration. I hope, and think, that the fruitful process will continue in different ways.

**PROSPERITY:** When do you think the programme will be approved and implemented?

**ULF PILEROT:** It is a long journey to get the program implemented. We still don't know exactly how this will be done. The most efficient way would be the National Transport Administration taking a larger share of responsibility across different activities. We believe we will have proceeded to the implementation phase within a year.

**PROSPERITY:** Over the next few years, what are your expectations for SUMP in Sweden?

**ULF PILEROT:** We expect that a larger proportion of the municipalities will have implemented TRAST and that the regional and national levels will continue to improve their knowledge base in urban sustainable planning. We also expect that we can, as I mentioned above, maintain and develop our network of contacts both within Sweden and with the different European countries.

# 6

# Champion Cities



SZEGED

**SZEGED** has 170,000 people and is located in the south of Hungary near the Serbian border. It has been particularly innovative in reallocating space away from parked and moving vehicles to public transport, cycling and walking; speed management; and making low cost improvements to its public transport network. It was selected as an inspiring example because of the way it has translated pilot projects into fully implemented projects, because it is in one of the newer member states, and because it has maintained the mode share for private car use at around only 22 % of all trips.



DUNDEE

**DUNDEE** is a city of 180,000 people on the east coast of Scotland, UK. It was selected as a Champion City because of its innovation in integrating land use and transport planning in the regeneration of former port areas; because of its innovative approach to social inclusion in transport; and because it is a leader in electric vehicles, with the largest electric taxi fleet in the UK.



VITORIA GASTEIZ

**VITORIA-GASTEIZ** capital of the Basque Country in Spain (population 245,000), and former winner of the European Green Capital Award 2012 and the host of the CIVITAS FORUM in is a real innovator in sustainable mobility thanks to its SUMP and political commitment to it. In particular it is known for making streets for people through its “Superblocks” initiatives, for its pedestrian and cycling infrastructure, its replanned and very successful bus network, and its parking management policy. These measures together have changed the way its citizens travel, towards sustainable modes. It shared its experience in particular of Superblocks and pedestrianisation, the use of public space and because the city carried out a comprehensive monitoring and evaluation program on their SUMP which was mentioned as important topic for learning by several countries.

Champion Cities participated in the project to provide inspiring and innovative advice to partner and follower cities – a form of “peer-to-peer” support, based on the idea that cities will sometimes have greater faith in advice they hear from their peers as opposed to experts from academia or consultancy. The Champion Cities were selected to provide a range of experience from a cross-section of countries, and they used this to input to both training events and the one-to-one coaching of individual partner cities.



VIENNA

**VIENNA** capital of Austria, is a wealthy and growing city of 1.9 million people. For the tenth consecutive time, Vienna tops the Mercer ranking of quality of life in 2019. The city has been using the SUMP model for over 30 years. As a result of careful land use planning, investment in alternative modes of transport, pedestrianisation, and speed and parking management, it is able to set an achievable target of only 20% of trips by car by 2020 in its current SUMP. It was selected in order to share its experience of integrating land use planning and transport; and stakeholder involvement in SUMP.



SINT NIKLAAS

**SINT NIKLAAS** is a city of 76,000 people close to Antwerp in Flanders. It was selected because it has an innovative SUMP and some innovative measures within it, even though it is a small city that previously only pursued SUMP at quite a low level. Key elements of its new SUMP include a car-reduced city centre with a fairer allocation of public space based on modal shares; public transport focused on a few key axes; improved biking infrastructure; improved road safety; and parking management. Its experience in developing political buy-in was the key motivation for its involvement in training and coaching.



## My view

Carl Hanssens

“I have made a habit of explaining mobility plans, measures or test phases by myself instead of sending engineers or cities’ mobility experts because it’s not about technics or calculations – it’s about what people see every day. If I can’t explain it, surely the people won’t understand why we are doing it. I need to understand it and be able to explain it. It is fair if politicians go out because you, as politician make policy and you should be able to explain why you have taken this measure.”

# 7

## Innovation Briefs

Our team of experts and practitioners has been identifying and documenting innovative ideas and approaches in sustainable urban mobility planning and implementation. While some of these ‘innovation briefs’ deal with the use of new technologies, others documents approaches and solutions in mobility planning from our champion and partner cities that can be transferred to other interested cities.

