CONCEPT ON HOW TO INVOLVE RELEVANT STAKEHOLDERS IN THE PILOT ACTIVITIES AND MOBILITY PLANNING

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CONTENT

1. Executive summary

The main aim of this deliverable document is to provide a common concept to the project partners concerning the stakeholder involvement. This is an important issue as one of the main tasks in MOVECIT project is to find the relevant stakeholders. The stakeholders should have to be chosen such that they can properly contribute to the dedicated workplace mobility plan development (i.e. participation in the process of workplace mobility planning), pilot activities, implementation and evaluation process.

According to this general aim, this document introduces common and possible approaches concerning the following project task elements:

- The identification of the stakeholders within MOVECIT project, the methods used for approaching them;
- The objectives and approached (motivation) related to stakeholders;
- Different starting points, common targets;
- Interlinks between institution and FUA (different Stakeholder institution from FUA);
- Time-wise Stakeholder cooperation and engagement activities depends on city hall size;
- How to commit stakeholders;
- MOVECIT guideline for the qualitative reports of stakeholder involvement which enumerates the information elements the report should contain;
- MOVECIT communication and branding which contains the program brand manual for organizing project event by the project partners;
- MOVECIT workshop organization which describes the process of the planned workshops (how to do).

Finally, the document provides the MOVECIT report templates, i.e. the sample tables which can optional be used by other stakeholder but compulsory for project partners.

2. About the concept and Introduction to the project

MOVECIT - Engaging employers from public bodies in establishing sustainable mobility and mobility planning – started in June 2016 and is a 36 months project supported by the INTERREG Central Europe programme.

MOVECIT aims to make transport more sustainable in times of increasing individual and motorized mobility in central Europe. City representatives, sustainable mobility specialists, environmental and regional agencies as well as NGOs cooperate in the project. City administrations will implement mobility plans for their institutions to change the commuting and business travel habits of their employees. Campaigns will be developed and launched to make cycling, walking, and the use of public transport more popular. At the same time measures like car sharing, bike sharing, e-mobility and improved carpools of city town halls will be introduced in selected cities.

The project seeks to reach a wide audience among municipalities across the Central Europe region, creating a large-scale impact, and in the long-term ongoing training on mobility plan development. In order to achieve this, MOVECIT creates and implements its training transferred to national environment and two Study visits and exploits its outputs for a long-term impact.

Through MOVECIT project selected cities will benefit from workplace mobility plan created for city hall administration. Project partners appointed as know-how provider will work intensely with the municipalities appointed as know-how receiver. In the stakeholder involvement process several events will

be organized to reach the wider acceptance of the plans. The pilot actions and pilot investments will be implemented to test the commitment of the staff employed at the municipality administration.

Communication and promotion activities will target more or less the staff working at the municipality administration. Trendy campaign will influence on heart and mind of the target groups.

This presented document has a mission to outline the main points of the stakeholder engagement and involvement firstly from general point of view and secondly from MOVECIT project logic aspect. The document focuses on identification of the stakeholders, the goals and the roles of different stakeholders and common solutions and approaches to be successfully engaged. Individual practices and drivers that contributed to them have been gathered and described. All these findings are presented in this document as lessons learned in the general and specific perspective. These lessons will be applied in the further activities related to stakeholder's engagement in mobility planning activities, pilot activities and implementation activities of the MOVECIT project. They can also be regarded as recommendations for other players in the fields of sustainable mobility and public participation.

The main aim of this document is to enable the lessons learned within the MOVECIT project, whether successes or failures, to be used to apply more efficient participatory processes in future.

This document is intended to be an interesting source of information for different target groups: the MOVECIT cities, the MOVECIT associated partners, the European Commission, and other actors dealing with participation that:

- plan new stakeholder engagement actions in the area of sustainable mobility;

- endeavour to improve existing practices;

- have an interest in new perspectives and approaches related to stakeholder engagement.

Here it is to be emphasized that the MOVECIT is focusing on the employees that work mainly in the city administration of the city hall. Project has invited also one hospital and one university to be part of the MOVECIT and will benefit by workplace mobility plan as well. In this document, the term used for different target groups is therefore 'institution'. This term reflects all public institutions such as city hall, hospital and university.

The document is divided mainly into two parts. The first part presents the general way how to approach stakeholders, the second part consists from MOVECIT practical approach and recommendation for the follow up activities related to stakeholder involvement. It is an efficient tool that helps not only project partner but also other practitioners to deal with the main target groups and key actors when develop the workplace mobility plan.

Following this first summary chapter, Chapter 2, entitled 'About the concept and Introduction to the project', describes the general presentation of the concept, the aim and how to use it.

Chapter 3 summarizes relevance of stakeholder engagement in sustainable mobility planning and implementation, and presents the MOVECIT mission regarding stakeholder engagement in the MOVECIT cities.

Chapter 4 outlines different starting points regarding stakeholder engagement in the MOVECIT institutions and the common targets that the MOVECIT cities have within the project. This can be regarded as the first key lesson learned, namely that participatory culture and political will are the basic preconditions for effective stakeholder engagement. Each of the thirteen (13) MOVECIT institutions have different cultures and traditions of participation, and consequently the approaches and practices differed. The chapter also describes the identified stakeholder that can influence on the relation institution and Functional urban

area (FUA)[1], the role and objective of the stakeholder, time-wise engagement, commitment of the stakeholders, follow up activities after project ends and methods / communication channels used for successful engagement. These are all key elements of an engagement 'plan'. Stakeholder engagement can be undertaken ad hoc, but good planning significantly facilitates the subsequent implementation of a participatory process. In this chapter, representatives of the MOVECIT institutions present their experience and knowledge about how to motivate participants in the process and how to establish mutual trust.

Chapter 5 reflects the benefits of the stakeholder involvement. The benefits describe effects on decision making process, on the implementation of the mobility plans and on information exchange opportunities.

Chapter 6 summarizes the MOVECIT experiences, also with regard to how the project partners in the MOVECIT institutions were able to use drivers and remove or avoid obstacles. The recommendations will serve mostly for wider audience and other additional stakeholders for other stakeholder involvement process.

Chapter 7 describes the MOVECIT approach and practical guidelines how to conduct the first few stakeholder meetings / workshops / round tables, etc. and the chapter 8 provide some useful tool to be used when planning stakeholder involvement events.

This stakeholder involvement tool provides guidelines, tips and checklists to help you with the planning and execution of a range of consultation activities describe from the MOVECIT perspective.

Besides the fact that stakeholder involvement is increasingly becoming a legal requirement there are many ways in which decision makers and practitioners can benefit from it. This will be described more in chapter 5.

3. Stakeholder involvement in general

Mobility is one of the most important aspects of people's lives in urban areas, as it greatly affects the accessibility of the work place, services, social and recreational activities, etc. That is why citizens' interest is understandably increasing in being informed and participating in mobility planning processes and the development of concrete mobility measures. At the same time, people are becoming more and more aware that sustainable mobility will not be possible without changing their own mobility patterns, primarily reducing the use of cars.

On the other hand, decision makers are becoming more aware that the problems and challenges of modern society are so complex that they can no longer be solved within narrow professional and political circles. In democratic societies, people's views and responses whether they find new solutions acceptable are considered side by side with professional decisions.

This applies to the field of mobility in which solutions for many urgent problems depend more on public acceptance than on what is technically possible. The necessity to open the decision-making process and

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[1] The OECD, in cooperation with the European Commission and Eurostat, has developed a harmonised definition of functional urban areas which overcomes previous limitations linked to administrative definitions (OECD, 2012: Redefining Urban: A New Way to Measure Metropolitan Areas). According to this definition a functional urban area is a functional economic unit characterised by densely inhabited "urban cores" and "hinterlands" whose labour market is highly integrated with the cores. This definition originating from labour market and commuting considerations provides a spatial delimitation beyond administrative borders which is relevant for a multitude of thematic fields, such as for example transport (e.g. commuting, transport flows etc.), economic development (e.g. labour market, strategic positioning, etc.), environment (e.g. air/water quality, soil sealing, urban sprawl, etc.), social (e.g. health care, social housing etc.).

the development of the solutions to public participation instead of simply "educating" stakeholders is increasingly evident. This development reflects a wider trend in governance of European cities in which the use of participation and consultation has become a necessary and credible way to legitimise decisions.

The relevance of stakeholder and citizens' participation in mobility planning and implementation, as well as the related legitimisation difficulties are addressed in this document. In fact, also the difficulties encountered in previous EU projects were an additional reason for the MOVECIT project to deeply integrate a focus on citizen engagement in its work plan. In addition to these facts, the main reason for the stronger orientation of the MOVECIT project towards stakeholder engagement is also project partners' belief in the benefits such a participatory approach entails. Among the positive effects there are increased publicity and raised awareness about different dimensions of mobility issues and "local knowledge" contributed to the decision-making or planning process by citizens involved, particularly concerning people's needs, their values, their perception of problems and also their proposals for solutions to existing problems.

However, the most important benefits/ consequences of an effective stakeholder engagement are the acceptability of the solutions by employees and their readiness to change their mobility habits, which is often needed in order to implement the mobility measures in practice. Today, virtually every measure related to mobility has a more or less direct impact on people in urban areas. This especially applies to people's attachment to cars and the fact that sustainable mobility measures restrict the use of cars. Although urban mobility problems are widely acknowledged, they challenge the motivational ability of the entire urban population, meaning that they challenge cognitive as well as value dimensions.

In the implementation of changes in mobility it is therefore vital to structure and select the most acute problems on the one hand, and reach a consensus about the measures that are as desirable as they are unpopular, and the dynamic of their implementation on the other hand. It is clear then that we are dealing with highly complex conditions which require to constantly confronting expert reflection on individual issues with general social value contexts, which largely determine our capacity to act.

4. Who is the stakeholder (definition and identification)

A stakeholder is any individual, group or organisation affected by, or able to affect, a proposed project and its implementation (GUIDEMAPS 2004a). This includes the general public, as well as businesses, public authorities, experts and special interest groups. A comprehensive list of potential stakeholders that influence MOVECIT activities can be found in the table below.

Three broad groups of stakeholders include (Buhrmann et al. 2009):

- primary stakeholders — those who are (positively or negatively) affected by the issue;
- key actors — those who have power or expertise; and
- intermediaries — those who have an influence on the implementation of decisions, or have a stake in the issue (such as transport operators, NGOs, the media etc.).

For each of these identified stakeholder groups or individuals the role is defined within MOVECIT project. The role can be generalized also for other projects with the similar topic.

The institutions that have been approached and have decided to take part in MOVECIT are coming from seven (7) countries and are as follows:

No.	name of the institution/department in English	country	number of staff	FUAs (name of municipalities within the daily commuting distance of the institutions location)
1	Municipality of Ljutomer	Slovenia	28	Ljutomer, Križevci pri Ljutomeru, Veržej, Gornja Radgona
2	Municipality of Litoměřice	Czech Republic	195	Kamýk, Miřejovice, Malíč, Michalovice, Žalhostice, Píšťany, Malé Žernoseky, Velké Žernoseky, Libochovany, Hlinná, Žitenice, Ploskovice, Chudoslavice, Třebušín, Byčkovice, Trnovany, Křešice, Polepy, Chotiněves, Horní Řepčice, Liběšice, Levín, Travčice, Terezín, Bohušovice nad Ohří
3	Municipal hospital in Litoměřice	Czech Republic	830	Kamýk, Miřejovice, Malíč, Michalovice, Žalhostice, Píšťany, Malé Žernoseky, Velké Žernoseky, Libochovany, Hlinná, Žitenice, Ploskovice, Chudoslavice, Třebušín, Byčkovice, Trnovany, Křešice, Polepy, Chotiněves, Horní Řepčice, Liběšice, Levín, Travčice, Terezín, Bohušovice nad Ohří
4	Municipality of Baden	Austria	597	Alland, Bad Vöslau, Heiligenkreuz, Kottingbrunn, Oberwaltersdorf, Pfaffstätten, Sooß, Tattendorf, Teesdorf, Traiskirchen,
5	Municipality of Mödling	Austria	70	Gaaden, Guntramsdorf, Hinterbrühl, Maria Enzersdorf, Wiener Neudorf
6	Municipality of Bruck an der Mur	Austria	226	Frauenberg, Kapfenberg, Leoben, Oberaich, Pernegg an der Mur
7	Municipality of Leoben	Austria	510	Bruck an der Mur, Frohnleiten, Kainach bei Voitsberg, Kapfenberg, Niklasdorf, Proleb, St. Michael in Obersteiermark, St. Peter-Freienstein, Tragöß-St. Katharein, Trofaiach, Übelbach
8	Budapest University of Technology and Economics, Faculty of Transportation Engineering and Vehicle Engineering - BME	Hungary	160	Érd, Diósd, Budaörs, Budakeszi, Szigetszentmiklós, Dunaharaszti, Fót, Dunakeszi, Pécel, Vecsés, Gyál
9	BKK Centre for Budapest Transport	Hungary	1400	Érd, Diósd, Budaörs, Budakeszi, Szigetszentmiklós, Dunaharaszti, Fót, Dunakeszi, Pécel, Vecsés, Gyál
10	City Hall of Békéscsaba	Hungary	200	Békés, Mezőberény, Kamut, Murony, Doboz, Gyula, Kétegyháza, Telekgerendás
11	Municipal office Banská Bystrica	Slovakia	230	Banská Bystrica, Špania Dolina, Selce, Harmanec, Kordíky, Nemce, Riečka, Tajov, Kynceľová Králiky, Malachov, Badín, Horné Pršany and Vlkanová

12	City hall of Modena	Italy	1637	Modena, Campogalliano, Castelfranco, Carpi, Rubiera, Sassuolo, Fiorano, Maranello Formigine, Bastiglia, Mirandola, Vignola, Nonantola, Spilamberto, Reggio Emilia, Bologna
13	Administration of the City of Leipzig	Germany	7000	Leipzig, Belgershain, Böhlen, Borsdorf, Brandis, Espenhain, Großpösna, Machern, Markkleeberg, Markranstädt, Naunhof, Zwenkau, Pegau, Jesewitz, Krostitz, Schkeuditz, Taucha, Trossin, Wiedemar

Comparably, institutions are different based on the size, based on the history, knowledge, background. However, the problems remain the same for all, therefore the cooperation has been logical. The connection that ensures the bound effect is therefore the uniform methodology how to prepare the workplace mobility plan. Workplace mobility plan (WMP) strategy is becoming more and more visible among municipalities of all sizes (from Ljutomer to Leipzig). Their common experience is that the challenges of mobility in municipalities of all sizes are in fact very similar, and that in particular they demand an integrated approach to rescue. Key to understanding is the importance of integrated traffic planning and baseline support for the elaboration of the WMP at the highest political level in the municipality. When the municipalities of production started without such support or understanding, the process of preparation encountered many obstacles, while the strategy in the planning practice of the municipality only received a marginal role. It is also important to have guaranteed resources - financial resources, knowledge and human resources in all key areas of preparation and implementation of WMP.

