

ECCENTRIC



D.2.6 Replication Package Mobility Management

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Responsible Author(s):	Elisabeth Nagl (LHM)
Responsible Co-Author(s):	J. Froebel (GC), L. Ilieva (CSDCS), M. Knorre (DOMAGK), P. Martin (AYTOMAD), L. Wisser (GC), Helber López (TUM)
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Abstract

CIVITAS ECCENTRIC work package 2 “Inclusive urban planning, new parking policies and mobility management” is divided in three clusters. Cluster 3 “Mobility Management” contains five measures. The Replication Report covers the final status of the implemented measures and discusses the potential and requirements for their replicability in other cities or districts. A successful marketing and communication campaign are an important part of the traffic turnaround. At the same time, bottom-up projects show how residents themselves can transform their cities and mobility within a participative and cocreative approach. The implemented measures are evaluated and assessed in this respect. The focus is on the communication strategies, the contents covered and the target groups.

The report describes the final status of the measures “Citizen participation via local community portal” in Munich (MUC 2.7), “Mobility Management strategies for vulnerable groups” in Madrid (MAD 2.8) and “Neighborhood oriented marketing of sustainable multimodal services” (MUC 2.9) also in Munich. Furthermore, it is also dealing with “Transfer, exchanging ICT technology for everyday mobility between generation” (MUC 2.10) in the City of Munich as well as “Information, training and awareness raising” (RUS 2.11) in Ruse.

Project Partners

Organisation	Country	Abbreviation
Ayuntamiento de Madrid	Spain	AYTOMADRID
Grupo de Estudios y Alternativas 21 SL	Spain	GEA21
Consortio Regional de Transportes de Madrid	Spain	CRTM
Empresa Municipal de Transportes de Madrid SA	Spain	EMT
Universidad Politécnica de Madrid	Spain	UPM
Avia Ingenieria y Disegno SL	Spain	AVIA
FM Logistic Corporate	Spain	FM LOGISTIC
Stockholms Stad	Sweden	STO
Kungliga Tekniska Hoegskolan	Sweden	KTH
Flexidrive Sverige AB	Sweden	FLEXI
Carshare Ventures BV	Sweden	CARSHARE
Ubigo Innovation AB	Sweden	UBIGO
Mobility Motors Sweden AB	Sweden	MM
Cykelconsulterna Sverige AB	Sweden	CYKEL
Gomore APS	Sweden	GOMORE
Landeshauptstadt Muenchen	Germany	LHM
Münchner Verkehrsgellschaft mbH	Germany	MVG
Domagkpark Genossenschaft EF	Germany	DOMAGK
Green City EV	Germany	GC
Green City Projekt GMBH	Germany	GCP
Technische Universitaet Muenchen	Germany	TUM
City of Turku	Finland	TUR

Varsinais-Suomen Liito	Finland	VSL
Turun Kaupunkiliikenne OY	Finland	TUKL
Western Systems OY	Finland	WS
Turun Ammattikorekeakoulu OY	Finland	TUAS
Gasum Biovakka OY	Finland	GASUM
Obshtina Ruse	Bulgaria	RUSEMUN
Club Sustainable Development of Civil Society Association	Bulgaria	CSDCS
ICLEI European Secretariat GMBH	Germany	ICLEI
FM Logistic Iberica SL	Spain	FMLOG

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Table of Contents

EXECUTIVE SUMMARY.....	7
1. INTRODUCTION	9
1.1. Purpose of this document and target group.....	9
2. SUMMARY OF THE CLUSTER: MOBILITY MANAGEMENT.....	10
2.1. European Context of CIVITAS ECCENTRIC	10
2.2. Mobility Management as a comprehensive concept.....	10
3. FROM ECCENTRIC CITIES TO REPLICATION IN OTHER PLACES	13
3.1. Brief summary of the respective measures	13
3.2. Evaluating the replication potential of measures	15
4. EXAMPLE MEASURES	28
4.1. Measure MUC 2.10 Transfer – Exchange communication and information technology for everyday mobility between generations	28
5. CONCLUSIONS	34
6. SOURCES.....	35

List of Figures

Figure 1: MUC 2.7 website layout and integrated mobility map (Source: DomagkPark Genossenschaft eG).....	16
Figure 2: MUC 2.9b scavenger hunt “kreuz und quer” (Source: City of Munich).....	18
Figure 3: MUC 2.9a test tickets for car sharing (Source: City of Munich).....	19
Figure 4: RUS 2.11 stakeholder involvement through conferences (Source: City of Ruse).....	19
Figure 5: MAD 2.8 Pedestrian club ‘walk with us’ for older people (Source: City of Madrid).....	20
Figure 6: MUC 2.10 Inter-generational approach (Source: Green City e.V. Sebastian Henkes)	21
Figure 7: MAD 2.8 participatory process with pupils (Source: City of Madrid).....	22
Figure 8: RUS 2.11 participative events in Ruse in case of tailor-made seminars.....	23
Figure 9: MUC 2.9a mobility information package with its order form (Source: City of Munich)	23
Figure 10: MUC 2.10 Pictogram “Transfer” (Source: CIVITAS ECCENTRIC).....	28
Figure 11: MUC 2.10 training with pupils (up left), inter-generational approach (down left) and “age suit” (right) (Source: Green City e.V. Sebastian Henkes)	30

List of Tables

Table 1 Measures of WP2 cluster 3 – Mobility Management	12
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List of Acronyms

ca	<i>circa</i> (around)
CO ₂	Carbon Dioxide
D	Deliverable
EC	European Commission
EU	European Union
EFV	Electric Freight Vehicle
EV	Electric Vehicle
FCEV	Fuell Cell Electric Vehicle
e.g.	<i>exempli gratia</i> (for example)
H2020	Horizon 2020
i.e.	<i>id est</i> (that is to say)
LEV	Light Electric Vehicle
MIT	Motorised Individual Transport
ML	Measure Leader
NGO	Non-Governmental Organization
NO _x	Nitrogen Oxides
TCO	Total Cost of Ownership
SM	Site Manager
WP	Work Package
WPL	Work Package Leader

Executive Summary

CIVITAS ECCENTRIC Work Package 2 contains eleven measures divided into three clusters. The activities of cluster 3 are focusing on mobility management with a high level of communication and participation in the context of sustainable mobility offers. In general, the measures are based on “soft” methods such as information, communication, participation, co-creation, organisation of services and events. This makes them an important complement to hard methods, such as transport infrastructure planning. A holistic approach can thus be guaranteed by combining these two approaches. The connection between the two approaches is that, Mobility management promotes sustainable transport and reduces the demand for car use by changing the attitudes and behaviour of car and motor vehicle users, which in turn affects the required infrastructure and consequently the infrastructure-based measures, like Cluster 2.