PROSPERITY’s ‘Innovation Briefs’ use a common template to provide the key information that you will need for your SUMP – the problem(s) it addresses and benefits it will deliver, processes required, the stakeholders that should be involved, resources needed, examples of how all of these have been done elsewhere, and the details of contact person(s) that you can reach for further information and help.





## Innovation Briefs

Placemaking strategies & SUMP

Children as active stakeholders in the process of city transformation

Mobility as a Service

The principles of Superblocks

Graphic facilitation to support participation within SUMP

Use of apps, mapping and social media to gather urban mobility data  
Crowd funding for co-creation of mobility solutions/projects

Cultural and recreational activities as catalyst for sustainable urban mobility  
Changing roles – citizen movement

How to deal with UBER

Regulating dockless bike sharing

Inexpensive and efficient measures as rescue belts for low reputation public transport system

New regulatory SUMP framework in Flanders

Changing roles in mobility planning: New citizens' movements

Innovation brief on crowd funding of studies

# 8

## Why ambassadors?

Sharing opinions and connecting with others is important, as it helps to offer support to local and national authorities to improve the quality and uptake of SUMP. CIVITAS PROSPERITY's approach is to focus its support on connecting, rather than collecting. Hence, the project has introduced SUMP Ambassadors, who are enthusiastic and willing to share their interesting stories, findings and lessons learnt from their personal experience with SUMP.

Our SUMP Ambassadors engage with the people, because they have something interesting to tell. They help us to understand the starting point of their respective SUMP, how it works and what's the main focus of it. If we don't understand SUMP, are they much use?

Our SUMP Ambassadors have a reason to talk, and they can share with others insights and interesting stories, such as dealing with opposition, how they were able to overcome barriers, and how they organised the public participation process.

Our SUMP Ambassadors help to empower other cities that are willing to improve the quality and uptake of SUMP. They offer a clear message on why SUMP are so important, hence they motivate others to take the next step as well. These personalities provide insights on the driving forces and barriers to develop such a SUMP.

Our SUMP Ambassadors come from different target groups including elected politicians or policy developers, city authorities and planners or academics dealing with SUMP. All of them are involved in the practical work of SUMP.





1: Verena Andreatta, 2: Christophe Naidowski, 3: Kristina Gaučè, 4: Didier Castagne, 5: Prof. Tom Rye, 6: Polona Demšar Mitrović, 7: Prof. Laurie Pickup, 8: Prof. Dirk Lauwers, 9: Radu Andronic, 10: Steen Møller, 11: Valeria Hazan, 12: Sándor Nagy, 13: Catalin Frangulea Pastor, 14: Prof. Lucia Ilieva, 15: Michal Kokeš, 16: Prof. Gerd-Axel Ahrens, 17: Laura Ballesteros, 18: Miguel Gaspar, 19: Alexia Spyridonidou, 20: Carl Hanssens, 21: Juan Carlos Escudero, 22: Koen Kennis, 23: Simone Bosetti, 24: Gregor Stratil-Sauer, 25: Manfred Neun, 26: Jaime Valdes Valverde

# 9

# Quantitative

## FACTS & FIGURES



TRAINING EVENTS AND WEBINARS

- Face-to-face training sessions were carried out in 10 countries. The total number of trainees is more than 300.
- The participants overall satisfaction with the organisation of the events were rated 9.6 out of 10.
- The participants rated their overall satisfaction with the training sessions as 9.3 out of 10.  
8.3% of these trainees were politicians and 76.5% of the trainees were from local authorities.
- 358 people registered to 6 webinars.
- Our webinars reached 28 countries.
- 32 coaching events were held in 11 cities.
- 75% gave capacity building (training, coaching, webinars) a score of 5/5 and the remaining 25% of surveyed people gave a score of 4/5.



COMMUNICATION AND DISSEMINATION

- PROSPERITY was presented in 38 international conferences and workshops.
- PROSPERITY organized the 5th international SUMP Conference in Dubrovnik, Croatia with more than 400 participants, of whom 95% were either satisfied or very satisfied with the conference.
- Through social media, PROSPERITY activities reached out to more than 380 Facebook likes.