What really makes a difference between these institutions is the stakeholder involvement procedure. Not all institutions are able to motivate their employees to take part in the campaigns and changed travel behaviour in the same way. It is conditioned by different city sizes. Why? The institutions employed different number of people. Working and engaging for instance 28 employees from small institution is easier than from institution that employs 7000 employees. There are different approaches, tools and way to do it.

Additionally, the differences may arise also in the field of external stakeholders' engagement. It is logical that the bigger cities will include in the process more stakeholders than smaller cities as the complexity of the problems and solutions is wider.

How to engage, commit and link the stakeholders with the institutions is outlined in the tables and chapters below. The tables provide the insight into the stakeholder identification and approached used for their activation. The stakeholder engagement is foreseen for the whole project lifetime not only for the process of the mobility plan development, but also for the project implementation and evaluation processes.

The representatives of the MOVECIT institutions listed many various stakeholders. They have been divided into two main groups: internal and external.

The internal stakeholders have been merged thematically and are as follows:

- mayors, dean, hospital CEO;
- vice mayors;
- town hall administrations, heads of organisation;
- different departments:
- Community facilities;
- Agricultures;

□ Strategic;

□ Human resources;

□ IT;

□ Marketing and communication;

□ Transport;

□ Environmental;

□ Education;

□ Spatial and urban planning;

□ Administrative.

▪ transport expert teams (employees who work in the field of transportation);

▪ work council members;

▪ head nurses.

The external stakeholders are identified and are listed below:

▪ responsible ministries (e.g. Ministries for transport);

▪ public regional bodies (e.g. regions);

▪ cooperation for Urban & Regional planning;

▪ railway companies;

▪ traffic associations, traffic public operators;

▪ local and regional bus operators, trolley-bus operators;

▪ private transport providers;

▪ bike sharing providers;

▪ different NGOs and civil initiatives (e.g. energy agencies, transportation related associations, bicycle clubs, environmental and health associations, civil society of Air)

▪ local press media

▪ local champions

▪ politicians;

▪ transportation planning companies;

▪ car-sharing and carpooling service providers;

▪ representatives of villages in FUA and beyond (other municipalities);

▪ state and municipal police (traffic departments);

▪ regional agencies (e.g. mobility agencies).

There are some differences between institutions' stakeholders but not that significant as it was excepted first. It is evident that institutions from e.g. Austria and Germany are more cooperated towards the regions. Their regional public authorities are entities that regulate several transportation issues and can

be a good actors and co-workers when planning the transportation connections from hinterlands in the direction of city centres. Such bodies can be a reliable key stakeholder and always effective partner in dialogue. On the other hand, in Slovenia such bodies do not exist by law, there are only statistical regions which has no political and decision-making power thus lacking with the political potential on the regional level. The obvious difference is also the transport providers. Almost all countries dispose with the public transport operators/providers no matter if related to train or bus. Only Slovenia is lacking behind in matter of providing the public services which could support the increase of public transport usage. In Slovenia, there are several private bus companies which don't find the common language with the users and municipalities. There are no local or regional agreements to boost up the bus transportation. The motivator of the private companies is conditioned more by capital. Only the city municipalities can afford the public transport operators, the smaller municipalities are lacking behind. The best opportunities that have proven to be successful and effective is combining the school public transport with the regular transport.

One of the noticeable differences is also that the smaller cities (e.g. Ljutomer) do not have any civil initiatives which could generate the public opinion, remind the problems, propose solutions and provide the public dialogue. Other countries (Austria, Hungary, Czech Republic, Slovakia, Germany and Italy) do have important NGOs, associations and civil initiatives that promote sustainable mobility and are public reminder what should be done and how could be implemented.

It is logically that larger cities have bigger problems, but on the other hand have greater opportunities, especially in the light of cooperation with various stakeholders. Contrary, smaller cities also face with the problems, but are lacking behind due to less knowledge, experiences and solutions. They are facing also with the lack of the staff capacities. Lager cities do employ transport expert team or have mobility expert and managers already within city administration. These are all factors that push forward the development and implementation of the sustainable mobility measures.

However, if we look at from the another prospective the strength in smaller cities such as Ljutomer is a smaller number of decision makers and practitioners, with this it can be easy established consensus, flexible and quicker decisions and visible results. Measures (even smaller) have bigger effect and there is a strong community spirit and strong public support. The consensus and decisions are easier to reach. With the regards of implementation of measures the process is quick.

Here below are the tables representing each institution:

Mödling

Group	Stakeholder	Role of stakeholder
internal	Mayor	Executive Body of the Town
	Vice-Mayor and City Councillor for Traffic, Environment, Energy and Information Communications Technology (Mr. Gerd Wannenmacher)	Committee for Urban Planning, Transport, Environment and Energy
	Town Hall Administration (Stadtamtsdirektion)	Central Administration office, Human Resource Department and Communication
	Municipal Department for Farmyard and Community Facilites (Abteilung IV - Wirtschaftshof und kommunale Einrichtungen)	Responsible (among other) for the municipality's vehicle fleet and the management and organisation of internal services
	Municipal Department for Building	Planning Unit for City streets (projecting and

	(Abteilung V - Stadtbauamt)	building), Negotiations on Transport Issues, Planning Issues for Public Transport
	Municipal Department for Facility Management (Abteilung VI - Facility Management)	Responsible (among other) for building projects within the municipality
external	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (e.g. Road Traffic Act)
	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW) Head of Klimaaktiv-Moblity-Programm (Mr. Petra Völkl)	Austrian climate protection initiative (possible funding for measures in MOVECIT project)
	Province of Lower Austria (Land Niederösterreich)	Regional legal framework for Transport Issues (State Mobility Concept for Lower Austria)
	Cooperation for Urban- and Regional planning for Vienna and Lower Austria (SUM – Stadt-Umland-Management)	Coordination of (urban) Development in the City Region Vienna and surrounding Lower Austria
	Austrian Federal Railways (ÖBB)	Major Rail Operator of Austria (Cooperation for
	Traffic Association for the Eastern Region (Verkehrsverbund Ost-Region, VOR)	Public Transport Planning, Tariff system, Commissioning of transport services, Quality management
	Local and regional Bus Operators (eg. Dr. Richard)	Provider of local and regional bus lines
	Nextbike	Bike Sharing Provider
	Energy and Environment Agency of Lower Austria (eNu)	Contact point for all citizens, municipalities, enterprises and the government in the federal state of Lower Austria, but also a competent partner in realizing regional, national and international projects

Baden

Group	Stakeholder	Role of stakeholder
internal	Bürgermeister (DI Stefan Szirucsek)	Executive Body of the Town
	Stadtamtsdirektion (HR Mag. Roland Enzersdorfer)	Director of Municipal Services
	Deparment for Building and Construction (Baudirektor DI Michael Madreiter)	Responsibilities for Building and Construction, Urban Planning and development, support of city wide facilities
	Department for Climate and Energy (Klima- und Energiereferat, Dr. Gerfried Koch)	Coordination of projects for energy and mobility and smart city project „SREG – Smart Region Stadt-Umland Süd " Main contact person
external	same as MÖDLING	

Leoben

Group	Stakeholder	Role of stakeholder
internal	vice-mayor	Executive Body of the Town.
	Head of building authority and environment	Planning Unit for City streets (projecting and building), Negotiations on Transport Issues, Planning Issues for Public Transport
	head of department, Organization personnel development, funding projects	Human Resource Department and Communication, Involved in funding projects
	Works council member	institutionalized employee representation
external	Local transport provider Stadtwerke Leoben and Postbus	Provider of local and regional bus lines
	Local press/media	Reporting about local themes
	Local champions	role model for the local people
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (eg. Road Traffic Act)
	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW)	Austrian climate protection initiative (possible funding for measures in MOVECIT project)
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (eg. Road Traffic Act)
	Austrian Federal Railways (ÖBB)	Major Rail Operator of Austria (Cooperation for

Bruck

Group	Stakeholder	Role of stakeholder
internal	Municipal councillor	With this stakeholder, the project has a political support
	Town Hall Administration assistance (Assistent Stadtamtsdirektion)	Central Administration office, Human Resource Department and Communication
	Works council member	institutionalized employee representation
external	Local transport provider MVG and Postbus	Provider of local and regional bus lines
	External provider for bicycle-mobility plan	Create a plan for cycling in Bruck
	Local press/media	Reporting about local themes
	Local champions	role model for the local people
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (e.g. Road Traffic Act)
	Austrian Federal Ministry of Agriculture,	Austrian climate protection initiative (possible

	Forestry, Environment and Water Management (BMLFUW)	funding for measures in MOVECIT project)
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (eg. Road Traffic Act)
	Austrian Federal Railways (ÖBB)	Major Rail Operator of Austria (Cooperation for

Centre for Budapest Transport - BKK &

Budapest University of Technology and Economics, Faculty of Transportation Engineering and Vehicle Engineering - BME

BKK Internal stakeholders:

Group	Stakeholder	Role of stakeholder
internal	Head of the Organization	The main role is the decision making and the promotion of new ways of thinking and new travel behaviour options. First of all, the main aim of the Municipality is increasing the quality of living of the citizens. The quality of living depends on the quality of air and noise pollution, number of cars, travel times of the commuting and amount of congestion. He has the responsibility to decide about making a workplace mobility plan or not.
	Transport expert team	They will hold presentations and trainings for other colleagues about the aims and possibilities of the workplace mobility plan. They can lead the train the trainer workshop and set an example for the other workers. They may also take part in the promotion of filling in questionnaires.
	Employees who work in field of transportation	This group of stakeholders will be the first who uses the newly implemented measures of the workplace mobility plan.
	Experts of Department of Strategy	The employees from the Department of the Strategy have an overview on the whole workplace mobility planning process. They can explain to the other non-specialized workers the essentials and significance of the workplace mobility plan.
	Experts of Department of PT	They have the expertise to make comments on the mobility planning process and measures.
	Employees who work not in field of transportation	They also should be involved in the process of workplace mobility planning. They will fill in the questionnaires and provide feedback of the measures of the workplace mobility plan.
	Employees of HR Department	They will send the information about the questionnaire and updates about the workplace mobility plan process through an internal communication channel. They take part in promoting process of measures and pilot actions.
	Employees of IT Department	They will provide the technical resources and

		informatics background for the survey and for the whole workplace mobility plan process.
	Employees of Marketing and Communication	The field of marketing and communication will be the responsible for introducing awareness campaigns, posters and roll ups in corporate identity related to the workplace mobility plan.

BME internal stakeholders:

Group	Stakeholder	Role of stakeholder
internal	Dean of the Faculty	The main role is the decision making and the promotion of new ways of thinking and new travel behaviour options. First of all, the main aim of the Faculty is increasing the quality of living of the employees. The quality of living depends on the quality of air and noise pollution, number of cars, travel times of the commuting and amount of congestion. He has the responsibility to decide about making a workplace mobility plan or not.
	Transport expert team	They will hold presentations and trainings for other colleagues about the aims and possibilities of the workplace mobility plan. They can lead the train the trainer workshop and set an example for the other workers. They may also take part in the promotion of filling in questionnaires. They have an overview on the whole workplace mobility planning process. They can explain to the other non-specialized workers the essentials and significance of the workplace mobility plan. They will be the responsible for introducing awareness campaigns, posters and roll ups in corporate identity related to the workplace mobility plan.
	Employees of the Departments	This group of stakeholders will be the first who uses the newly implemented measures of the workplace mobility plan. They also should be involved in the process of workplace mobility planning. They will fill in the questionnaires and provide feedback of the measures of the workplace mobility plan.
	Employees of HR Department	They will send the information about the questionnaire and updates about the workplace mobility plan process through an internal communication channel. They take part in promoting process of measures and pilot actions.