The Replication Report summarises the final status of measures MUC 2.7, MAD 2.8, MUC 2.9, MUC 2.10 and RUS 2.11 in Work Package 2. In addition, the necessary requirements and general potential of the individual measures of Cluster 3 are described to discuss their replicability in other cities or districts or even their potential of upscaling. In principle, these measures have a high potential for replicability, as they can be implemented relatively easily and without great infrastructures. Regarding the replication and upscaling potential of cluster 3, the following becomes apparent:

- The basic requirement for implementation is represented by the generation and transfer of knowledge, which can be implemented both through bottom-up and top-down processes.
- Mobility management measures require, above all, human resources responsible for the project: in addition to organisational concerns, these measures are mainly educational and participative approaches.
- Participatory processes are suitable for addressing the target groups directly and entering a joint dialogue by enabling co-creation and marketing campaigns.
- Digital approaches (gamification, media, applications, new technologies in mobility) but also incentives and public target empowerment increase the willingness of users.
- Soft measures have a high external visibility and do set up the foundations for sustainable changes in behaviour, even though they often achieve slight changes at first glance.
- To achieve long-term success, a constant exchange and participatory process is necessary. The continuation of the measure implementation is considered a success factor.
- This also applies to the communication and information campaigns that increase visibility and participation in the projects.

Deliverable 2.6 Replication package: Mobility management

- The social effects generated by these participatory measures represent an enormous added value for all involved participants and for the city team.
- Mobility management measures have a positive external effect and create public awareness.

In summary, the measures as a whole have a very high degree of replicability but should be adapted individually and spatially in each case, in order to generate the best possible effects.

1. Introduction

1.1. Purpose of this document and target group

Purpose of the document

In CIVITAS ECCENTRIC, five cities (Turku, Stockholm, Ruse, Madrid, Munich) have implemented in total 51 innovative sustainable urban mobility measures. The measures were addressing a variety on urban mobility challenges, organized in different thematic clusters. This document is intended to equip practitioners and decision makers with the information needed if they want to replicate measures of the thematic cluster “Mobility management and vulnerable groups or aspects of these measures.

Replicability refers to the possibility of transferring results from a pilot case to other geographical areas. These areas have, of course different local contexts and conditions. When a specific measure proved to be successful in one area of a European city, it should be possible to transfer it to another city (or another area of the initial city), considering, the local conditions and conditionalities.

Target group

This document is tailored following the practical needs of project developers and planners / technical staff from cities to develop innovative measures, to consider potential barriers and to be able to select the appropriate solutions to match their contexts. This document provides evidence that CIVITAS ECCENTRIC measures have been successfully implemented in a city and have a good replicability potential.

2. Summary of the Cluster: Mobility Management

2.1. European Context of CIVITAS ECCENTRIC

In the last decade, European cities have made significant steps forward in the delivery of sustainable urban mobility policies, proving that major impacts in terms of congestion and reduced emissions can be achieved through ambitious measures.

At the same time, peripheral districts remain largely unaddressed, with the effects of flagship projects being rarely transferred to these areas. Recent or expected urban growth processes are posing additional pressure to peri-central areas. The main common challenges are to relieve central areas through clean and efficient urban logistics, as well as to increase the attractiveness and sustainable mobility of suburban districts.

To tackle these common challenges, the cities of Madrid, Stockholm, Munich, Turku, and Ruse have formed the CIVITAS ECCENTRIC consortium. The overall objective of the CIVITAS ECCENTRIC project was:

To demonstrate and test the potential and replicability of integrated and inclusive urban planning and sustainable mobility measures that increase the quality of life of all citizens in urban areas, with a focus on suburban districts and new developments and the clean organisation of urban freight logistics.

New technologies and social networks have fundamentally changed many spheres of life. They enable interactive and, above all, participatory involvement in management processes.

In the case of "Mobility Management" cluster, this is considered in order to involve the residents within various participatory and informative processes. The focus is on soft instruments to inform citizens about sustainable mobility in principle but also to enable individual initiatives via participatory and co-creative processes. The participative approach in the context of mobility management implies plenty of communication but also active trial and error activities and experiencing sustainable mobility offers, defined by special events with stakeholders, city representatives and citizens. Thus, sustainable mobility behaviour can be promoted and a change to a more sustainable shift will be achieved by involving all stakeholders.

2.2. Mobility Management as a comprehensive concept

Cluster 3 is addressing "Mobility Management", which is a concept for promoting sustainable mobility and manage the car-use demand. In addition to infrastructure-based projects, using so-called 'hard' measures, mobility management should support the change of people's attitudes and behaviour by using 'soft' measures. These soft measures are mainly communication-, co-creation-, awareness-, participation- and information-based approaches, as well as organising services and coordinating activities of different partners. The respective target group and their mobility behaviour

and needs play a major role. It is a good approach since measures are selected and designed specifically according to the respective target group's needs.

Mobility management is an appropriate measure for all the population, but especially fit for vulnerable groups of the population (e.g. children and elderly people), often forgotten, to ensure their social participation in mobility and thus in society in general. It is important to explore and respond to the specific needs of the user group and to introduce them to new mobility services and technologies. By addressing all relevant target groups in the context of mobility, the knowledge and acceptance of sustainable mobility offers shall be increased. In summary, people should change their mobility behaviour in the long-term with the support of the awareness and adaptation of the new mobility, with the mobility management measures as a tool to step towards sustainability, i.e by showing and presenting new concepts and alternatives and involve them in their definition and evolution.

The general potential to replicate measures with a focus on mobility management can be classified as exceptionally large. Since the measures do not require intensive infrastructural preparations, they can be implemented relatively quickly. In principle, it is mainly personnel resource and a good conceptualisation and definition of the whole process that is needed for a holistic communication strategy. In addition to intensive contact, common work/ synergy with the stakeholders involved, which is essential for the preparation of the measure. The actual implementation of the measure plays a major role: for this purpose, it is important to continuously support the target group concerned and to actively involve them in the processes (information and communication campaign) using an open peer-to-peer strategy. This often requires intensive personnel support from external stakeholders and project management. Furthermore, bottom up participation formats are a promising factor for achieving the project objectives. Indicators like satisfaction, awareness raising and acceptance show, and directly shape the extent to which we accept new mobility concepts and will use them in the long-term.

These participatory processes are generally easy to apply to all target groups and do not differ greatly in terms of spatial or seasonal aspects.

In summary, holistic information and communication strategies within participatory processes are a promising approach to jointly shaping the mobility of tomorrow. Within CIVITAS ECCENTRIC, 5 measures were implemented in cluster 3, which deal with the topic of mobility management (see table 1).