SUMP SUPPORTING PROGRAMMES AND EXCHANGE

- National SUMP Task Forces have been established in all countries of focus. 2/3 of them already confirmed that these task forces will remain active when the PROSPERITY project has been finalized.
- National Ministries, agencies and cities met 55 times to exchange experiences of national programmes and to learn how they could be started or improved within the national SUMP Task Force events.
- In 13 countries of focus national/regional SUMP supporting programmes or roadmaps for it have been designed with support/contribution of the highest level of administration in these countries/regions
- 86% agree or strongly agree with this statement "PROSPERITY provided inspiration that aided the development of National/Regional SUMP Programmes".





## DEVELOPMENT OF SUMPS AND NETWORKING ACTIVITIES

- During the lifetime of PROSPERITY the development of 254 SUMPs have been started, finalized or implemented in the countries of focus of the project (incl. 2nd/3rd generation plans).
- During the lifetime of PROSPERITY 80% of the countries of focus have increased the number of SUMPs in their county.
- 42 national SUMP promotional events were organized within PROSPERITY.
- The entire number of participants in the different national SUMP networks is more than 1000.
- Bulgaria, Slovenia, Belgium, Italy and Portugal are the networks with the highest number of participants.
- The Czech Republic, Portugal and Romania have more than doubled their SUMP activity during the life time of PROSPERITY and exceeded the project targets.



# 10

## Lessons learnt

### RECOMMENDATIONS FROM THE PROSPERITY PROJECT

#### SUMP supporting programmes, networking

##### **Build partnerships from the beginning**

Engage stakeholders at the planning stage to generate a stronger sense of ownership and mutual benefit, to give them time to consider new approaches and allow them to provide input to broaden the reach of the approach. At the exchange of experience sessions (internationally or nationally), participants enjoyed the **broader networking opportunities** to meet new peers, stakeholders or authorities, the friendly rivalry between countries but also departments as this helped to build morale and provided time to foster better (internal) relationships and cooperation. It is essential to keep alive the exchange of experience sessions for SUMP supporting programmes after the end of PROSPERITY. This could be done within other established groups like the Expert Group on Urban Transport or as a fixed event at the annual SUMP Conferences. Nationally, the Task Forces can be kept active if they are provided with a small amount of resources and if there is an active and developing national SUMP supporting programme.

##### **Build momentum**

Engage the willing at first and aim to attract others with the success of early efforts or sense of social expectation. Stakeholders will join in the activity and recognise the benefits if everyone else is doing it. For example, politicians in the Lithuanian PROSPERITY partner city of Jonava were initially skeptical about investing in sustainable modes but because of their exposure to the project and from this a sense that other cities in the country and further afield approve of such investment, they also began to do it.

##### **Tap into existing networks**

Connecting with community groups provides a strong

starting point of people already involved with each other that can translate to new activities, shared information and support and the expectation of involvement.

##### **Change frame conditions and build structures**

The national SUMP supporting programmes (NSSPs) that have been developed or improved as a result of the PROSPERITY project are a prime example of how framework conditions are changing and new structures have been built. For example, in Hungary, new collaborations have been put in place between the different Ministries that have responsibility for different aspects of SUMP. In Slovenia, the NSSP



is moving towards a new law on SUMP. In Catalonia (Spain), the Barcelona metropolitan council is changing its NSSP to make it more effective, based in part on the lessons learned from other NSSPs through PROSPERITY, whilst in Sweden, new guidance on SUMP is to be produced. The evidence from those countries that have had NSSPs in place for some time is that their levels of SUMP take up are higher than in countries that do not, so the developments in PROSPERITY have been crucial for building momentum towards more and better SUMP right across the partner countries.



## Capacity Building

### Use a team of trainers

It is certainly a good idea to have two to three trainers – one international mobility expert, one national co-trainer and one representative from a city that has already successfully implemented a SUMP. The latter’s role is essential as peer who “speaks the language” of the cities. A national co-trainer with a thorough knowledge of the local situation can also “translate” the training material into the local context, and reflect this back to the trainer. It is essential to perform training in the national language or at least to have simultaneous translation for the whole event.