BKK & BME external stakeholders:

Group	Stakeholder	Role of stakeholder
external	Politicians	They set the long term strategic goals, which define the quality of life of the citizens. Therefore, it is essential to suggest them such

		measures, which serve aims of CO2 reduction and which are achievable using workplace mobility plans.
	Transportation related NGOs	They can use the developed measures and best practises of the elaborated workplace mobility plans. On the one hand, they may directly apply some measures, but they can also disseminate best practices for example at conferences or at workshops. The presentations could result in a commercial value for other companies, who will also create workplace mobility plans in the future.
	Hungarian Bicycle Club	The Hungarian Bicycle Club is an association with a continuously bigger and bigger role to change the traveller behaviour and to influence the decision makers, the transport planners and managers. They aim is to decrease the numbers of cars within the city, which is in line with the aims of workplace mobility plans.
	Civil Society of Air	The Civil Society of Air has similar purposes, but they also focus on the decrease air pollution, which is also connected to workplace mobility plans.
	Transportation planning companies	They have good experience in transportation planning so they could be possible consultant partner. They can use the workplace mobility plans as a best practice examples.
	Mobilissimus	They have experience in transportation planning and SUMPS, thus they can also apply workplace mobility planning.
	MÁV	They provide the railway network with national coverage. The service quality is high in intercity connections and in lines to the agglomeration. However, with a newer vehicle fleet and punctual timetable more employees could be persuaded to use this transportation mode.
	VOLÁN	They provide the bus network in Hungary. The service quality is rather low, but in several smaller cities only this transportation mode is available. Ensuring a modernized vehicle fleet would enable the realization of workplace mobility plans.
	BKV	They provide public transport network in Budapest. The spatial and temporal coverage is excellent, the vehicle fleet is partially modernized and there is a real-time information service. A good service quality of urban transportation is essential to implement some measures of the workplace mobility plan.
	REC	The Regional Environmental Center addresses environmental issues, thus they consider CO2 emission as an important factor in transportation.

Békéscsaba

Group	Stakeholder	Role of stakeholder
internal	Mayor	The Mayor steers the town. He also approves organizational and work rules of the City Hall. The Mayor manages public relations and communication of the City Hall and represents the City and City Hall in public.
	Division of Human Resources	This department is responsible for: - time and attendance system; - social policy of the City Hall; - supervising of labour discipline; - manages salaries and rewards;
	Division of strategic development	This group is responsible for the short and medium term strategic development. Similarly, Division of strategic development can efficiently contribute to the sustainable mobility planning. Therefore, its involvement is very important.
	Division of city operation	This division is responsible for any operational functions in the city. Therefore, its role will be significant when new physical elements (e.g. bicycle racks) will be set up in the city.
external	DAKK Zrt.	- public transport service operator - operates bus transportation on local, FUA and regional level - bus lines connect the city centre with all quarters and suburbs of the town, industrial zones, parks and recreational zones, hinterlands as well as neighbouring towns and villages.
	MÁV Zrt.	MÁV is the Hungarian state railway company which operates trains and railways. Train commuting plays some role for connecting a few FUAs with the city centre. The coordination of the train and local bus schedule might be an important future task in order the commuters could easily change for local bus to go to the city hall offices.
	car-pooling service providers	Car-pooling service providers can be efficient partners for the project goals. Three main Hungarian companies can be involved in the project as stakeholders in case of mutual interests, i.e. www.oszkar.com, www.blablacar.hu, www.telekocsi.hu. These companies could efficiently contribute to sustainable daily commuting to the city hall.

Litoměřice &

City hospital Litoměřice

Group	Stakeholder	Role of stakeholder
internal	Vice-mayor	The vice-mayor presents the sustainable transport agenda to public. He sets the direction and political objectives. He defines tasks for the Municipal office.
	Municipal Office Manager	The Municipal office manager manages activities and work of the municipal office and is responsible for its operation. He directs all aspects of operations - human resources, economic and administrative issues, technical issues, work affairs. He is directly super-ordinated to the heads of departments.
	Department of transport and road management (Municipal public transport organizer)	Besides other activities the department is responsible for: organisation of the municipal bus public transport and its schedules.
	Department of urban planning	Besides other activities the department is responsible for: preparation and implementation of a zoning plans and documentation; makes strategies and conceptions in area of urbanism and space development; ensures construction projects implementation.
	Strategic planning and sustainable development unit	Besides other activities the department is responsible for: makes strategies and conceptions of town; represents the municipal office in regional development activities.
	Department of administration	Besides other activities the department is responsible for: equipment and adjustment of the municipal office buildings; administration of the municipal office car and bike fleet.
	Hospital CEO	The hospital CEO represents and manages the municipal hospital. He sets the institutional direction and define tasks and activities.
	Head nurses	The head nurses distribute information within hospital departments.
	Department of marketing, internal audit and quality	This department prepares internal magazine and organises internal surveys and publicity.
	Technical Operations Unit	Besides other activities the Technical Operations Unit is responsible for:

		equipment and adjustment of the hospital buildings; administration of the hospital car and bike fleet.
external	Busline – bus public transportation provider	Busline operates bus transportation on municipal, FUA and regional level. It plays a decisive role in commuting.
	Regional Authority of the Usti Region, Transport Department and Supervision over Road Transportation, Transport Services Unit (Regional public transport organizer)	It is responsible for regional transport organisation and regional integrated transport system. It sets timetables and selects regional transport providers.
	Car and bike suppliers	They promote and sell products and ensure associated services.
	Representatives of villages in FUA and beyond	Local authorities of the villages in FUA are representatives of their inhabitants that is why they have a mandate in negotiation with the public transport organizers (municipal and regional).

Banská Bystrica

Group	Stakeholder	Role of stakeholder
Internal	Mayor	The Mayor steers the town. He also approves organizational and work rules of the City Hall, order of employees' remuneration. The Mayor manages Public relations and communication of the City Hall and represents the City and City Hall in public.
	City Hall Manager	The City Hall manager manages activities and work of the City Hall and is responsible for its operation. He directs all aspects of operations - human resources, economic and administrative issues, technical issues, work affairs. He is directly super-ordinated to the heads of departments.
	Department of Town's Development Activities	Besides other activities the department is responsible for: implementation of projects; makes strategies and conceptions of town; represents the City Hall in regional development activities
	Department of the City Architect and Urban Planning	Besides other activities the department is responsible for: preparation and implementation of a zoning plans and documentation;

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		makes strategies and conceptions in area of urbanism and space development;
	Departments of Human Resources	Besides other activities the department is responsible for: time and attendance system; social policy of the City Hall; supervising of labour discipline; manages salaries and rewards; manages social fund;
	Technical - operational Department	Besides other activities the department is responsible for: - maintenance and repairs of streets, sidewalks, public spaces and street equipment; - functioning of the City Hall building and its maintenance, including technical devices and networks; - IT technologies and operations of the City Hall; - public transportation in the town and the FUA, both daily transportation as well as strategy/policy making;
External	SAD ZV - bus public transportation provider	SAD ZV operates bus transportation on local, FUA and regional level. Bus lines connect the city centre with all quarters and suburbs of the town, industrial zones, parks and recreational zones, hinterlands as well as neighbouring towns and villages. It is play a decisive role in commuting.
	DPMBB - trolley-bus public transportation provider	DPMBB is operator of 20 trolley-bus lines which connect quarters in the town. It plays important role in commuting. The company operates also the central bus station, which is currently under large reconstruction, which serves for local, regional, long-distance and international lines.
	ZSSK - Railways Company Slovakia	ZSSK is state company which operates trains and railways. Not so many villages and towns FUA and around are located on the railway, however train commuting plays some role as far there are still some villages connected and also main neighbouring cities Silica, Stolen and Brezner are located on railway. Particularly line to Sliač to Zvolen is important for commuting.
	State Police - traffic department	Traffic Department of the Police of Slovak republic supervises safety and smoothness of road

		traffic in FUA, assesses and approves road signing and marking, runs prevention activities and participates in relevant concepts making.
	Municipal Police	Municipal Police besides other tasks: controls dynamic and static traffic in the town; supervises road safety and traffic smoothness in the town, including in peak and rush hours, participates in relevant concepts preparation; does prevention and informing of the town citizens about public order, safety and traffic; feedbacks findings and observation about transportation to relevant departments of the City Hall.
	OCI BB association	The most active NGO in area of sustainable mobility in the town. The association is partner respected by relevant institutions, provides high expertise level as well as strong grassroots activity. It is very active in the Bike to Work campaign on local as well as national level.
	Representatives of villages in FUA and beyond	Local authorities of the villages in FUA are representatives of their citizens that is why they have strong mandate in negotiation with public transportation providers and road/street authorities to assure good public- and cycle transportation to workplaces of their inhabitants.

Leipzig

Group	Stakeholder	Role of stakeholder
Internal	Office for Traffic Planning and Road Construction ("Verkehrs- und Tiefbauamt")	General role is the development and implementation of transport and traffic planning in the city of Leipzig, realisation of traffic surveys and coordination of transport including other stakeholders related to mobility. The employees of Office for Traffic Planning and Road Construction have an important role in the development of mobility plans. Within the MOVECIT -project they are a target group for training for sensitisation of mobility behaviour. They also contribute with giving interviews and with their expertise to the development of mobility plans.
	Office of Environmental Protection ("Amt für Umweltschutz")	Generally, it is responsible for environmental aspects as e.g. climate, air, water, soil protection, noise and pollutant emission. Here also mobility aspects are relevant. They partly deal with the fleet management of City of Leipzig

		and have ideas for fleet management system.
		The employees of the Office of Environmental Protection have an important role in the development of mobility plans. Within the MOVECIT-project they are a target group for training for sensitisation of mobility behaviour. They also contribute with giving interviews and with their expertise to the development of mobility plans.
External stakeholder	Central Germany Metropolitan Region	The Central Germany Metropolitan Region cover the functional urban area of Leipzig and the further hinterland;
		Members of the Central Germany Metropolitan Region – especially ones of their Working Group "Traffic and Mobility" – work a lot with mobility topics;
		Members of the Central Germany Metropolitan Region can contribute with expertise and experiences made in other projects with mobility management and transport aspects.

Modena

Group	Stakeholder	Role of stakeholder
internal	Mayor and counsellors	The Mayor and his counsellors are in charge of steering the town for 5 years. They represent the City and the City Hall, they manage all public relations and communication activities from the City hall. They have to formally approve all initiatives regarding the economic, organizational and administrative aspects of the City Hall.
	General Director	He manages the activities of the City hall, and he is responsible for its operation. He deals with many different aspects of such operation, as human resources, economic and administrative issue. He is directly super-ordinated to the Heads of Departments.
	Head of the Environmental Department	The Department is responsible for all initiatives and projects concerning the Municipality environment, and in particular for:
		sustainable mobility projects;
		preparation of mobility plans and mobility strategies;
		monitoring of mobility and traffic data and issues
	Environmental Impact Office	Besides other activities related to the assessment and the management of the environmental impact bared by the city, the Environmental Impact office works on traffic bans in the urban area for older (and more polluting) vehicles.
	Multicentre Health and Environment	Besides other activities and initiatives, the

		Multicentre Health and Environment works on educational activities promoting best practices in the field of sustainable mobility.
external	Arpae	Arpae is the Regional Agency for Prevention, Environment and Energy of Emilia-Romagna, Italy. Their main responsibility is to control the state of the environment and to support the sustainability of human activities, aiming at the protection of human health and territorial competitiveness.
	Wecity Srl	Wecity Srl is a private company providing innovative tools for sustainable mobility. They created a popular mobile application for recording people's sustainable trips and provide them with incentives. The app is based on a network of partners and presents cyclists with material benefits as reward for km cycled. Wecity Srl also provides Modena with innovative traffic counting sensors for cars and bike (2 sensors already implemented, more to implement) and takes care of the data analysis.
	aMo – Modena Mobility Agency	The main activities the Agency is responsible for are: public transport lines planning; management of the regional funds for public transport; connecting the municipality and the provider of public transport service
	SETA SpA– public transport provider	SETA SpA is the local provider of public transport service. They operate the routes and manage the sale of tickets and subscriptions.
	Legambiente	Legambiente is the most widespread environmental organization in Italy. Besides other activities, they work on measures and initiatives to increase awareness and cooperation on environmental themes.
	Local health Authority (AUSL Modena)	Public Health Authority, they operate on citizens health issues.
	AESS – Agency for Energy and Sustainable Development	AESS is a non-profit organization primarily involved in the promotion of renewable energy sources, energy efficiency and reduction of energy consumption among Local Authorities, SMEs, schools and consumers.
	Engineers without frontiers	Engineers without frontiers is a national non-profit organization involved in the promotion of activities and methods aiming to a more sustainable development approach to land-use, mobility, construction and technology.

Ljutomer

Group	Stakeholder	Role of stakeholder
Internal	Mayor	Mayor has the most important role at the municipality. It supports the content and the strategy of the work. It leads the city council and proposes the strategies and the city regulation and orientations. Ljutomer has the mayor support toward the workplace mobility plan.
	Department for development and project	The department is responsible for the project on the field of spatial planning, economic, finances. The spatial planning can effectively contribute to the planning of the mobility infrastructure.
	Department for administration and general issues	The department is responsible for the project on the field of personnel matters (human resources), promotion and social activities. All fields can contribute to the WMP as they promote the municipalities' activities. Regulates the school public transport, directs the parking management.
	Public utility unit	Besides other activities the department is responsible for: - maintenance and repairs of streets, sidewalks, public spaces and street equipment; - functioning of the City Hall building and its maintenance, including technical devices and networks;
External	Private transport providers	In the region Pomurje there are many private transport providers. The offer is not efficient and the frequency is lacking. The role of them could be in combining the public transport with the school transportation. Lack of the public transport providers is evident and could be a good opportunity in negotiation with the municipality representative to tailor the schedules, etc.
	Slovenian railways	The train service provider. It is national public company and the negotiation and agreements are limited. The role of them could be in increasing the train frequency and bike using at the train.
	Other neighbourhood municipalities	Local authorities of the villages in FUA can step together in the negotiation with the private transport providers.
	Car-sharing companies	Companies can offer tailor-made opportunities for business trips.