Table 1 Measures of WP2 cluster 3 – Mobility Management

Cluster	Measure	City	Partner(s)
Citizens participation via local community portal	MUC 2.7	Munich	Domagkpark eG
Mobility management strategies for vulnerable groups	MAD 2.8	Madrid	AYTOMADRID, GEA 21
Neighbourhood oriented marketing of sustainable multimodal mobility services	MUC 2.9	Munich	LH Muenchen
Transfer – exchanging ICT for everyday mobility between generations	MUC 2.10	Munich	Green City e.V.
Information, training and awareness raising	RUS 2.11	Ruse	CSDCS

3. From ECCENTRIC cities to replication in other places

When talking about replication, demand must match supply: The measures implemented by the ECCENTRIC cities should provide effective processes, methodologies and technological packages to cities interested in replication.

3.1. Brief summary of the respective measures

Mobility Management can have many forms and can be perceived in many ways by different target groups. It can also be shaped according to local characteristics. Cluster 3 in Work Package 2 contains five measures in three cities, which address different target groups, contents and communication strategies through mobility management in order to change mobility behaviour in the long-term. All measures and their backgrounds are briefly presented below:

- In **measure MUC 2.7**, the new community information and participation portal (<https://www.domagkpark.de/>), is a modern and directway of informing residents in their neighbourhood about local services and mobility offers in the neighbourhood as well as current activities. By linking as much information as possible on the new established website, this prevents information asymmetry and exclusion of population groups in the mobility and city district management. Through the barrier-free website, which is accessible to everyone, transparent information and planning can be guaranteed with the involvement of the residents, due to its discussion and exchange function. In the long-term, mobility behaviour shall be changed towards a more sustainable way.
- **Measure MAD 2.8** develops and implements a participative process based on a P2P strategy, by focusing on vulnerable groups, like elderly people (**MAD 2.8 a**) and children and teenagers (**MAD 2.8b**), which deserve increased attention in mobility planning. Accessibility in general appears to be a critical factor for both target groups, that needs to be improved. By including these groups in the planning process, sustainable mobility should be promoted and, finally, the general mobility aspects for these target groups should be improved. In order to support the design and decision-making processes of mobility policies, an innovative peer-to-peer bottom-up approach for communication was established with many mobility management activities achieved along the project after being designed by themselves and good results in the modal shift of these target groups.
- **Measure MUC 2.9** provides a comprehensive range of mobility management services through various actions with different target groups. The holistic approach allows all residents and people who regularly spend time in the neighbourhood (e.g. pupils or employees) to shape it together and promote mobility in a sustainable way. This includes residents (2.9a), with an analogue dialogue marketing campaign, families and children (2.9b), with several actions

with a focus on gamification in mobility as well as companies and employees (2.9c), with a digital ride pooling application called “JobRide”.

The residents (**MUC 2.9a**) can enter a dialogue that offers information and mobility advice, by responding to local offers that have been developed specifically for the neighbourhood. This is to ensure that all residents can be considered in the planning process and can obtain information on all sustainable mobility offers. This should increase the usage rate of new mobility services in the long term and bring about a change in mobility behaviour.

Families and children (**MUC 2.9b**) can be addressed relatively easily in order to motivate and make them aware of actions related to mobility. Various activities have been developed (Accompanying mobility “Bus mit Füßen”, theatre play “Let’s Go!”, scavenger hunt “kreuz & quer” and mobility education “Bambini”). Through these activities, even young children can deal with the topic of mobility and learn how to move independently and safely on the road. With the help of gamification these actions are easy to implement and spatially transferable, as hardly any spatial differences can be detected.

As a third component, another target group comprising companies and employees was addressed to actively reduce the share of motorised private transport. By promoting carpooling through a joint and cross-company strategy called “JobRide” (**MUC 2.9c**), negative effects on traffic should be reduced. Digital applications were used for the implementation, with an approach was based on user-friendliness.

- **Measure MUC 2.10** acts as an interface between the generations. “Transfer” was implemented with the aim of providing senior citizens with a better understanding of the possibilities of modern communication devices in terms of sustainable mobility. In this way, barrier-free access to mobility can be increased for seniors. Pupils are trained to introduce these devices (internet, smartphones, apps) to elderly people and help organise their daily mobility. Therefore, a new interface approach was established by combining different target groups with different possibilities of telecommunication, whereby the respective applications already exist and thus actions are easy to implement.
- **Measure RUS 2.11** aims to create awareness of the benefits of sustainable mobility by target-specific workshops and campaigns regarding the topic of mobility. Through public relations work (conferences, media- and non-media campaigns, events) and tailor-made workshop offers, focusing on the individual needs of each target group, the topic of sustainable mobility gains in importance and joint solutions can be worked on. Training activities, workshops, and conferences as well as campaigns have been organised for public transport personnel, for citizens and NGOs, for involved stakeholders and the school community. The aim was to encourage the different actors to embrace sustainable mobility habits, making walking and cycling safer and a more desirable way of travelling in the peripheral district as well as in the city. These activities have had a special focus on traffic safety, with the aim of sensitising

the population to reduce the risk of road accidents. Based on the direct communication strategy with all stakeholders involved, sustainable mobility can be discussed and promoted at several interfaces. As a result, not only increased attention, and awareness on the topic of sustainable mobility was generated, but also new, long-term cooperation between the stakeholders involved was achieved.

3.2. Evaluating the replication potential of measures

To make replication possible, an in-depth analysis is required to understand the existing barriers that obstruct effective and successful implementation. Finance and governance aspects will accompany this analysis. In the future paragraphs, it will be explained on which necessary structures and processes the measures are based on for other cities to be able to replicate them in the future. The relevant experience from each measure implemented in the living labs will be used for this purpose.

3.2.1 Drivers and barriers to be expected

In summary, various drivers and barriers can be identified for cluster 3. These factors are mainly social- and scientific- rather than technical-based.

Main requirements

All in all, these measures require few resources and are therefore relatively easy to implement. Nonetheless, a holistic concept and strategy is needed to implement the measures from this cluster. The most important requirement for such measures is a simple but innovative concept, which can explain the topic of modern mobility in a meaningful way and represents added value for the user. Thereby the interest of the user is stimulated. On the one hand, the measure should appeal to all residents, but at the same time it should also be possible to modify it to suit specific target groups. This is intended to highlight the respective user needs of the different target groups and to consider them in a special way. Thus, a holistic and heterogeneous mobility system can be achieved.