### Enhance interaction between trainers and recipients

It is well known in pedagogy that those learning do so much more readily, and they remember more, if “active” learning techniques are used. 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 learnt and feed it back to trainers, videos, and interactive sessions

with, for example, a politician from a Champion city in order to maximise the level of interactive learning in the training sessions that the project organised.

### Provide tailor-made coaching for cities

The partner cities found it extremely valuable to have coaching sessions with experts, specifically tailored to their requirements. For example, coaching by DIFU on city logistics for city partner Szeged allowed the city to develop its SUMP with respect to this theme. Coaching in Dubrovnik Croatia was crucial in moving the city towards a re-appraisal of its approach to SUMP and the tendering of work on a new SUMP, much more closely aligned to the spirit of the EU SUMP Guidelines. Coaching in Katowice helped to make the case for a more regional approach to SUMP (essential in this multi-municipality conurbation). The value of coaching is in having experts, on site in the city for a number of days, providing advice tailored specifically to

the needs of that one city, rather than more generic training. The coaching in PROSPERITY clearly helped several of the project’s partner cities to move their SUMP forward.

## Good practice

### Provide best practice much more than only theoretical guidelines

In all interviews, at all conferences, the main target group, local and regional authorities, stated that they are more interested in good practice examples rather than in guidelines. What has been done, why, what the barriers were, how these have been overcome, and information about costs and impacts of measures and of SUMP overall - this is what they want to receive.

### Provide best practice examples from similar environments

Authorities and stakeholders often find it easier to relate to new ideas and believe in the potential for success when demonstrated in places, towns, political contexts

and countries similar to their own. Therefore, the use of Champion City examples and approaches is thus most successful where they are comparable to the cities that might take them up – comparable in terms of size but also in terms of cultural and other framework conditions. For example, in PROSPERITY the City of Szeged was selected as a Champion city because they are comparable to cities in the newer member states (the main target group for PROSPERITY) much more than is somewhere like Copenhagen.

### Monitoring and evaluation

#### Effective evaluation can be simpler than you think

Monitor your SUMP progress throughout rather than just using a before and after study of separate measures. Use process evaluation to understand what went well, what went less well and why, so that as you refresh your SUMP or implement other measures, the process can be improved. It is important to know what the SUMP achieves in relation to your objectives, but it is also important to know how that was achieved and how it could be done better in future.



### Development of SUMP

If you are a starter country, don't begin by attempting the development of a regional SUMP but instead just with a SUMP for individual cities. It might be very difficult to get buy-in to a regional SUMP from politicians from a regional government or from other surrounding municipalities. Ultimately it will be necessary to deliver regional SUMP because people do not limit their travel to the area of a single city, but if at present SUMP are very

uncommon in your country then begin by focusing on the city level, unless framework conditions change and there is a legal requirement for municipalities and regional government to collaborate to produce a SUMP. The experience of the PROSPERITY project shows the importance of exchange of knowledge and capacity building (through both coaching and tailor made training sessions) in developing political buy-in for a SUMP.





# 14

# Contact



## Coordinator

AUSTRIAN MOBILITY RESEARCH – FGM-AMOR  
Robert PRESSL [pressl@fgm.at](mailto:pressl@fgm.at)

## Partners

Edinburgh Napier University (UK)  
Tom RYE [t.rye@napier.ac.uk](mailto:t.rye@napier.ac.uk)  
Nazan KOCAK [n.kocak@napier.ac.uk](mailto:n.kocak@napier.ac.uk)

Urban Planning Institute of the Republic of Slovenia UIRS (SI)  
Aljaz PLEVNIK [aljzp@uirsi.si](mailto:aljzp@uirsi.si)

Cities on the Move (RO)  
Irina ROTARU [ynarina@yahoo.co.uk](mailto:ynarina@yahoo.co.uk)

Mobilissimus Ltd. (HU)  
Balázs KOZÁK [kozak@mobilissimus.hu](mailto:kozak@mobilissimus.hu)

Mobiel 21 (BE)  
Patrick AUWERX  
[patrick.auwerx@mobiel21.be](mailto:patrick.auwerx@mobiel21.be)

German Institute of Urban Affairs DIFU (DE)  
Wulf-Holger ARNDT [arndt@difu.de](mailto:arndt@difu.de)