4.1. Objectives and approaches related to stakeholders

In the MOVECIT project, the effectiveness of the measures depended on effects of stakeholder involvement, therefore MOVECIT from the very beginning has been oriented towards not only on primary target groups (employees) but especially to specific stakeholders.

The focus on stakeholder participation was a very important feature of the project work plan. Putting stakeholders first means the essential shift from perceiving them as a "problem", towards their inclusion as the most important and constructive part of the solution. In that sense, MOVECIT has accepted the great responsibility of finding solutions which are, at the same time, sustainable for the public transport systems and acceptable from the point of view of the employees and their habits and personal preferences.

Since in most MOVECIT measures stakeholder engagement is one of the important preconditions for achieving effective results, many activities to inform and consult with the stakeholders will be carried out. Special attention will be paid to employees, giving them an opportunity to have an equal voice as other stakeholder groups (such as city council, business sector, operators and experts in the field of mobility).

The basis for achieving the project's mission will be this document in the style of the concept, which at project level defined the principles for effective stakeholder engagement, the objectives, and the tools for engaging stakeholders, the guidance for practical implementation of stakeholder engagement in MOVECIT institutions. This concept is the basis for planning stakeholder engagement activities at the institution level. Harmonized and coordinated planning of stakeholder engagement at institution level is necessary mainly to avoid duplication of engagement activities and to better connect related activities and achieve synergistic effects between them. The important aspect not to be avoided is the correlation between institutions and FUAs that influence the commuting habits and can contribute significantly to traffic behaviour.

With the dissemination actions, it is possible to inform for example about challenges and solutions from a number of measures (e.g. with an exhibition it is possible to raise awareness among target groups in several measures, and employees' opinion surveys brought responses and suggestions, which could be later used in several related measures). With such systematic and coordinated actions at institution level, it is possible to maintain public interest and prevent the so-called stakeholders' fatigue, which occurs if the public is too saturated with invitations to participate and as a result loses interest.

This concept is a basic document for the institution level for further preparation and planning of engagement at measure level. As presented in this Chapter it could take different approaches to measure related engagement planning, from preparing detailed engagement plans to more ad-hoc approaches.

A special kind of support is the so-called MOVECIT output O.T2.1: Integrated smart mobility toolkit for mobility plan's development and monitoring for municipalities unit, a database that provides with relevant information on international good practices in stakeholder engagement, theoretical and methodological documents and websites, like guidelines and thematic publications, all with relevant links.

Presented below see how MOVECIT institutions engage the stakeholders:

Mödling

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
internal	Mayor	Having political support Official commitment of Mobility Plan	through official channels e.g. local council meetings, council committees and lobbying for the MOVECIT project
	Vice-Mayor (Mr. Gerd Wannenmacher)	Main contact person and leader of mobility team	Already involved and committed to the MOVECIT project Active communication and involvement in all activities
	Town Hall Administration (Stadtamtsdirektion)	Support of all matters concerning HR (employer and employers)	E.g. Dissemination of mobility survey mailings, official letters for project support
	Municipal Department for Farmyard and Community Facilities	Getting on board to mobility team	Active involvement from Vice-Mayor and Town Hall Administration
	Municipal Department for Building	Gaining support for implementation and funding of infrastructural measures	Active involvement in workshops in the planning and implementation phase
	Municipal Department for Facility Management	Gaining support for measures concerning fleet management and local facilities	Active involvement in workshops in the planning and implementation phase
external	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	Meet overall national regulations of transport issues	Passive involvement through information
	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW)	Getting financial support from Klimaaktiv-Programm	Active involvement of Mrs. Petra Völkl and applying for funding of measures
	Province of Lower Austria (Land Niederösterreich)	Meeting the state regulations of programmes and getting financial support for measures	Involvement in planning and implementation phase e.g. workshops etc., Applying for funding
	Cooperation for Urban- and Regional Planning for Vienna and Lower Austria (SUM – Stadt-Umland-Management)	Getting support	Communication with Andreas Hacker (SUM Manager Süd)
	Austrian Federal Railways (ÖBB)	Cooperation on infrastructural and soft measures	Active involvement in planning and implementation phase e.g. Redesign of the forecourt of Mödling Railway Station

	Traffic Association for the Eastern Region (Verkehrsverbund Ost-Region, VOR)	Cooperation on measures on Public Transport	Active involvement in planning and implementation phase e.g. work shops
	Local and regional Bus Operators (eg. Dr. Richard)	Cooperation of measures e.g. time table changes	Active involvement in planning and implementation phase e.g. work shops
	Nextbike	Cooperation of measures on bike sharing	Active involvement in planning and implementation phase e.g. work shops
	Energy and Environment Agency of Lower Austria (eNu)	Getting support in planning and implementation phase	Consulting Workshops for Mobility team

Baden

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
internal	Bürgermeister (DI Stefan Szirucsek)	Having political support and official commitment of Mobility Plan	through official channels e.g. local council meetings, council committees and lobbying for the MOVECIT project
	Stadtamtsdirektion (HR Mag. Roland Enzersdorfer)	Support of all matters concerning HR (employer and employers)	Dissemination e.g. of mobility survey mailings, official letters for project support
	Department for Building and Construction (Baudirektor DI Michael Madreiter)	Gaining support for implementation and funding of infrastructural measures	Active involvement in workshops in the planning and implementation phase
	Department for Climate and Energy (Klima- und Energiereferat, Dr. Gerfried Koch)	Main contact person for MOVECIT project	Already involved and committed to the MOVECIT project Active communication and involvement in all activities
external	same as MÖDLING		

Leoben

Group	Stakeholder	Approach, method, tools, communication channels
internal	vice-mayor	In Leoben the vice-mayor is involved. With this stakeholder, the project has a political support which is really fundamental for the success of every project in a municipality.
	Head of building authority and environment (Gernot Kreindl)	The building authority is responsible for the building options which may be necessary and also for the financial resources. This department is also responsible for the sustainable mobility measures in Leoben.
	head of department, Organization personnel development, funding projects (Alexandra Janze)	To motivate people and promote the project the department of communication is involved. This is also necessary for visibility of the project, measures and results. You can use this department for awareness raising measurements. Find a way not to only reach out for the active people but also for the ones who need to be more aware of the consequences of unsustainable mobility behaviour.
	Works council member	The employees are the main target group and simultaneously the largest group in a city hall. The involvement from the beginning and the identification is crucial for the success. The project need as many as possible answers for the mobility plan and furthermore for the implementation of the measures. They are also Multipliers for whole city.
external	Local transport provider Stadtwerke Leoben, Verbundlinie and Postbus	There are indicators (e.g. cots, connection, travel time, security) which are important for the improvement of the acceptance of public transport. What is financial possible, what is a realistic scenario? They should also train the employees.
	Local press/media	They are invited to escort the whole project with positive reporting.
	Local champions	Local champions should act as a role model. The persons can promote the benefits of the results for different themes.
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (e.g. Road Traffic Act)
	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW)	Austrian climate protection initiative (possible funding for measures in MOVECIT project)
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (e.g. Road Traffic Act)
	Austrian Federal Railways (ÖBB)	Major Rail Operator of Austria (Cooperation for

Bruck

Group	Stakeholder	Approach, method, tools, communication channels
internal	Municipal councillor	With this stakeholder, the project has a political support
	Town Hall Administration assistance (Stadtamtsdirektion, Markus Hödl)	Central Administration office, Human Resource Department and Communication
	Works council member	The employees are the main target group and simultaneously the largest group in a city hall. The involvement from the beginning and the identification is crucial for the success. The project need as many as possible answers for the mobility plan and furthermore for the implementation of the measures. They are also Multipliers for whole city.
external	Local transport provider MVG, Verbundlinie and Postbus	There are indicators (e.g. cots, connection, travel time, security) which are important for the improvement of the acceptance of public transport. What is financial possible, what is a realistic scenario? They should also train the employees.
	Local press/media	They are invited to escort the whole project with positive reporting.
	Local champions	Local champions should act as a role model. The persons can promote the benefits of the results for different themes.
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (e.g. Road Traffic Act)
	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW)	Austrian climate protection initiative (possible funding for measures in MOVECIT project)
	Austrian Ministry for Transport, Innovation and Technology (BMVIT)	National legal framework for Transport Issues (e.g. Road Traffic Act)
	Austrian Federal Railways (ÖBB)	Major Rail Operator of Austria (Cooperation for

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BKK+BME internal stakeholders:

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
internal	Head of the Organization / Dean of the Faculty	- support and promote the sustainable mobility - achieve political support at the leadership of the city in promoting the project	- find political support at the city leaders - express the support to the project agenda and objectives

		- achieve better working conditions for employees	- communicates the advantages to all employees
	Transport expert team	- support the mobility planning process - promote the sustainable mobility as real alternatives to the employees	- send questionnaires and invitations to workshops - use internal communication channels - use message board and posters
	Employees who work in field of transportation / Employees of the Departments	- influence other employees to use alternative modes of transport that are more conscious and eco-friendly - decrease the knowledge gap of the employees	- spread information to other employees

BKK+BME external stakeholders:

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
external	Politicians	- support and promote the sustainable mobility - achieve political support at the leadership of the city in promoting the project - achieve better working conditions for employees	- find political support at the city leaders - express the support to the project agenda and objectives - communicates the advantages to all employees
	NGOs	- raise awareness about mobility options, which also contributes to CO_2 emission reduction	- organize workshops, where workplace mobility plans are discussed
	Public Transport operators	- raise the number of passengers - promote the sustainable mobility as real alternatives to the employees	- share information through various communication channels (poster, e-mail, rollup)
	Transportation planning companies	- include sustainable mobility planning in commercial planning practice	- organize workshops, where workplace mobility plans are discussed

Békéscsaba

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
internal	Mayor	- supports and promote the sustainable mobility in the city - achieve political support at the city hall in promoting the project - achieve support at urban planning division - inaugurate the extension of transport policies adapted to the sustainable workplace mobility	- find political support at the city leaders - express the support to the project agenda and objectives - communicates the advantages to all employees of the city hall
	Departments of	- supports the mobility planning process,	- shares the project related

	Human Resources	- promote the sustainable mobility as real alternatives to the employees	information to the employees personally and by email (leaflet, hand-book, workplace mobility plan)
	Division of local administration	- increase awareness and knowledge of the city hall employees about the sustainable mobility planning principles - measures in relation to the urban planning and transportation infrastructure planning	- inform the employees and the citizens in general about the project via written materials and meetings - inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation)
external	DAKK Zrt.	- raise awareness about the project and its objectives - achieve needed agreements with the City hall, in those cases, when the proposed mobility measures will relate to cooperation between the City hall and the public transport provider	Promoting the new options of sustainable workplace mobility realized and supported by the public transport provider. These can be for example: - more frequent service of the local bus at rush hours schedule in order to make more the bus more attractive - In the poorly covered territories an alternative solution for providing public transport service is the Demand Responsive Transport (DRT)
	MÁV Zrt.	- create a coordinated timetable for daily commuters arriving from the FUA	The coordinated timetable must be created as result of a common work by MÁV and DAKK.
	car-pooling service providers	- involve at least one car-pooling transport service provider in the project planning and later as active partner as well	The car-pooling company must be introduced to the employees at the city hall and to the citizens of Békéscsaba in general. The company can be represented via leaflet, hand-book, workplace mobility plan, as well as personally at project events/meetings.

Litoměřice &

City hospital Litoměřice

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
internal	Vice-mayor	Launch the sustainable mobility and CO2 reduction as a political agenda. Gain the wider public acceptance and support.	Provision of information generated within the project to the city leaders. Involvement of the city leaders in the project related events

		(meetings, public events) to express the support to the project agenda and objectives.
Municipal Office Manager	Arrange the assignment of the project related tasks to subordinate structures within the municipal office.	Provision of information generated within the project. Regular working communication. Direct involvement in the project working group.
Department of transport and road management (Municipal public transport organizer)	Achieve cooperation mainly in the area of the more intensive use of public transport.	Provision of information generated within the project via written materials and meetings. Inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation). Direct involvement in the project working group.
Department of urban planning	Objective is to increase awareness and knowledge of the Department of the Urban Planning staff about the sustainable mobility planning principles and possible measures in relation to the urban planning and transportation infrastructure planning.	Provision of information generated within the project via written materials and meetings. Inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation). Direct involvement in the project working group.
Strategic planning and sustainable development unit	Understanding the main mobility planning principles and processes. Communication of the project related tasks to the other sections of the Municipal office.	Regular communication on strategic project related matters and day to day operational issues. Joint attendance of relevant project events. Assistance to Municipal office staff and other departments to identify and implement the proposed measures. Direct involvement in the project working group.
Department of administration	Implementation of the proposed measures.	Provision of information generated within the project via written materials and meetings. Inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation). Direct involvement in the project working group.
Hospital CEO	Give an importance to sustainable mobility in front of employees.	Provision of information generated within the project. Regular personal meetings on project issues.
Head nurses	Act as an example and spread information within the hospital.	Provision of information generated within the project. Regular presentation of project outcomes on the meeting of head nurses.

	Department of marketing, internal audit and quality	Understanding the main mobility planning principles and processes. Communication of the project related tasks to the other sections of the Municipal hospital.	Regular communication on strategic project related matters and day to day operational issues. Joint attendance of relevant project events. Assistance to Municipal hospital staff and other departments to identify and implement the proposed measures. Direct involvement in the project working group.
	Technical Operations Unit	Implementation of the proposed measures.	Provision of information generated within the project via written materials and meetings. Inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation). Direct involvement in the project working group.
external	Busline – bus public transportation provider	Raise awareness about the project and its objectives. Achieve such set up of the agreement between Busline and town, which would allow implementation of the project measures, e.g. adjustment of schedules.	Provision of information generated within the project via written materials and meetings. Negotiation of the agreement.
	Regional Authority of the Usti Region, Transport Department and Supervision over Road Transportation, Transport Services Unit (Regional public transport organizer)	Achieve cooperation mainly in the area of the more intensive use of public transport.	Provision of information generated within the project via written materials and meetings.
	Car and bike suppliers	Raise awareness about the sustainable mobility and the municipal office plan.	Sharing the project related information (leaflet, hand-book, workplace mobility plan).
	Representatives of villages in FUA and beyond	Raise awareness about the project and its objectives.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.