Another further important requirement is represented by the human resources. Within the measures these are needed to make organisational preparations, to have experience in complex participative processes but also to transfer content and knowledge. Many of the measures are based on a professional or, to be precise, on an educational approach to involve the target groups within the participatory processes. In addition to this educational approach, a participatory approach based on joint project work is pursued. The target groups themselves therefore have a special role to play. The local residents have intensive knowledge of their own neighbourhood, which they can bring into the planning process. They themselves become planners and designers. Through so-called peer-to-peer processes and co-creation strategies, residents can participate in the measures and actively shape the urban mobility system (especially in the case of children and elderly people, see measures MAD 2.8, MUC 2.9 or MUC 2.10. In Madrid for example, the reflection on sustainable mobility is embedded in the school activities and municipal senior centres, the places where these two age groups

concentrate their daily activities. Through the exchange and the direct experiences of the target groups on site, intensive exchange of knowledge can be generated and new cooperations can be concluded to independently create project ideas and visions.

At the same time, intensive contacts and cooperation with other stakeholders are necessary. Local stakeholders are familiar with the local conditions and the residents and can therefore work on target group-specific solutions and refer to existing local contacts. Measures in mobility management require basis support from local organisations and partners, to implement the measure, which can be potentially outsourced in the long-term. In this respect, the so-called participatory formats are also interesting for professional planners and external stakeholders. By actively involving all stakeholders, an intensive knowledge exchange takes place, joint planning becomes possible and new cooperations can be established, as the example in Ruse (RUS 2.11) shows.

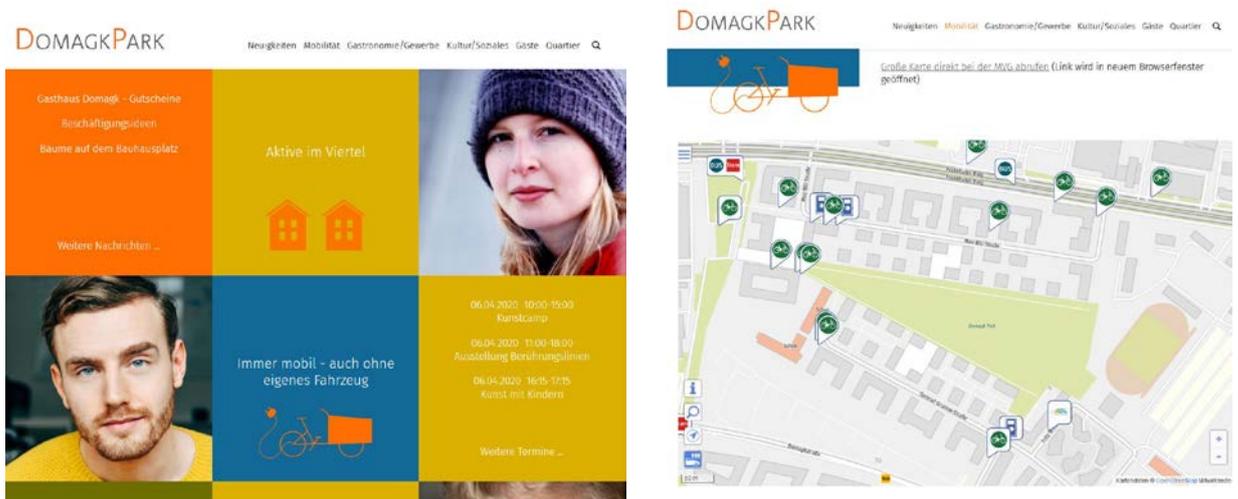


Figure 1: MUC 2.7 website layout and integrated mobility map (Source: DomagkPark Genossenschaft eG).

New technologies, services and communication strategies can be used as an innovative and interactive way, to transfer knowledge. In this respect, modern and technical prerequisites (apps, platforms, API, etc.) are particularly necessary or useful, to implement and to promote the measure (see figure 1). Therefore, new technology-based mobility services, devices and digital applications play a major role in mobility management. Important infrastructural resources are listed below:

- **Digital hardware**, like computers, screens, and WIFI (see MUC 2.10, MAD 2.8 and RUS 2.11)
- **Digital software**, like websites, platforms, applications, or specific software (see MUC 2.7, MUC 2.10 and RUS 2.11)
- **Data legal requirements and capacities** (see MUC 2.9)

- **Locations** for conferences, events, and training (see MUC 2.10 and RUS 2.11).

When it comes to participatory processes, communication is a key factor in addition to human resources. Therefore, it is important to offer direct communication possibilities in a local approach, based in the centres where people meet (i.e. schools or senior centres). The integration of interactive and digital communication media has been extremely positive. This should allow barrier-free access for all social groups and at the same time be based on various channels (presential, nondigital and digital, see figure 1 (MUC 2.7) and figure 8 (MUC 2.9a) and measure MAD 2.8). In this way an increased reach for all, heterogenous target groups can be created. Since these measures are primarily based on knowledge transfer, information channels are devices for their feasibility. These must be promoted through campaigns, events, and public relation activities, within a direct dialogue.

Expected difficulties

Difficulties may arise during implementation. The CIVITAS ECCENTRIC project has already identified some barriers that may occur in relation to those measures. The target groups and involved stakeholders are defined by a **heterogeneous** set of different people and user needs as well as user behaviour. This also includes some vulnerable groups of people, which specific user needs that require increased attention and consideration in planning, such as children or senior citizens. These shows, for example, a higher degree of **skepticism** towards new technologies or a lack of confidence to use them. They need special attention and tools to help them understand the measures and objectives regarding modern mobility in a simple or playful way.

In particular, some older people have low **technical skills** and therefore need additional explanations about technical devices and equipment (computer, internet, apps etc.). At the same time, it has been shown that a **lack of interest** on the part of the target group is often a major problem in mobility management if the measures are not designed to be target-group specific, are too complex or too many changes occur during implementation.

Problems in Cluster 3 were mainly of a **technical nature**: Especially measures based on technical infrastructure or digital communication strategies are sometimes error-prone (see MUC 2.7, MUC 2.9c). For example, problems arose during the use of the “JobRide” app in Munich. Data-related measures must always be kept up-to-date and in the best case require real-time data. Interfaces to another website can also quickly lead to problems (technical and ownership related reasons). **Technical support** is indispensable for this! Especially the dependence on different stakeholders (software provider, website provider, data owners, users, intermediate providers etc.) can lead to difficulties. In certain cases, too little **capacity** in terms of human resources could also lead to difficulties. Thus, long-term planning and coordination with the involved stakeholders is essential.