SMG EKSPERT (PL)  
Maciej MICHNEJ [smg@smg-ekspert.pl](mailto:smg@smg-ekspert.pl)

Sustainable Development Civil Society Assoc. (BG)  
Lucia ILIEVA [mail@csdcs.org](mailto:mail@csdcs.org)

Environmental Centre for Administration and Technology ECAT (LT)  
Vaiva RAMANAUSKIENĖ [vaiva@ecat.lt](mailto:vaiva@ecat.lt)

Grupo de Estudios y Alternativas 21, S.L. (ES)  
Miguel MATEOS [mmateos@gea21.com](mailto:mmateos@gea21.com)

Instituto da Mobilidade e dos Transportes, I.P. – IMT (PT)  
Rui VELASCO MARTINS [rvmartins@imt-ip.pt](mailto:rvmartins@imt-ip.pt)

Centrum Dopravního Vyzkumu v.v.i. – CDV (CZ)  
Zbynek SPERAT [zbynek.sperat@cdv.cz](mailto:zbynek.sperat@cdv.cz)

Stratagem Energy Ltd (CY)  
Alexis VIOLARIS [av@stratagem.com.cy](mailto:av@stratagem.com.cy)

City of Koprivnica (HR)  
Nebojša KALANJ [nebojsa.kalanj@koprivnica.hr](mailto:nebojsa.kalanj@koprivnica.hr)

TRT Trasporti e Territorio (IT)  
Simone BOSETTI [bosetti@trt.it](mailto:bosetti@trt.it)

City of Lisbon (PT)  
Sandra SOMSEN [sandra.somsen@cm-lisboa.pt](mailto:sandra.somsen@cm-lisboa.pt)

City of Limassol (CY)  
Stelios STYLIANIDIS  
[architect@limassolmunicipal.com.cy](mailto:architect@limassolmunicipal.com.cy)

Municipality of Jonava (LT)  
Mantas PETRAUSKAS  
[Mantas.petrauskas@jonava.lt](mailto:Mantas.petrauskas@jonava.lt)

City of Kassel (DE)  
Jennifer BARTNICK [Jennifer.bartnick@kassel.de](mailto:Jennifer.bartnick@kassel.de)

City of Dubrovnik (HR)  
Natasa MIRIC [nmiric@dura.hr](mailto:nmiric@dura.hr)

Municipality of Ljutomer (SI)  
Mitja KOLBL [mitja.kolbl@ljutomer.si](mailto:mitja.kolbl@ljutomer.si)

Municipality of Hradec Kralove (CZ)  
Jana SVOBODOVA [Jana.Svobodova@mmhk.cz](mailto:Jana.Svobodova@mmhk.cz)

Municipality of Fagaras (RO)  
Dacia SAPATORU [daciasapatoru@yahoo.com](mailto:daciasapatoru@yahoo.com)

City of Katowice (PL)  
Paweł SUCHETA [pawel.sucheta@katowice.eu](mailto:pawel.sucheta@katowice.eu)

City of Varna (BG)  
Mladen IVANOV [ivanov.parkingi@gmail.com](mailto:ivanov.parkingi@gmail.com)

City of Szeged (HU)  
Péter PÁZMÁNY [pazmany.peter@szeged.eu](mailto:pazmany.peter@szeged.eu)

## Imprint

### PUBLISHER

Austrian Mobility Research – FGM-AMOR, Coordinator of the PROSPERITY project

### AUTHORS

Tom Rye, Robert Pressl and all PROSPERITY partners

### CONCEPT & GRAPHIC DESIGN

FGM-AMOR

### SOURCES

Figures and values provided are based on the outcomes of the PROSPERITY project, reported by the PROSPERITY partners. Photos: All photos are provided by the PROSPERITY project partners unless otherwise noted.

### LEGAL DISCLAIMER

The sole responsibility for the content of this publication lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the INEA nor the European Commission are responsible for any use that may be made of the information contained therein.

### COPYRIGHT

Austrian Mobility Research, on behalf of the PROSPERITY consortium Printed in Austria, May 2019.



[www.sump-network.eu](http://www.sump-network.eu)



CIVITAS PROSPERITY, have received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 690636