Banská Bystrica

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
Internal	Leaders of the city - Mayor, Vice-mayors	Raise their awareness about sustainable mobility and achieve their political support	Provision of information generated within the project to

		in promoting the project within the city hall. Consequently, to achieve their support of the sustainable mobility "outward" - in the city urban planning and transport policies and in communication.	the city leaders. Involvement of the city leaders in the project related events (meetings, public events) to express the support to the project agenda and objectives.
	City Hall Manager	Arrange the assignment of the project related tasks to subordinate structures within the city hall.	Provision of information generated within the project. Regular working communication.
	Department of the Town's Development Projects	Coordinate the project related action at the level of the city hall. Understanding the main mobility planning principles and processes. Communication of the project related tasks to the other sections of the City Hall.	Regular communication on strategic project related matters and day to day operational issues. Joint attendance of relevant project events. Assistance to City Hall staff and other departments to identify and implement the proposed measures.
	Department of the City Architect and Urban Planning	Objective is to increase awareness and knowledge of the Department of the City Architect and Landscape staff about the sustainable mobility planning principles and possible measures in relation to the urban planning and transportation infrastructure planning.	Provision of information generated within the project via written materials and meetings. Inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation)
	Department of Transport	Achieve cooperation mainly in the area of the more intensive use of public transport.	Provision of information generated within the project via written materials and meetings. Inclusion of the staff of the department in the relevant project activities (events, surveys, questionnaires, evaluation)
external	SAD ZV - bus public transportation provider	Raise awareness about the project and its objectives. Achieve needed agreements with the City hall, in those cases, when the proposed mobility measures will relate to cooperation between the City hall and the public transport provider.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.
	DPMBB - trolley-bus public transportation provider	Raise awareness about the project and its objectives. Achieve needed agreements with the city hall, if the proposed mobility measures will relate to cooperation between the City hall and the public transport provider.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.

	ZSSK - Railways Company Slovakia	Raise awareness about the project and its objectives. Achieve needed agreements with the city hall, if the proposed mobility measures will relate to cooperation between the City hall and the Railways Company.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.
	State Police - traffic department	Raise awareness about the project and its objectives.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.
	Municipal Police	Raise awareness about the project and its objectives. If possible, implement selected sustainable mobility measures at the level of the municipal police	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.
	OCI BB association	Raise awareness about the project and its objectives.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.
	Representative of villages in FUA	Raise awareness about the project and its objectives.	Sharing the project related information (leaflet, hand-book, workplace mobility plan). Invitations to project events and personal meetings.

Leipzig

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
Internal	Office for Traffic Planning and Road Construction	Close cooperation with Aufbauwerk for implementation of project activities e.g. Mobility management plans, Trainings, Pilot actions and Investments, disseminate project results. Raise the employees' awareness for more sustainable personal mobility behaviour. Furthermore, their mobility planning principles should be developed to focus more on sustainable issues.	Development of mobility management plans; Trainings of employees by extern trainers; The employees are the target group for training for sensitisation of mobility behaviour. They also contribute with expertise to the development of mobility plans; Regular meetings will ensure the necessary flow of information between the different actors; Involvement of the Office for Traffic Planning and Road Construction in the project

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
			related events;
	Office of Environmental Protection	Close cooperation with Aufbauwerk for implementation of project activities e.g. Mobility management plans, Trainings, Pilot actions, disseminate project results. Raise the employees' awareness for more sustainable personal mobility behaviour.	Contribute to development of mobility management plans; Trainings of employees by extern trainers; The employees are the target group for training for sensitisation of mobility behaviour. They also contribute with expertise to the development of mobility plans. Regular meetings will ensure the necessary flow of information between the different actors; Dissemination of the results;
External	Central Germany Metropolitan Region	Raise the awareness of the members of the Central Germany Metropolitan Region for the objectives of MOVECIT; Exchange of experiences and know-how; Promote the development and use of E-Mobility; Address regional companies in the field of local public transport;	Dissemination of the project related information and results; Invitation for cooperation with some of the working group members regarding the trainings of their employees; Involvement of members of the Central Germany Metropolitan Region in project related events; Two regional events for dissemination; Conference/seminars with the topic of mobility

Modena

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
internal	Mayor and counsellors	Raise the awareness of political institutions on sustainable mobility and provide political support to the promotion of the project in the City Hall. Communicate the aims, methods and actions of the project to citizens.	co-ordination of departments; promotion of the initiatives in the mobility plan; participation to project related events (meetings, public events...); dissemination of actions' results.
	General Director	Manage the different aspects and actions related to the project, co-ordinating the different departments of the City Hall.	co-ordination of departments; promotion of the initiatives in the mobility plan; dissemination of actions' results.
	Head of the Environmental Department	Achieve cooperation between urban planning measures, transportation planning measures, public transport planning measures, in the framework of the project	co-ordination of sub-departments; co-ordination of stakeholders, especially through project meetings or providing written

		goals and planned actions.	material; action implementation (dealing with administrative and technical issues).
	Environmental Impact Office	Raise the awareness on sustainable mobility within the staff and collaborate to the project initiatives.	promotion of the initiatives in the mobility plan; dissemination of actions' results.
	Multicentre Health and Environment	Raise the awareness on sustainable mobility within the staff and collaborate to the project initiatives.	organization of Info Days; organization of car-free days; organization of sustainable mobility promotional events; promotion of the initiatives in the mobility plan through leaflets, posters and events; dissemination of actions' results.
external	Arpae	Achieve cooperation with the Environmental department of the City Hall for what concerns sustainable mobility initiatives and actions.	search for national and/or EU funds to invest in sustainable mobility initiatives and actions.
	Wecity Srl	Reach the diffusion of their products – mobile application and traffic count sensors – within the City of Modena. Use data analysis tools in order to provide data and indications to the City hall regarding the sustainable mobility situation of Modena. Reach cooperation with the public transport provider SETA SpA for shared initiatives (increase discounts and promotions on public transport service for Wecity users).	implementation of traffic sensors for car and bike countings on 3 new road network; analysis and diffusion of data coming from the Wecity app; adaptation of Wecity app settings in order to create a sub-group of users to identify public servants who participate to the project and record their sustainable work trips sections; work on public transport provider (SETA) and Wecity collaboration (e.g. discounts and promotions on public transport service for Wecity users).
	aMo – Modena Mobility Agency	Reach cooperation with the City Hall and the public transport provider in order to collaborate to the project goals of increasing public transport share for commuting trips.	work on incentives for subscription for public transport services.
	SETA SpA– public transport provider	Reach cooperation with the City Hall, the Mobility Agency and Wecity Srl in order to collaborate to the project goal of increasing public transport share for commuting trips.	work on public transport provider (SETA) and Wecity collaboration (e.g. discounts and promotions on public transport service for Wecity users).
	Legambiente	Collaborate with the City Hall for the promotion of the initiatives in the mobility plan.	promotion of the initiatives in the mobility plan through project material and different media communication.
	Local Health Authority	Collaborate with the City hall in sustainable mobility projects, and provide quantification	promotion of the initiatives in the mobility plan;

		of related health benefits	quantification of health benefit (both individual and collective) related to sustainable mobility actions
	AESS – Agency for Energy and Sustainable Development	Reach cooperation with the City Hall in order to support the project goals of incentivise sustainable mobility in the city.	report on previous experience on home-work mobility plans in EU search for national and/or EU funds to invest in sustainable mobility initiatives and actions
	Engineers without frontiers	Collaborate with the City Hall for the promotion of the initiatives in the mobility plan.	promotion of the initiatives in the mobility plan through project material and different media communication.

Ljutomer

Group	Stakeholder	Objectives	Approach, method, tools, communication channels
Internal	Mayor	To support workplace mobility plan in development and implementation To be engaged in the process	Invitation to the meetings, personal meetings, consolidate the city council and convince them for enactment. Participation at the project events and be a role model among employees; be part of the press events;
	Department for development and project	Being part of the working group Cooperation with the working group, propose the measures, approaches; Support implementation of the plan	Attending the meeting Link, motivate and activate employees Participate at the training Promote the aim of the plan and result achievement
	Department for administration and general issues	Being part of the working group Cooperation with the working group, propose the measures, approaches; Support implementation of the plan	Attending the meeting Link, motivate and activate employees Participate at the training Promote the aim of the plan and result achievement
	Public utility unit	Being part of the working group Cooperation with the working group, propose the measures, approaches; Support implementation of the plan	Attending the meeting Link, motivate and activate employees Participate at the training Promote the aim of the plan and result achievement

External	Private transport providers	To activate them for being part of the negotiation and making agreements for increasing the frequency of the buses	Invite them to the meetings Let them suggest the proposals Promote the offers and measures
	Slovenian railways	To activate them for being part of the negotiation and making agreements for increasing the frequency of the trains	Invite them to the meetings Let them suggest the proposals Promote the offers and measures
	Other neighbourhood municipalities	Increase knowledge about the workplace mobility Finding solutions how to connect the city centre with the hinterlands	Invite them for meetings Disseminate the findings and knowledge
	Car-sharing companies	To bring the offer into the city	Invite them for meetings Find the solutions not only for employees but also for other citizens;

Summarized below it is outlined that some engagement activities depend on city hall size, but this is not compulsory as well. On the other hand, the institutions select quite common methods and tools for involvement of the different stakeholder. Nevertheless, the larger cities (Leipzig) have decided to involve only two departments in the e.g. survey questionnaires as they found it difficult to engage all employees. Opposite, Modena city has decided to invite all employees, although there are about 1.700 employees. They engaged them through emails, internal channels (communication system that allows spreading e-news internally). In Ljutomer, talking with each employee was the easiest part of engagement as there is only 28 employees and it is not time consuming as in larger cities.

The most common methods that are described above in the tables are:

ONE-ON-ONE MEETINGS:

- they provide an in-depth view of the opinions and ideas of the target group;
- a range of inputs is gathered;
- they provide an opportunity for real dialogue with stakeholders;
- they allow you to build up contacts and network with the target group; and
- they help to build ownership of the plan and its goals.
- they motivate and activate staff;
- looking for role model;

Meeting with people face to face demands far more time and resources (especially when the interviewer needs to travel to meet with respondents), but it can have significant advantages as well. The interviewer can explain things that are unclear to respondents and can request clarification of their responses.

When you want to gain a detailed understanding of the viewpoints and reasoning of your target groups, in-depth interviews with key respondents can help. This kind of interview can help you to establish a personal relationship with your stakeholders and to increase their sense of ownership of the issue. To

maintain this feeling, it is important to make very clear to the respondents how their input will be used and how many other opinions will be heard, so they will understand that not all of their ideas can be taken up. Make sure you plan sufficient time to process the information you have gathered and to report it to the project team.

MULTI-STAKEHOLDER CONSULTATIONS

- a range of inputs can be gathered, allowing you to find out the opinions and ideas of the target group;

- stakeholders can come up with new, creative solutions and compromises together;

- they provide an opportunity for real dialogue between stakeholders;

- they can help you build up contacts and network with the target group;

- they provide an opportunity to build consensus and overcome differences between different stakeholder groups;

- they can help create a sense of ownership of the plan and its goals;

- participants with divergent opinions can learn from one another; and

- they are an efficient use of time.

The best-known method of multi-stakeholder consultation is in the form of a working group of between six and eight stakeholders. Stakeholders are asked about their perceptions, opinions, beliefs and attitudes in relation to the topic under discussion. The questions are asked in an interactive group setting, in which participants are encouraged to talk with other group members. Focus groups are inexpensive to organise, results are achieved relatively quickly, and sample sizes for reports can be increased by talking with several people at once. Working group conversations can also provide a valuable addition to survey results.

The concrete steps how to involve them:

- Community visits and study tours

- Workshop (for consulting, planning, implementation)

- Meetings

- Negotiations, lobbying

- Local council meetings

- Trainings

PRINTED PUBLIC INFORMATION MATERIALS

Often, information is given to the targets in a printed document. This can range from a few words announcing an event to a full report providing details of a project. The type of document will depend on the information to be delivered, reasons for producing the document and on who the intended audience is.

Key types of MOVECIT printed documents include:

- Posters, roll-ups

- Leaflet and brochure

- Workplace mobility plan

ANNOUNCEMENTS AND ADVERTISEMENTS

Local radio and television can be used to promote your project or engagement activity in the form of a short announcement or advertisement. These should clearly explain why the project or issue is relevant to the listener/viewer and, where necessary, should highlight why they need to become involved and the impact their engagement will have.

- Awareness raising measurements (press releases, videos, social media, website)

SURVEYING INDIVIDUALS

Direct engagement with selected individuals (employees) can be used to elicit detailed opinions and responses from a wide range of key stakeholders. Unlike public meetings, participants have the opportunity to express their views and concerns without being subject to peer group pressures, or worries about the need to be articulate. Larger scale surveys also provide the opportunity to canvass the views of a random sample of the public and other bigger stakeholder groups.