Success factors

Several success factors have been identified to circumvent or solve the listed difficulties. To raise the interest of the population, a measure that can be easily integrated into the everyday life of the population and which brings **added value** is needed. Using **participatory elements** and the empowerment that the P2P and genuine participation means, the measures can be designed together with the residents and important stakeholders and thus the expected user rate is increased. The most important thing is to convey necessary **knowledge**: *What is the purpose of the measure? How does it work? How do certain aids or technical devices work? What is sustainable mobility in general? What added value does the measure bring?* To impart necessary knowledge, it is a good idea to prepare **aids**: worksheets, documents, information material or training sessions. All of these must be prepared in an attractive way, both graphically and in terms of content (see for example measure MUC 2.9a). Therefore, **digital aids and devices** support the measure. Overall, it is evident, that the use of various media, tools and channels is an important success factor in addressing all target groups – whether with or without previous knowledge or technical know-how – and involving them in the joint planning and design process of the measure. Thus, knowledge can be imparted more easily and – in the case of children - also more playfully. In particular, the approach of **gamification** and incentives should be mentioned here: This playful approach increases interest in the measure and facilitates its use. As an example, the scavenger hunt “kreuz & quer” in MUC 2.9b or the “age suit” in MUC 2.10 can be mentioned here (see figure 2 and 11).



Figure 2: MUC 2.9b scavenger hunt “kreuz und quer” (Source: City of Munich)

In terms of incentives, the free test tickets for mobility services (MUC 2.9a, see figure 3) can be listed here. To use these aids, the importance of explaining the technical devices and make them accessible and usable to all age groups.



Figure 3: MUC 2.9a test tickets for car sharing (Source: City of Munich)

This also applies to the **communication** channels: the measures must be visible to all user groups in a media-effective manner and continuous advertising of the measure increases its use (local websites, see MUC 2.7 and MUC 2.9). In the case of the homepage www.domagkpark.de, for example, further projects in Munich can be advertised. As far as the **stakeholders** involved are concerned, close contacts and intensive cooperation are an essential success factor. The better the stakeholders are combined from the beginning of the project, the easier the project can be implemented. **Clear agreements**, responsibilities, contracts, and milestones are helpful here and can be achieved by organising joint meetings or seminars in advance, as for example in Ruse (RUS 2.11, see figure 4).



Figure 4: RUS 2.11 stakeholder involvement through conferences (Source: City of Ruse)

The transfer of responsibilities and **self-organisation** of the project creates clear structures. The integration of the target group as a further responsible group of their own project can also promote this (see measures MAD 2.8, figure 5). An **inter-generational approach** is also shown to be promising in measure MUC 2.10: pupils

show senior citizens the functions of smartphones and mobility apps, whereby both target groups benefit from the social exchange (see figure 6). This approach, based on its social exchange between people and target groups, has been also a success factor for MAD 2.8 activities.



Figure 5: MAD 2.8 Pedestrian club ‘walk with us’ for older people (Source: City of Madrid)

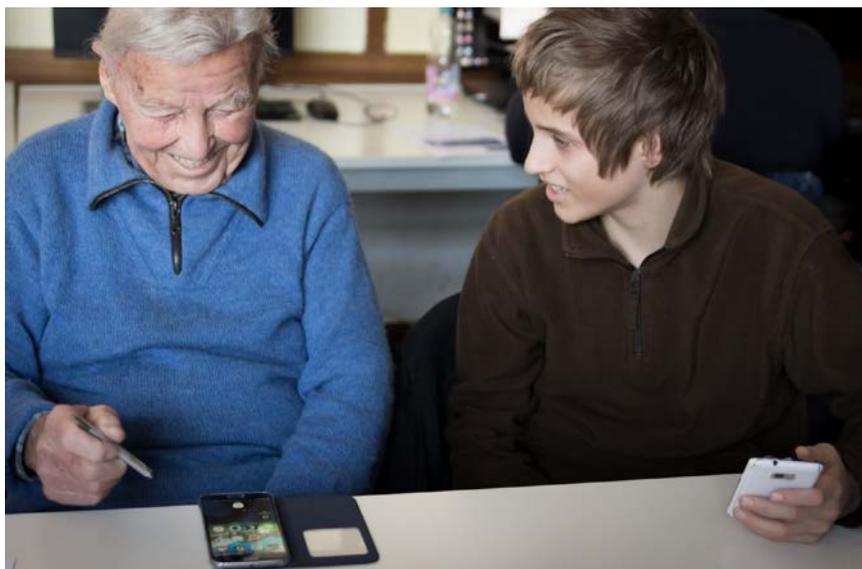


Figure 6: MUC 2.10 Inter-generational approach (Source: Green City e.V. Sebastian Henkes)

It is also helpful if the **political level** in the area (municipality, city) is publicly positive about the project and is assimilated within the city-wide policy or masterplan. The already mentioned meetings and seminars in Ruse (RUS 2.11, see figure 4) also contribute to a common strategy and success of the measures in the city.

The final success factor is the final **project evaluation**, even auto-evaluation by the target groups. It is of great importance that the population is aware about the success of the project after it has ended. This can maintain interest in the project in the long-term, enable long-lasting effects and changes in behaviour and, finally, increase the visibility of future projects.

Business model

Since the measures from cluster 3 basically require few resources compared to hard measures, the costs are also relatively low. In the case of CIVITAS ECCENTRIC, the costs could be financed entirely by the EU-funding. In the case of measure MUC 2.7, however, a new financing approach was chosen. In the case of MAD 2.8, the city of Madrid complements the CIVITAS ECCENTRIC funds with a municipal contract to support activities in schools yearly renovated. By placing advertisements on the neighbourhood homepage, **advertising entries** could be made and thus the homepage could become **self-financing** in the long-term. In the case of the “JobRide” car-sharing platform in Measure MUC 2.9, the licences for the application use were **paid by the companies** themselves. The funds for advertising and communication were otherwise borne by the cities themselves and should not be underestimated. Especially for modern and attractive marketing strategies, which in the best case will be operated continuously, financial means are necessary.

Human resources and skills

Knowledge and its transfer within the projects are mentioned as the most important success factor. This requires human resources to develop and transfer it. The personal dialogue with the target group creates a clear advantage within participatory processes, as knowledge can thus be cumulated. At the same time, it requires active employees who can pass on project knowledge to the participants. Pedagogical and facilitation skills are therefore in the foreground, especially in projects with children or senior citizens (see MAD 2.8, figure 7).



Figure 7: MAD 2.8 participatory process with pupils (Source: City of Madrid)

At the same time, these tasks and skills can be transferred and outsourced to other stakeholders in the long-term. This also means that project responsibility can be handed over. Thus, **technical know-how and support** are indispensable in all aspects and especially for technical-based projects, as technical problems are always to be expected. In summary, participatory projects mainly focus on the **communicative and pedagogical skills** of the project participants. Constant communication with heterogeneous groups is necessary to involve them comprehensively and work on common strategies.

Political, administrative, and public support

Involved stakeholders and the communication strategy, used internally and externally, play a major role, as already mentioned. This also applies to public and political actors. In these measures, it has been shown that it is of success for the project if the political guidelines and the implemented project pursue the same key objectives. A **common vision** not only helps the project to achieve a better starting situation and public acceptance but can also benefit from synergies effects or already established funding.