- Questionnaire surveys
- Key person interviews
- Motivational trainings;

INFORMATION EVENTS

Besides dispensing information and arousing interest in a transport plan or project, information events elicit stakeholder feedback and support. Meeting people face-to-face and providing information is a fundamental step toward getting informed feedback. To 'get the word out' to diverse stakeholders, the project team needs to establish a variety of places where information is readily and conveniently available. Offering people, a variety of ways to get information increases the chances it will reach them.

- Public seminar / conferences
- Info days

The most highlighted objectives to include relevant stakeholders in the stakeholder process within MOVECIT workplace mobility planning and implementation process are:

- Gaining political support to enact the workplace mobility plan;
- Gaining support for different measures implementation;
- Raise awareness about the project and its objectives;
- Achieve needed agreements with the city hall, if the proposed mobility measures will relate to cooperation between the City hall and the public transport provider;
- Getting the financial support for measures;
- Meet the state regulation;
- Influencing other employees;
- Decrease the knowledge gap of the employees;
- Achieving better working conditions for employees;
- Raise the number of passengers;

- Include sustainable mobility planning in commercial planning practises;
- Exchange of experiences and know-how;
- Promote the development and use of E-Mobility;
- Address regional companies in the field of local public transport.

4.2. Stakeholder consultation = participatory approach

Stakeholder consultation — also known as a participatory approach — is the integration of the opinions and concerns of relevant stakeholders in the decision-making process. The aim is to make the decision-making process more transparent; to gather more input on which to base decisions; and to create support for the decisions that are made. Generally initiated by the decision makers or project team, stakeholder consultation can also be solicited by the stakeholders themselves.

The involvement of stakeholders should be regarded as a permanent and long-term activity. It can be implemented at all stages of the policy-making process: planning, implementation and/or evaluation. This will be described more deeply in the chapter 4.3.3.
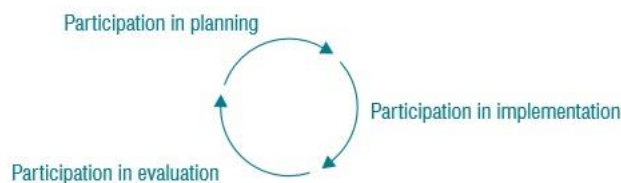
Picture 1: Participatory approaches to be used in some or all of the three-step cycle of transport planning (Elliot et al. 2005, 9)

Which stakeholders to involve, when, and to what extent are questions that should be addressed separately for each decision-making process (this outlines mores specifically in the next MOVECIT deliverable D.T1.6.1: Joint strategy and action plan on development of mobility plan for municipalities. The present concept (tool or strategy) provides guidance to help you answer some questions.

The stakeholder participation could base on the commonly used definition presented in this document: "Stakeholder Engagement is a process that enables local people to be part of addressing problems, and involves them in the planning and delivery of innovative solutions to those problems."

Stakeholder engagement involves a two-way exchange of opinions, ideas, information and expertise as an input into a decision-making process before a decision is made.

It should not be merely informing stakeholders about a decision taken or a new service available, but it should be about engaging them in order to understand their priorities and needs in order to help planning and delivering targeted services. Therefore, the overall goal of the MOVECIT stakeholder engagement is to provide opportunities for interested stakeholders to be adequately informed about, and to participate in, the process of planning and implementation of policies, plans, and concrete solutions together with other relevant stakeholder groups.

4.2.1. Different starting points, common targets

The thirteen MOVECIT institutions represent thirteen different societies with different traditions and different degrees of participatory culture. MOVECIT institutions have not only different cultures, but also different legislation, different institutional setups and especially different practices for engaging citizens and stakeholders. Different practices are applied even in different sectors of the same institution. This resulted in different achievements in the stakeholder engagement in the MOVECIT institutions, even though they shared a common approach and a common goal of moving towards a more "participatory society". Success depended to a great extent on the various complex historical, cultural, political and legal backgrounds.

The public participation is when the institutions aimed to not only inform the citizens and stakeholders but also listen to their opinions and suggestions, or to involve them in the decision-making process.

In all the MOVECIT institutions, the project definitely contributed to an improved participatory culture, which to a large extent meant changing social patterns. It can be stated that the MOVECIT goal "to make in each institution a significant step forward in participation process from the situation we had at the beginning of the project" was largely achieved.

A developed participatory culture is certainly a key precondition for effective stakeholder engagement. It exists when interested stakeholders have the opportunity to become involved in planning or decision-making processes, and when they contribute their views. This means that relevant information is provided for the interested public and various consultation processes (from MOVECIT perspective, look at the deliverables D.T3.2.15 – D.T3.2.21: Stakeholder input) are organised in which stakeholders have the opportunity to familiarise themselves with the topic and provide their opinions and proposals, potentially having an indirect or direct influence on final decisions.

Participatory culture largely depends on the general awareness of its importance and the benefits it brings. This awareness must be present on the side of those who formulate decisions as well as on the side of those involved in the participatory processes as stakeholders, contributing their opinions and suggestions. In addition to awareness, the participatory culture is also dependent on the participatory skills of both sides and the mutual trust between them.

There are two critical challenges: how to obtain the consent and support of decision-makers for effective stakeholder engagement, and on the other hand, how to attract citizens and other stakeholders and encourage them to participate actively in discussions and give their opinions. Decision-makers might want to avoid open consultative processes because they do not believe that the public (or any other target groups) can significantly contribute to solutions or they are concerned that they will not be able to follow envisaged plans due to negative reactions from large parts of the public. On the other hand, stakeholders are often reluctant to participate in deliberations because they do not believe that their views will be taken into consideration at all.

In societies where stakeholder involvement is not yet embedded in the city planning and management, it is quite demanding to implement efficient participatory processes. Significant efforts are needed to motivate stakeholders, to build trust between them and decision-makers and to build capacity for participation.

The level of participatory culture varies in general in different societies and cities: in some of the more open societies, participation is a key part of the operation, while in others its importance is not yet fully recognised.

However, a participatory culture is built slowly, thus the planning process might take longer than expected; regulations, and awareness and skills of all participants in the process are needed. It is also necessary to have examples of good practice, in which stakeholder participation contributes to the quality and impact of planned policies or solutions, and to greater mutual trust. Within the MOVECIT project many such cases will be found.

The participatory approach in 13 MOVECIT institutions reflects that all institutions already consider the stakeholder engagement as an important part of the planning and implementation process. All are familiar how should be the approach in theory, the idea of the stakeholder involvement is known. The question is how it is implemented in reality and practise. Some countries (Germany, Italy and Austria) have established the official structures (with the tradition) which take care for the stakeholder involvement. In other countries, this lies on the engagement of the individuals that push forward the stakeholder involvement.

In the following paragraphs, the current situation is described for each city (e.g. the background of the stakeholder involvement, tradition on the stakeholder involvement, different degree on participatory culture, what is the political support as precondition for effective engagement).

Austria:

Generally, in Austria the organizational structures within municipalities (Gemeinden) are very similar. The Mayor is the highest body in this structure, the head of local council (Gemeinderat) and also the head of the local building authority (Leiter der Baubehörde). Within the administration of every municipality there are different committees (Ausschüsse) e.g. a committee for building, finances, environment or energy etc. There is also municipal code on how the day-to-day business within every municipality is organized and executed and who is responsible for what. This is the basis and the formal structure of official channels (Amtswege) and also the basis for formal participation in processes of planning and development.

Sustainable development and sustainable mobility is a common acknowledged principle in Austria and is experienced broadly with different manifestations throughout the country. The four Austrian municipalities taking part in the MOVECIT project (Baden, Bruck/Mur, Leoben and Mödling) have committed to sustainable principles long time ago. There is a good background and basis and also willingness to achieve more sustainable transport solutions. The political support is given and manifested well, depending on which political parties have the majorities in the councils.

Hungary:

General considerations for Hungary:

Stakeholder involvement for mobility planning has generally a minor tradition in Hungary for several reasons. Even if there is some experience, this is not publicly available. Accordingly, instead of the factual experiences the relevant factors are summed up below based on our local knowledge.

- The main obstacles specific to Hungary, which should be overcome before initiating a successful stakeholder involvement:
    - missing political support both on local (municipality) and higher (government/ministry) levels;
    - missing satisfying financial and personnel resources from the municipal side;
    - lack of knowledge on how to plan and implement a participatory process;
    - lack of operative strategy or SUMP (even if a SUMP does exist, it is not enough for operative actions);
    - lack of interest and awareness about transport planning among citizens and stakeholders;
    - lack of participatory tradition.
- All stakeholder actors must be properly identified who might be concerned in workplace mobility planning. A non-complete (!) list of possible stakeholders to take into consideration:

Interreg
CENTRAL EUROPE
MOVECIT

European Union
European Regional
Development Fund

- citizens,

- representatives of all political parties,

- road / transport authorities,

- industrial enterprises,

- energy suppliers,

- academic transport professionals,

- local urban planning experts,

- NGOs,

- private transportation companies (e.g. taxi, car-sharing), parking facility operators,

- stakeholders from the hinterland is also important due to their experiences.

- The notion of workplace mobility plan is generally unknown. Therefore, the stakeholder actors should be adequately familiarized:

  - introduce the meaning and

  - importance of workplace mobility planning.

Békéscsaba:

Békéscsaba has several development plans which therefore create a good basis and starting point for further mobility development. These reports and plans have been created in the last 10 years: mobility development concept and plan (2010), urban development concept (2005), economic program (2014), as well as integrated city development strategy (2014). All of the papers investigate the transportation issues of Békéscsaba. These papers have been ordered by the city hall. Therefore, the employees or at least the executives are familiar with them. This represents an important starting point for stakeholder involvement as there is already a strong knowledge about the mobility facts and problems. At the same time, the town does not have any sustainable mobility plan. A well-defined SUMP also could contribute to identify the relevant stakeholders in the city-region of Békéscsaba.

Budapest:

A successful stakeholder involvement was solely achieved in the course of the preparation of the Balázs Mór Plan (Budapest's SUMP). However, this was only partially fulfilled. Although the SUMP says that numerous professional and public consultation sessions were held and all comments were utilised, the concrete method of the involvement and the full list of involved stakeholders have not been reported. Only two stakeholders have been specified in the text of the SUMP as real partners: the Hungarian Cyclists' Club and the Urban and Suburban Transport Association. In fact, there is no real tradition and experience concerning the stakeholder involvement for mobility planning in Budapest. Therefore, as a next step based on the indications of the Budapest SUMP, one should realize an effective process for stakeholder involvement. This must be started by inviting more stakeholders and promoting the involvement the engagement possibilities thorough adequate communication channels. Another excellent starting point is already given by the macroscopic traffic model ordered and maintained by Centre for Budapest Transport. This model can be extended and used for design and validation by considering sustainable transport modes.

Czech Republic:

The city of Litoměřice has established participatory culture since 2002 through WHO initiative – "Healthy city". The city is a member of National network of healthy cities which emphasizes the closer communication and planning with citizens, including round tables, public debates, participatory budget etc.

However, the transport area misses a conceptual long-term approach and priority has been given to car transport due to past planning stereotypes. Most of citizens feel this deficit and transport issues are enhanced on many public meetings. Most recently, the need of cycling infrastructure/concept has been required by citizens at the Public forum 2017.

That is why, the sustainable mobility agenda gains quite significant political support and raise a lot of expectations. Next to the MOVECIT project, the city of Litoměřice realizes the cross-border project e-FEKTA together with city of Dresden and Transport Research Centre, which aims to create the FUA SUMP. The city of Litoměřice also receives a support from the National Programme Environment in respect of mobility planning and stakeholders' involvement.

Slovakia:

The Banská Bystrica City Hall uses participatory approaches in the town management and planning. The good example is so called "participatory budget", when citizens propose, discuss and vote for spending of some part of the city budget.

The City Hall uses usually always the same methods: facilitated working meetings of stakeholders' representatives, public discussions, public commenting.

A few relevant cases in which participative approach was used:

"Master plan of non-motorized transport" in 2011. Planning involved the general public as well as representatives of stakeholders. It all resulted in well accepted and respected plan for development of cycle and pedestrian traffic in the city.

Subsequently, strategy paper "Urban development plan" was developed with wide range of stakeholders participating in preparation, e.g. police, public transport providers, NGOs, disabled people, seniors, etc. The paper was developed in the action plan later, again with participatory approach.

In 2015, the town of Banská Bystrica together with other surrounding municipalities constituted a development plan for the region (RIUS) and the result is, among other things, proposed measures to improve mobility.

Currently, the City Hall is preparing the SUMP, where participation of stakeholders is foreseen (public transport, NGO, taxi service, railway transport, police, community centres, seniors, disabled, representatives of the city authority from all related departments).

Germany:

In the City of Leipzig participation and stakeholder involvement is realized on different levels with formal and informal instruments and cooperation of different stakeholders from NGOs, city administration, associations, citizens and others. The involvement of stakeholders is being seen as important for any planning process as it increases the acceptance of the process and its results very much. In the City of Leipzig involvement of stakeholders takes place in working groups on specific topics. These working groups

are permanent structures which meet regularly and can consist of different departments of the city administration, associations and public authorities.

Besides this the city uses methods like future series, workshops, online formats and written surveys to capture and integrate different target groups with as many different opinions.

Furthermore in 2014 the City of Leipzig installed a coordination centre for civic participation within the city council. The goal is to firmly anchor citizen participation in the administration and amongst the citizens. The coordinating body has set itself the various goals of the following tasks: consulting and coaching within the city administration, testing innovative methods and the evaluation of the projects.

One relevant case was e.g. the process of involvement of stakeholders when the "Plan of traffic and urban public spaces" of the city was developed. The process started in 2011 and contained three different levels: the round table transport, seven expert reports and citizens' competition as an innovative tool to involve the knowledge of the citizens.

The City of Leipzig is also strongly connected with its surrounding administrative districts and e.g. in 2017 they are finishing the elaboration of a new local traffic plan with a comprehensive public participation process involving stakeholders from the whole region and with the aim to support and enlarge eco-friendly public transport.

Italy:

All the stakeholders have been working on their specific fields for many years, and have collaborated with the Municipality of Modena on various occasions.

Arpae and municipal department of "Environmental Impact" contributed to the drafting of Integrated Air Quality Plan on regional area, that is now to be approved by regional council.

The local Health Authority developed some years ago a specific home-work mobility plan for its employees and has always been strongly committed to the prevention of health risks.

Since long time "Multicentre Health and Environment" sustains in Modena's schools with both educational and health activities with children and their families. The multicentre have also collaborated with the Environmental department for the organization of various promotional events for safe and sustainable mobility (bike to school, car-free day etc.)

AESS – Agency for Energy and Sustainable Development has been collaborating with the Municipality of Modena for many years, especially for what concerns EU projects for funding sustainable mobility initiatives.

aMo – Modena Mobility Agency is a society composed by local authorities, both municipal and provincial. Its role is the public transport lines planning, the management of the regional funds for public transport, the junction between the municipality and the provider of public transport service. They collaborate with the Mobility and traffic Office (part of the Environmental department of the Municipality) on a daily basis for what concern public transport planning and strategies. aMo strictly collaborates with SETA SpA, the local public transport provider.

As for Wecity Srl, they have been implementing their products (app and sensors) in Modena as pilot city, and they are constantly in touch with the technicians of the Mobility and traffic Office for exchanging data, results and suggestions. They also strictly collaborate with AESS for EU projects.

All stakeholders are part of a specific initiative of the Administration called "Roundtable on urban mobility", a recurring meeting (at least twice per year) where all stakeholders involved with mobility issues and representatives of the Administration and related departments of the Municipality convene in order to discuss new projects, interventions and ideas, especially for what concerns measures to promote and to pursue an improvement of quality of the urban environment and surroundings, the creation of

spaces conditions for the secure stay, movement, accessibility, and usability for a great range of the population.

Finally, the Municipality is currently preparing the SUMP, which will be finished by the end of the year, where the participation of all stakeholders is foreseen at different levels.

Slovenia:

The experience of Ljutomer with SUMP 2013 significantly changed traffic planning in the municipality in the direction of sustainable development. The key point is the strong political support for Ljutomer SUMP and its implementation. An important milestone has been award from the European Commission in 2013, which has increased awareness of the SUMP importance and international recognition acquired by the municipality of Ljutomer and which can be upgraded in the future anytime.

The involvement of the public and key stakeholders has been recognized within SUMP process as a significant momentum and was transferred to the level of individual projects.

Some areas of integrated transport planning remain a challenge, even after the first SUMP:

- Cooperation with other municipalities.
- The participation of all sectors in the municipality of Ljutomer.

4.2.2. Interlinks between institution and FUA (different Stakeholder institution from FUA)

The urban region has become the most essential functional level of urban and regional systems. Regionalization began already decades ago and it is now considered as the most important structural change of the regional system. Originally, regionalization referred to the growth of manifold large and medium-sized urban regions and intra-regionally to the branch- out of population growth from the centre to the surrounding rural areas. In practice, this meant that economic activities and jobs were concentrated in the centres of urban regions but that population growth occurred in the surrounding municipalities. Today more and more jobs are created in the fringe areas, e.g. along the motorways and in the vicinity of airports but people prefer to live in the city centres resulting in genuine two-way travel-to-work flows. Thus, the core (the centre) of the urban region and the fringe areas (the adjacent municipalities) have formed an increasingly interwoven and interactive functional region.

The Functional Urban Area (FUA) consists of the municipality in the core and municipalities surrounding this core (fringe). In terms of migration the most important factor in this level analysis is that the motives for moving between FUAs are connected to labour and education markets as well as to family forming, whereas the motives for moving within the FUA are more connected to qualitative attributes. However, qualitative factors are becoming more important factors also in the migration between FUAs as labour and education markets are becoming less tied to the place.

The travel-to-work area is a useful concept when comparing regions because it distinguishes the local (internal) structures of regions and the features of national or international development relatively well. The definition of FUA is an important prerequisite for an analysis of urban trends; indeed, statistics based on morphological boundaries or administrative boundaries will in most cases not reflect the actual role played by a city. Internal dynamics refer to development conditions and features within the functional urban region, while external development relates to the interregional/national/international levels. In other words, municipalities (NUTS 5 units) are often too small in spatial terms to be used in the comprehensive analysis of regional development trends. On the other hand, the alternative level of spatial

unit analysis, the regions (e.g. NUTS 3 units), are often too heterogeneous to portray the actual spatial patterns of society. Furthermore, interesting data, e.g. on GDP per capita, are not often available for public use at the municipal level due to data protection and confidentiality arrangements. However, municipal data remain useful in the analysis of the internal dynamics of a district, i.e., when studying the dynamics of and between core cities and fringes.

The most important quality of the functional region is its ability to exceed administrative boundaries. For statistical reasons, the data analysis has often been based on administrative units, e.g. municipalities, but there have been increasing efforts to combine these smaller administrative units according to their functional orientation in order to reflect actual daily operational conditions of various actors. As a result, the needs of economic activity and production of services can be more efficiently mapped leading to a more coherent strategic planning and, for example, a rationalization of public services.

Inter-municipal co-operation has strengthened throughout the last decade and the FUA level is now being considered as one of the basic levels of regional and community strategy formulation and planning for both local and national policy-making. In this way, FUAs become increasingly important at the government level instead of being merely statistical units of analysis.

The FUA can be defined as travel-to-work area. Principally it is an agglomeration of work places attracting the work force from the surrounding area. If a certain share of the labour force in a defined fringe area are out-commuters it is attached to the municipality to which the largest portion of commuters goes. This method is good for defining the most pronounced employment centres to which the simpler threshold level of commuting applies. In many international studies, a commuting- flow threshold of either 15 or 20 per cent is used to determine whether a municipality is attached to a particular centre or not.

There are various FUAs included in MOVECIT project. The table on the page 7 and 8 presents the FUAs that are included and considered within MOVECIT project.

Here below are examples from MOVECIT countries, taken into consideration specific institutions that are part of the project. The chapters below outline e.g. which are the stakeholders that can link FUA with the employees, how they can link FUA, how the external stakeholders from FUA will be involved in mobility planning process, why they are important, how they can influence on employees.

Austria:

Mödling and Baden are located south of the Vienna Urban Area and are functionally linked together very strongly. VOR (Verkehrsverbund Ost Region), ÖBB and local bus operators are the major public transport stakeholders that are already involved in public transport issues of Industrieviertel. The planning process for public transport services is done by Lower Austria, Vienna and the Federal Government, with only minor participation of the municipalities, mostly due to financing reasons. Part of the project would be to find a way to get better involved in the planning process of public transport. SUM (Stadt-Umland-Management) could be a platform to address the issues on a regional level.

Bruck/Mur und Leoben: Mobility within Leoben and Bruck is warranted by a network of local and regional bus lines. A "missing link" is the connection of the two more or less isolated bus networks failing to establish attractive connections between the cities in focus. Leoben runs city bus lines, operated by Stadtwerke Leoben and a bus-on demand system for regions not reached by the public transport, especially for persons with mobility impairment. Bruck runs city bus lines, operated by Mürztaler VerkehrsGesellschaft (MVG). All public transport operators in the region are part of the Styrian Verbundlinie, a cooperation established between public authority and the transportation companies. The planning process for public transport services is done by the Federal Government.

General considerations for Hungary:

The stakeholders that can link FUA with the employees (at the institution they work) are mainly the following actors:

- The management of the institution itself where the employees work. Even some soft measures can contribute to efficient mobility planning, e.g. shifted start time of work periods in order to make avoid rush hour traffic or putting stuff shuttle bus into service.
- Trade union at work place, which basically works for employees, i.e. has obvious interest to help workplace mobility.
- Transport / road authorities which have strong experiences (statistics) in traffic problems of the network.
- Public transport providers/companies which also have strong experiences (statistics) in daily traffic and have interest to mitigate crowded and delayed transport service.
- Private companies, e.g. car-sharing services, private transport companies, taxis.
- NGOs, e.g. in order to organize effective car-pooling to workplace.

Involvement of the stakeholder actors (above) in workplace mobility planning process should be based on the conviction:

- the stakeholders must understand the goal and the achievable goals of the mobility planning,
- the clear interest of the actors must be enlightened unambiguously in order to make them active within the mobility planning process,
- the comfort and achievable advances of the employees' daily commute is also important indirectly for all stakeholders for several (different and/or identical reasons).

Békéscsaba:

Stakeholders interlinking the employees of the city hall and the FUA are:

- Employees and executives' city hall (especially the divisions of human resources and strategic development) and all related municipal offices,
- trade union of the city hall,
- the city's local and regional public bus transport are provided solely by the DAKK cPlc.
- taxi companies of Békéscsaba,
- car-pooling service providers, e.g. www.oszkar.com, www.blablacar.hu, www.telekocsi.hu
- Hungarian Public Road Non-profit PLC. which operates the town's road network.

Budapest:

Stakeholders interlinking the employees of the City Hall and the FUA are:

- employees and executives at BKK Centre for Budapest Transport (public transport service provider of Budapest),
- employees and executives at Budapest University of Technology and Economics,

- trade union of the institutions,
- Hungarian Cyclists' Club,
- Urban and Suburban Transport Association,
- taxi companies of Budapest
- car-sharing service providers, e.g. www.greengo.hu,
- car-pooling service providers, e.g. www.oszkar.com

Czech Republic:

Stakeholders interlinking the employees of the municipal office/hospital and the FUA are transport organizers and bus transport provider (Busline). Regional bus/rail transport is organized by the Regional Authority of the Usti Region and complementary municipal bus transport is organized by the Department of transport and road management. The key bus transport provider is privately owned Busline company which operates under 2 agreements – the first with the Ústí Region (regional transport) and the second with the City of Litoměřice (municipal transport).

Due to historical reasons and its base, this company has a strong market position. The City of Litoměřice tried to tender municipal transport services for a several times and received just one offer by Busline or no offer. At this moment, the cooperation with Busline works on a provisory basis – 2-year contract prolongation was approved by the Competition Authority.

There is also a lack of coordination between the Usti Region and the City of Litoměřice which leads to poor interconnection of regional and municipal transport and results in the significant share of individual car transport among employees.

Reorganization of the bus public transport arises as a main challenge of the city.

There are no carsharing companies on the market.

Slovakia:

Stakeholders interlinking the employees of the City Hall and the FUA are primarily public transportation providers:

- SAD ZV - bus public transportation provider
- DPMBB - trolley-bus public transportation provider
- ZSSK - Railways Company Slovakia.

First two are contracted directly by the City Hall which also co-finances their operations. The railways company is operated by the state (Ministry of Transport) and the City Hall is not co-financing it, it only comments and requires time schedules.

These stakeholders have been included in the project in the early stages of the project via personal introduction and representatives of the bus transport providers participated in the first project workshop. Depending on the recommendations that will arise from the analysis and the workplace mobility plan, further negotiations with these stakeholders will be organised in the later project stages.

The planned pilot action (bike parking point) is also a joint interest of the city and the public transport providers as it shall be located in the proximity of the main train station and the new bus terminal.

Concerning the other environmental mobility forms, the City closely cooperates with the NGO OCI BB, which actively promotes the cycling and cycling infrastructure. This infrastructure for non-motorised transport has been designed in a way to interlink the backbone cycling network within the city with the routes that reach out of the city to the other communities, which are part of the FUA.

Germany:

The City of Leipzig is part of the Central Germany Metropolitan Region. It includes the federal states Saxony, Saxony-Anhalt and Thuringia. It enables to coordinate mobility aspects to a wider spatial level with different stakeholders. Members of the metropolitan region are municipalities, districts, companies, universities and scientific institutions and associations.

Regarding the mobility aspects and involvement of stakeholders the City of Leipzig is member in the working group traffic and mobility. In total, the working group has 47 members including municipalities and cities, federal ministries for transport of the federal states, districts, public transport operators, companies and associations dealing with mobility issues. The working groups discuss topics in the field of traffic and mobility as cycling, public transport, e-mobility to inform and exchange of experience of projects, strategies and initiatives and also to find interlinks with other regions.

Italy:

The stakeholders that can link the employees of the Municipality and the FUA is mainly the urban public transport provider, i.e. SETA SpA.

SETA SpA is a private company, they refer to the Mobility Agency (aMo) for what concerns strategies, planning, national and EU projects, and both of them collaborates with the Mobility and traffic office of the City Hall.

These stakeholders have been included in the project in the early stages of the project via personal introduction and representatives of the bus transport providers participated in the first project workshop. Depending on the recommendations that will arise from the analysis and the workplace mobility plan, further negotiations with these stakeholders will be organised in the later project stages.

Another important aspect is that SETA SpA have been collaborating with Wecity Srl for years now, the company that created the mobile application we intend to use in the project for tracing bike trips. The collaboration is based on the fact that the mobile application registers and incentives all sustainable trips, including those made by bus. Further, an interesting part of the incentives Wecity offers to users are discounts on public transport subscriptions.

Slovenia:

The situation in Ljutomer related to passenger transport in not promising at the moment. The services that could help link FUA (other municipalities) are poor and that not provide any appropriate and decent standard. The number of daily connections to most of the neighboring municipalities does not meet the minimum accessibility standards. The network of lines is greatly diversified during the week, but most of these lines do not operate during weekends and school holidays.

Regarding the train public passenger transport, it is stressed out that appropriate access to public transport has only the center of Ljutomer. Diversification of grid lines on working days is adequate, but some line has low frequency. The presence of railways greatly improves the level of accessibility in the hinterland railway stations.