A legitimisation of the project by public, representative players can clarify many discussions in advance. In addition, political actors have further opportunities and rights to promote the project through their **executive legislation**: For example, through the free provision of data, legal orders for the implementation of necessary infrastructure or, more generally, through the possibility of initiating necessary cooperation or commissioning it by contract. Therefore, the City of Ruse set up an opening event and specific trainings for political and industrial stakeholders and partners (see figure 8).



Figure 8: RUS 2.11 participative events in Ruse in case of tailor-made seminars

For example, measure MUC 2.9a in Munich could be promoted by the fact that the municipality internally released sensitive registration data of the residents in Domagkpark and Parkstadt Schwabing (living lab) for the project in order to directly and personally send the mobility information package to the citizens (see figure 9).



Figure 9: MUC 2.9a mobility information package with its order form (Source: City of Munich)

This **personalised approach** made it possible to increase the response rate. The fact that the direct mail came officially from the City of Munich as sender with an official logo also increased the trust and acceptance of the population in the project. The data used was applied exclusively within the project for the stated purpose and was not used for any further measures or actions. In general, the possibilities of representative actors in politics are higher to win necessary resources, cooperation, and institutions for the project or to involve them bindingly. The approval and acceptance of the population is probably the most important criterion for the success of the project and will be further explained below.

Long-term effects and sustainability

To be able to guarantee the effect and success of a measure in the long-term, the following steps are necessary or have proven to be promising according to cluster 3:

- Projects require consistent **added value** and **user-friendliness**
- This can be guaranteed if the individual actions and meetings are carried out **continuously** in an adapted form (high implementation rate in adapted form), in a framework of a long-term strategy.
- This only applies if the project is always kept **up to date**, especially when digital platforms/websites are used.
- This also requires a **continuous communication** strategy for the project to ensure the visibility of the project (intern and extern, like press releases, online news etc.)
- In order to be able to shape the project in the long-term, tasks and knowledge can be **outsourced** and transferred to other actors (NGOs, municipal institutions like kindergartens, schools, senior centres etc.)

3.2.2 Foreseeable Impacts

The presented measures have been implemented to inform the residents about (new) mobility services and even to change their mobility behaviour. An infrastructure-based approach, in comparison to the participatory measures, can show direct structural effects. Many of the the mobility management measures follow a participatory and knowledge-oriented approach and thus have, apart from the number of participants and the personal added value, **often no direct visible effect** on the outside.

In general, a positive perception is to be expected. Acceptance seems to be rather high, as mobility management presents more options to the users. This is not to be confused with a change in (mobility) behaviour which only takes place in the long-term. Nevertheless, the following main effects and impacts can be expected in similar implementations:

- **Knowledge** growth and information symmetry on new mobility services/formats
- Raising **awareness** of negative mobility effects and new forms of mobility
- Increasing **interest** of residents and involved stakeholders in new forms of mobility

In measures that specifically deal with new forms of mobility services, an increase in the **use of alternative forms of mobility** (public transport, bike, and car sharing) can be confirmed. These are small but significant changes that are to be promoted further in the long-term and thus made permanent. The project showed an enormous increase in the proportion of **walking**, a sustainable means of transport that has interesting effects on urban quality, by reducing traffic in general and which on the other hand leads to lively cities.

Regarding measures, focusing specifically on vulnerable groups, a high increase in walking and in the use of public transport could be observed. Thus, an average change in the modal split can be noticed due to reduction in car use among pupils and seniors, towards an increased use in the modal share of public transport and walking.

In contrast, a reduction in the use of **motorised individual transport** is expected to a minor or even negligible extent within short project periods, as the elderly people in neighbourhoods use scarcely this mode. Behavioral change and decreasing car dependency can take place if measures are lasting in time, and users can rely on them permanently. Otherwise no change in that regard is to be expected.

Apart from the effects in the area of mobility, further effects of the measures could be observed, which are listed below:

Here, **social aspects** are particularly worth mentioning. For example, new contacts can be established and intensified through the participatory and inter-generational projects. The cultural and inter-generational exchange is mentioned by the participants as a very positive feedback. This also applies to the institutions, stakeholders and companies involved, as well as politicians. In summary, a better networking of the neighbourhood on the private and institutional side can be evaluated, which can be used effectively for future projects.

Finally, it can also be mentioned that positive conclusions can still be drawn from participatory processes that were initially not carried out as planned: **learning by doing** was mentioned here positively. This enables an increased participation in the ongoing process and co-design of the measures. This in turn, can have a significant influence on the acceptance and success of the measure.

Finally, a **change in user behaviour** can be achieved in the long-term through mobility management measures. Participation increases interest and the variety of solutions and thus not least the acceptance of using new services and choosing alternatives. This is because personalised and individualised solutions can create great added value for users, ultimately leading to a lasting change in their mobility behaviour.

Various methods have been used to measure the direct and indirect effects. Some quantitative measurement methods could be used to analyse the user behaviour of mobility choices. The most commonly used ones are:

- **User figures:** e.g. user of car sharing/ride pooling
- **Participant numbers,** Registration rates: e.g. workshop or conference participants, massive activities in street
- **Dwell times** on websites

In the case of softer measures that focus on participation procedures, the following indicators can be highlighted:

- **Personal feedback** at events, campaigns, within cooperation and of involved actors
- **Valuation in public media**

3.2.3 Policy Recommendations

Regarding projects with a participatory focus, involving various participants and stakeholders, a **common strategy** and vision seems to be appropriate. Administrative actors must support or actively promote the project in a way that has a high public profile. Official negotiations, cooperation and contracts help to ensure that the projects are implemented within the defined planning.

A better understanding of all stakeholders and tasks can be achieved. Individual projects can also be used to achieve targeted large-scale campaigns and **changes in transport policy**. Based on the understanding and the support of the sustainable mobility among local population a support for the implementation of SUMP can be obtained, for example. Further, this can radically change one's perceptions by introducing a MaaR (mobility as a right) concept, which is based on mobility management. Thanks to the successful implementation of such projects and the progress made by the community in terms of transport policy, new laws and measures can be tackled more easily in the future. This could include a new parking management or car sharing law, for example. Legal measures can be an important factor for the project and the mobility turnaround. In general, clear **responsibilities** within **contractual agreements** and **intensive communication** about the project progress are important recommendations. In addition to the extension of the measure in time, the political stakeholders should also focus on the **spatial extension** of the measure.

However, to promote participatory projects in the context of sustainable mobility, **infrastructure-based projects** must be promoted at the same time, so that soft and hard measures can be developed in parallel. In these matters, it is essential that planning for such projects be started early on and that the financial resources can be obtained. This also applies to the necessary cooperation and involved stakeholders: an early involvement of the most important stakeholders generates project security. The **time factor** was mentioned as a critical factor in almost all measures carried out in this cluster. Early planning and preparation were mentioned here as especially important factors, for which a **continuous and intensive exchange** is necessary.

However, a smooth processing of a project cannot always be guaranteed. It is also apparent that sometimes not all prerequisites for implementation have been created in advance: in some cases, data protection problems still had to be solved, which became apparent during the CIVITAS ECCENTRIC project period. A **collection of possible risks** therefore does not only seem to be essential by the project manager alone but also together with important actors, using external programs, infrastructure, or data. All in all, measures concerning mobility behaviour are of a complex and long-term nature: thus, intensive preparation of the topic seems to be indispensable.

Especially projects in which participants work face-to-face with participants, **direct feedback** can be included in the course of the project. Fast feedback can also be given through digital media. Especially for the communication strategies (website design, navigation tools, user-friendliness, and interfaces in general) it is important to be able to request feedback quickly so that the usage can be offered successfully. This shows that **technical support** is a good way to successfully implement future projects and to be prepared for problems. A negative feedback also concerned the communication strategy: Within an intensive mobility management campaign an information **overload** can occur, for example, and lead to a decline in residents' interest in the project.

Mobility management programs need to have a long-term perspective if they want to become a real alternative. Users need a reliable mobility solution, and they can count on to organize their activities. Only then users can start thinking about changing their mobility behaviour, and eventually reduce car dependency.

Overall, the presented measures can be no doubt recommended. They can be quickly implemented and require relatively few resources. However, it is important that the measure is in line with the current challenges on site. Especially in the context of mobility, which is subject to rapid change, it is important to establish appropriate and **up-to date measures**.

Well organised participatory formats generate great interest and satisfaction among the population and the knowledge transfer and effects in modal change could become a great success for the project. Here, however, it is evident that the more, and well-planned structure with **repetitions** or **updatings** of the successful actions, the greater and more long-lasting the effect. Regarding **knowledge transfer** and recurrent implementation, skilled **human resources** and **time** are particularly necessary. Local institutions and cooperation partners can take on responsibilities and tasks here, whereby constant communication through the city should be ensured.

The **evaluation** of the project along the process and at the end and its presentation to the population is important to generate greater acceptance for future projects and give back the volunteer participants the impact of the measure. However, an intensive monitoring during the project period is also important to react to possible changes or unforeseen problems. A common knowledge base and **common vision** enable a successful cooperation and implementation of the project.

4. Example measures

4.1. Measure MUC 2.10 Transfer – Exchange communication and information technology for everyday mobility between generations

This measure was completed with great feedback from the pupils and the seniors who participated in the project “Transfer”. The project is offering inter-generational trainings where teenager coach senior citizens in workshops how to use the internet, smartphones and applications for organizing their daily mobility (see figure 11). Thus, senior citizens will become more erudite in modern technologies and devices and learn how to use these for travel planning. Finally, the project will motivate seniors to intensify walking cycling, using public transport and car sharing models instead of using their own car or taxi services.

Due to the demographic change, the proportion of older people in our society will increase. To guarantee them access to mobility in a socially fair manner, we need not only infrastructural offers but also soft measures to bring these offers closer to the elderly. At the same time, the students will improve their soft skills and abilities in communicating complex technical issues to an older generation and will make them aware of the wide range of mobility offers and services, too.



Figure 10: MUC 2.10 Pictogram “Transfer” (Source: CIVITAS ECCENTRIC)

Implementation

Note: To obtain a detailed version of the necessary implementation steps, reference is made here to the factsheet developed by the project that can be accessed [here](#).” Due to the replication potential, the following list contains the most important steps and comments for other cities to replicate the measure.

In a training session, the students explain the basic operation of technical equipment (smartphones, personal computer, internet) as well as extensive functions of digital platforms, dealing with mobility services. Therefore, at least two professional trainers are supporting and leading the training session with the pupils and seniors. In small groups of pupils and seniors, the content is brought closer in at least 5 workshops of 90 minutes each. The training takes place in computer rooms in the school, for which computers and WIFI must be provided. As most schools do not allow pupils, teachers, and visitors to access their wireless network, a mobile router from the project leader was provided and used for the workshops. Additionally, workshop material (worksheets adapted to local public transport circumstances) is provided.

The **concept** of the workshop programme (e.g. number of modules, focus areas, order of teaching, definition of web- and app-based mobility services to be explained) has been developed and adopted. The themes are structured along the following topics:

- Workshop 1: Introduction
- Workshop 2: Local public transport I
- Workshop 3: Local public transport II
- Workshop 4: Long distance journeys by coach and train

The educational material (presentations, work sheets, exercise) has been developed by the measure leader and has been forwarded to participating schools. Necessary requirements for establishing the concepts contain funding, time, knowledge of the local public transport network, skills in terms of mobile devices, internet, and apps and at least experience in the conception, organisation and execution of high-quality educational projects. As an additional advice, it must be mentioned, that the research and planning phase for this measure can be considered as an on-going process because each workshop series needs to be prepared in an iterative development. Thus, every implementation requires preparation work which consists of approaching schools and elderly people, as well as preparing the worksheets and lessons.

Based on the established concept, the **communication strategy** started to gain participants: Therefore, local secondary school has been contacted to participate in the measure by mails, letters, and phone calls. Regarding the target group, seniors have been contacted to participate in the workshops by press releases or advertisement in institutions for elderly people. A project website was launched, with current information. It has been proven that enough time should be scheduled for the search of participants beforehand. Schools plan their curriculum well in advance so several months can be considered for arrangements. Also, the designation to the elderly is advisably done

weeks in advance. Approach and communication with senior participants can take more time than expected, so should not be underestimated. The post-processing work like reflexion, coverage and evaluation is still on-going and thus no exact information on the needed time can be given.

Based on the content-based concept and the interest of local schools and seniors, the **implementation** of the measure started. Each group, ideally consisting of one pupil and one elderly person is working on its own computer with internet access (see figure 12, middle).



Figure 11: MUC 2.10 training with pupils (up left), inter-generational approach (down left) and “age suit” (right) (Source: Green City e.V. Sebastian Henkes)

During the implementation, **changes** occurred: At the beginning the workshops were held twice each (8 in total; workshops 1-4: preparation, with separated groups of pupils and seniors; workshops 5-8: actual implementation with pupils and seniors). It turned out that the available time of the schools was not enough for so many preparatory workshops, so schools were not interested. Hence, they were reduced to 3 workshops. Another reason could be that the motivation decreases when there are too many workshops. This is another reason why the number of workshops has been reduced, but the duration has been increased from 120 to 180 minutes. This revised version has significantly reduced the dropout rate of elderly participants and schools.

Business model and contractual partnerships

The measure is owned by the organization Green City e.V. in Munich and has been realised without any industry partner. The costs to implement the solution depend on the number of implementations. Per implementation costs around 5000 € are needed for personnel and material (concept, organisation, coordination, execution, and evaluation). The measure was fully funded by the EU in case of CIVITAS ECCENTRIC.

Critical challenges and success factors

During implementation and evaluation several challenges occurred:

- (1) The main challenge in this measure is to find secondary schools with enough **time** resources to take part in the project. Principals and teaching staff considered the topic interesting but the measure requires many extra hours besides the regular schedule which is quite impossible to manage for many schools. To solve this problem schools with a focus on social or environmental science are privileged, because they can integrate the workshop series into their regular curriculum. Another solution is to offer the workshop series during special project days or compress the preparation workshops for the students into one project day.
- (2) For the workshops with elderly people it is not recommended to condense the lessons. **Too much new input** at once is not recommended for the senior citizen and thorough repetitions are inevitably for a transfer and the application in their daily routine. If there is no other option, the number of workshops can be reduced from eight to six or even five, thereof one or two preparation workshops less for the pupils and one workshop less for the final generational exchange.
- (3) Additionally, it can be challenging to find enough elderly participants for the workshops, especially the ones that are interested in the course's main **topic 'mobility'**. It seems that several elderly people only participate to receive a free smartphone or internet introduction.

To overcome these challenges, some success factors could be identified:

- (1) A well-prepared **PR work** and the communication of the workshop series distribution lists (like the newsletter of the NGO Green City e.V.) which are predominantly subscribed by ecologically orientated persons.
- (2) On the other hand, the announcement of the course to provide a free computer and a smartphone workshop attracts people who have never thought about changing their mobility patterns. This helps to sensitize a **wider range of the target group** for eco-friendly solutions.
- (3) Elderly people only participate in one or two workshops instead of the whole series. To solve this problem, the **amount of workshop** meetings has been reduced from four to three times, while the workshops' time frame has

increased. Good experiences have been made with this new model and the dropout rate has been reduced significantly.

- (4) A general key success factor concerns the **inter-generational** approach. Senior citizens learn from teenagers how to use web-based applications and technical devices for planning their daily mobility. However, the pupils benefit from gaining social and teaching skills.
- (5) The experience of “being old” by wearing the ‘old age suit’ gives the teenagers a better understanding of arising problems. Due to this **playful approach**, pupils were motivated and benefit from the measure as well. One of the key success factors of the project is that the exchange about a special topic fosters inter-generational understanding along the way.

Lessons learned from implementation/replicability

Regarding the **conceptual work** of the measure, it is important that the training fits to individual needs. Therefore, the most important information about public and long-distance transport services and the related web-based functions is supposed to be given first. Integrating general internet functions in the workshop helps to reach more people, even those who are not interested in an ecological lifestyle in the first place.

The focus of the **first preparatory lessons** for the pupils is the sensibilization for the effect of their own mobility patterns on climate change and fostering their understanding of needs and impairments of elderly people. For this issue, the ‘old age suit’ is a highly recommended tool.

It is recommended to cooperate with **secondary schools**. This facilitates engaging an adequate number of teenagers for the project. In addition, continuity is assured because school-boys and girls are obliged to take part in the workshop in most cases. Advice for a successful cooperation with schools can be found in the section “critical challenges and success factors” above.

The highest response resulted when publishing the project in the local press. In comparison, asking in institutions for **elderly people** required too many personal resources and did not bring the expected results. Nevertheless, it can be an option to cooperate with selected centres, associations and clubs where elderly people like to gather.

A main lesson learnt is concerning the **timeframe**: Planning time for communication with seniors in advance (acquisition of participants), individual telephone contact is needed.

Recommendations

In a new conception of the workshop series, the number of workshops should be reduced to only five: two with pupils and three with pupils and the elderly people together. If there are less training sessions, elderly people do not have the possibility to

repeat content which is necessary for a long-term learning effect. If there are more than three workshop events, it gets more and more difficult to keep the seniors engaged for the whole period and, additionally, it makes it difficult to cooperate with secondary schools.

For the preparation with teenagers two meetings are an adequate number. In general, due to the great feedback and added value (inter-generational exchange, social benefits for both sides, knowledge about sustainable mobility) the measure's continuation shall be focused. Therefore, communication and cooperation between the project leader and participating schools shall be enforced.

5. Conclusions

All in all, the presented mobility management measures are relatively simple and quick to implement if there are good skills in the managing team, and, at the same time have great external impact. Thanks to the participatory formats, all important stakeholders and the population can be well integrated and jointly shape the course of the project. However, this also requires clear responsibilities and hierarchies to accompany the measures. Constant communication with the project participants is a key success factor. The necessary resources thus are mainly skilled personnel and time factors that must be planned for early on.

For the most measures, it is often not possible to measure success directly. In contrast, the measures are based on a long-term approach that aims to change the mobility behaviour of participants. Qualitative indicators, like awareness, acceptance, and satisfaction, are therefore at the forefront of project evaluation.

Netheless, direct effects can be measured already during the project implementation. The basis for this is above all the transfer of knowledge and the exchange of experience and know how on new forms of mobility. In this exchange, all population groups must be able to interact without barriers: a pedagogical and participative approach that creates easy and comprehensible access to the project for all groups must be chosen here. Supporting elements on different digital and analogue platforms are proving to be promising. The social output of these projects is at least as important for these projects as the objectives in the context of mobility management.

It is also shown that the satisfaction of the participants increases enormously if they are involved in the planning process or can take it into their own hands and design their neighbourhood and its mobility system according to their needs. After all, they themselves know best where local problems are located or which solutions work out best.

In conclusion, it should be emphasised once again that the mix of soft measures of mobility management and hard, infrastructure-based measures is a promising but also necessary alternative to the traditional mobility planning.

6. Sources

- D2.4 Implementation Guide “Mobility Management”
- D8.4 Measure Evaluation Report WP 2 / MUC 2.7
- D8.4 Measure Evaluation Report WP 2 / MUC 2.8
- D8.4 Measure Evaluation Report WP 2 / MUC 2. 9a
- D8.4 Measure Evaluation Report WP 2 / MUC 2. 9b
- D8.4 Measure Evaluation Report WP 2 / MUC 2.9c
- D8.4 Measure Evaluation Report WP 2 / MUC 2.10
- D8.4 Measure Evaluation Report WP 2 / RUS 2.11
- CIVITAS ECCENTRIC Factsheets “Mobility Management”
- CIVITAS ECCENTRIC videos
- Discussions with Measure Leaders (interviews, workshops, etc)