However, the situation is mostly conditioned by private transport companies that are focused rather on commercial lines. The agreement on the regional or even on the local level is almost impossible. There are no regional bodies that could link companies with the specific municipalities and would manage and coordinated the agreement, also on the political level.

The promising challenge is the connection and combining the school transport with the daily transport for all daily commuters.

4.2.3. Time-wise Stakeholder cooperation and engagement activities

A participatory process is not simple and can be time consuming. It should be kept important deadlines in mind, as they can limit the scope of the involvement activities. Taking the timeframe into consideration includes deciding in advance in which phase of policy making (planning, implementation, evaluation) you feel the input of stakeholders is relevant.

The costs of a participatory process depend on the methods used and the chosen target group. For example, online surveys can easily be set up and processed at low cost, whereas a process of several workshops with different stakeholder groups may require catering costs, the purchase of materials and maybe even the hiring of a professional consultant in the event that your project team does not possess the necessary skills or knowledge to conduct the stakeholder involvement process.

The partnership should be maintained throughout the decision-making process, from the planning stage, through the implementation stage, until the end of the evaluation phase. Ensure that you plan this far ahead, and that the stakeholders understand how they will be involved throughout the process. It might not be necessary to involve all stakeholders so deeply at all stages of the process, but as a minimum you should keep them informed of how their input is being used and how the process is advancing in order for them to maintain a sense of ownership of the decisions being made and the measures being carried out.

The MOVECIT stakeholders will be engaged in all three stages: developing, implementation and evaluation. The process of development starts in February 17 and ends in November 17 with the elaborated workplace mobility plan. The Implementation phase starts after the workplace mobility plan is enacted by the appropriate body and it will last at least 2 years. The evaluation phase can be performed already in parallel with the implementation phase as it is continuing activity. All three phases require the engagement of the stakeholders as the processes concern also them.

For the MOVECIT project purposes the Action table of to-do-list has been created and reflects the main steps and activities that need to be taken into account in specific phase. The table will help project partners to follow the responsibilities and the time plan of each activity. It summarizes also the main steps which can be used also by other audience, externals, stakeholders, municipalities, etc. when working with the stakeholders. Each partner has developed own time plan which needs to be considered individually without delays, here below only summarized table is presented.

Actions		Deadline	Responsible (institutions, project partners, representatives, stakeholders)
1.	**Kick-off meetings** ▪ **the information meeting with the city hall representatives and other stakeholders on problems and needs related to the employees' mobility and on the mobility management in general;** ▪ **the field trip for public and experts to learn about**	**November 2016 – June 2017**	▪ **all PPs** ▪ **representative of all institutions**

	sustainable mobility obstacles in the city centre. participants can be informed about the workplace mobility plan preparation too.		
2.	1st Mobility Survey ■ measuring the problems and needs of daily workplace mobility; ■ working group meetings with responsible persons of the institutions to prepare questionnaires; ■ identify real demand and problems of daily commute to workplace/institution; ■ reveal and asses the general knowledge of stakeholders about workplace mobility; ■ promotion of the questionnaire for employees.	March - June 2017	■ all PPs ■ representative of all institutions
3.	Presentation of the most important results from the survey ■ working group meetings with the project partners and responsible persons of the institutions to analyse results of questionnaires and discussion about possible actions to include in the mobility plan.	June - July 2017	■ LP, PP3, PP7, PP8, PP11 ■ representative of AT, DE, IT, SI institutions
4.	Mobility team building ■ specify the stakeholders; ■ appoint and invite the members of the selected stakeholders.	April - July 2017	■ all PPs ■ representative of all institutions
5.	Stakeholder meetings ■ working group meeting about the mobility plan preparation and ways of collaboration; ■ meeting with all relevant stakeholder actors (see chapter 4.); ■ the information meeting with municipal mobility manager, representative of different departments and external stakeholders about current conditions and needs of different topics (cycling, …); ■ consultation based on the acquired knowledge by the survey; ■ presentation of the workplace mobility plan draft to external stakeholders to consult preliminary feasibility of relevant measures; ■ discussion about knowledge gaps, willingness, financial issues, barriers.	February - November 2017	■ all PPs ■ representative of all institutions
6.	Training for the mobility team ■ training material must be prepared based on the local knowledge of action 2. and 5. (survey and consultation); ■ training courses must be concise and focus on the practical problems in order to boost effectiveness; ■ suggesting effective solutions; ■ working group meetings with project partners and responsible persons of the institutions to discuss and evaluate first (and all) trainings and prepare future trainings.	August 2017 - March 2018	■ all PPs ■ representative of all institutions

7.	Implementation of the workplace mobility plan, stakeholder meetings for implementation ▪ workshop with the employees, presentation of the pilot actions; ▪ working meeting with stakeholders to identify necessary steps to make implementation of related WMP's measures possible; ▪ small meetings and other collaboration on implementation of WMP measures; ▪ search of national and/or EU funds to invest in sustainable mobility initiatives and actions; ▪ meeting and consultation with all relevant stakeholder actors; ▪ clear definition of practical problems, financial/political barriers; ▪ possible solutions to effectively resolve the main obstacles, e.g. asking for direct help on higher levels (management of institutions/companies).	November 2017 – May 2019	▪ all PPs ▪ representative of all institutions
8.	2nd Mobility Survey ▪ this second survey must be defined along the lines gathered from the first experiences of the mobility team; ▪ extending the range of employees for the survey, e.g. involve other institutions' employees if possible; ▪ counting with the data of the applications for travel diary.	December 2017 - March 2018	▪ all PPs ▪ representative of all institutions
9.	Campaign action ▪ a complex campaign action is needed for success, i.e. reaching all relevant actors; ▪ creating best practices; ▪ mobility events (car-free days, etc.) in coordination with the stakeholders of the institutions; ▪ regional events (conferences, seminar, info days, consultations) for the dissemination of the results in coordination with stakeholders of the institutions; ▪ promoting and using application for travel diary.	July 2017 - May 2019	▪ all PPs ▪ representative of all institutions
10.	3rd Mobility survey ▪ analysing actual situation of daily commute to workplace of the institutions; ▪ collecting statistics of the project for evaluation.	March 2019	▪ all PPs ▪ representative of all institutions
11.	Final evaluation of the mobility planning project ▪ launching of regular working meetings with stakeholders to evaluate previous half year and coordinate steps in upcoming half year; ▪ collecting the main findings and experiences of the project; ▪ validation of the mobility planning process; ▪ evaluation of the main experiences of the project	November 2018 - May 2019	▪ all PPs ▪ representative of all institutions

period 2017-2019; ■ evaluation of the achieved results of the mobility planning.		

4.2.4. How to commit stakeholders

Commitment is important in any relationship. It is the value that taking into action diverse entities so that all can work together unilaterally and seamlessly. Without it, there is no bond and no common purpose. Commitment is the force that drives the relationship forward, toward a mutually desirable goal that usually points to growth and/or profitability.

Securing commitment is difficult, more so if two parties do not see the carrot at the end of the stick. There are many barriers to securing commitment, and there are many levels of commitment that may not necessarily guarantee a carrot at the end of it, nor parties who will enjoy the rewards.

In this chapters, special focus goes to stakeholder commitment within MOVECIT institutions. It outlines e.g. how the institutions could commit the different stakeholders in supporting or even accept the mobility plan. The main points are:

■ Municipality should appoint role models / champions / enthusiastic employees to boost the idea on acceptance and to motivate other that are still on the other side;

■ Some countries (AT) already has the long history in cooperation with public transport providers and funding bodies. Thus, the commitment is easier and it make more sense;

■ The commitment can be achieved by strong arguments on the benefits of the workplace mobility plan;

■ Sometimes the formal commitment is in the hand of political bodies, therefore it can be efficient to invite city council members into the working team;

■ Create a partnership with the public companies and municipal units. They are sometimes the key partners in such agreements and can promote and regulate the public transport. If you take them serious and that they feel part of the planning, the commitment grows and can be seen and realized in the implementation of the measures.

■ Private companies, NGOs and employees are more committed than public companies; they see workplace mobility plans as a good cooperation and commercial potential and both side can benefit;

■ The workplace mobility plan has to be adequately promoted to be accepted by employees and employees should be motivated by providing fare measures;

■ Institutions' goals are binding (wellbeing of employees); benefit and appropriate measures promote the commitment;

■ If nothing else helps prepare internal cooperation agreements between developers and implementers;

■ And what is most important, invite people, key actors, decision-makers to the meetings, they should be part of all process. They feel more important and the commitment grows;

Here are the specific country inputs that reflect the institutions' experiences and recommendations.

Austria:

By participating in MOVECIT project the municipalities have committed to elaborate a workplace mobility plan. We have main contact persons in the four municipalities which will act as leaders of the mobility team. Since there is already a long history in cooperation with public transport providers (bus companies

and railway operators) as well as funding bodies there should be a general understanding of the goals of the mobility plan.

In general commitment will be achieved by strong arguments on the benefits of mobility plans and efforts of persuading the responsible bodies.

The procedure for a formal commitment and agreement on the mobility plan is in the end subject to the political bodies (e.g. mayor and committees) as well as the funding.

Hungary:

General considerations for Hungary:

Supporting and accepting the created mobility plan might be easier than commitment if the plan is general enough. Therefore, one should seek to create a partnership with public companies and municipal institutions through a proper mobility plan at first. Then, as a next step, practical measures should be planned and realized together in order to arrive at the commitment phase.

One of the most critical points of the project will be the commitment of stakeholders. The direct support of the workplace mobility planning might be the hardest part of the work as generally the public companies and municipal institutions are highly inflexible for several reasons (lack of financial resources, actual politics, etc.). Therefore, one should mainly focus on employees at the institutions, NGOs, as well as private companies. Namely, employees are directly interested for better commuting services. Moreover, non-profit organizations and private companies might be good partners to achieve this goal by providing flexible solutions and by adapting to the needs of employees.

In general, the employees might not be aware of sustainable transportation mode usage now. But potentially they can change their mobility behaviour if they get know the possibilities and benefits. However, it must be first adequately promoted and supported among the employees in order to achieve a successful commitment.

Békéscsaba:

The public bus transportation network of Békéscsaba is quite good as it practically covers the whole city. However, the low schedule frequency hinders the employees to use it on a daily basis. On the one hand, the city hall should improve the service quality in the rush hours. On the other hand, the employees should be motivated by providing fare discounts. Expectedly, the modal split of bus transportation might increase if service quality improves. The city hall should also ensure better infrastructure at the municipal office reinforcing the bicycle usage, and examine the teleworking option for certain job types at the city hall.

Budapest:

As a consequence of the size of Budapest transport system, it seems to be much simpler to look for solutions which do not require the commitment of the transport provider on a higher level, e.g. to promote of car-sharing services for better daily commute is more realistic than influence the public transport company to modify or reorganize a certain bus service. The most effective tool at Budapest is to support car-pooling option or ensure company car/minibus. In this case private company commitment is straightforward due to the expectable profit gained by the stakeholders

Czech Republic &

Slovakia:

Motivation based on common goals

Some stakeholders are established on a public service principle. E.g. police are established to (inter alia) manage safe and smooth traffic, municipal authorities are here to provide quality life to inhabitants, etc. Therefore, measures of the workplace mobility plan will be shaped and negotiated in a way to achieve goals not only of the WMP itself but also goals of these stakeholders. In this way, they will be motivated to commit themselves and to provide necessary support and cooperation. Example: if employees request for safer walking corridors to the City Hall then Traffic department of Police will assure fast and smooth proposal and approval of new pedestrian crossings close to the City Hall.

Motivation based on benefits

Other stakeholders are founded (also) to achieve their own goals so it makes sense to motivate them to commitment via common achieving of goals and benefits. E.g. public transportation provider needs to teach people to use buses, local cycling NGO want to get people on bicycles, etc. It means relevant measures of the WMP will be consulted with them to achieve desired results not only for the City Hall but also for given stakeholder.

Example: public bus company provides discounts for the City Hall employees - it will get more people to buses and it will also make commuting without car easier.

Germany:

With one of the internal stakeholders at the city hall of Leipzig – the Office for Traffic Planning and Road Construction - the Aufbauwerk has signed a cooperation agreement which contains the respective tasks that have to be done by both and a timeframe for the check of its fulfilment.

Motivation based on common goals:

The internal stakeholders at the city hall work on principles which have as goal the general public welfare and the wellbeing of its citizens. So, the goals defined in the mobility plan of the MOVECIT project can match perfectly with the own goals of the city if these stakeholders are involved adequately. Therefore, the mobility plan should be designed in a way that also the needs of the internal stakeholders are covered. As an example: if employees of the City of Leipzig request to have more parking lots for their bikes, the responsible authority could implement this rapidly.

Motivation based on benefits:

Other stakeholders receive support in the MOVECIT project and by taking part they also can pursue their own goals. As an example: Public transport companies of the Central Germany Metropolitan Region want to have more clients and a goal of WMP is also to make people use their car less. So, by shifting employees of the city from their own car to use the bus both sides benefit.

Italy:

No official commitment in the activities of the MOVECIT project is expected from the external stakeholders. Nevertheless, all of them share the general goals of this project, i.e. the increase of sustainable trips in the urban area and the implementation of concrete actions to provide citizens with more sustainable options for their urban trips. Given this, all the previously described stakeholders will take part to specific meetings and workshops throughout the project, in order for them to be informed of the progress of the mobility plan and to give suggestions.

Further, some stakeholder will be directly involved for what concerns the measures and the tools that will be used by the Municipality of Modena within the MOVECIT project. Wecity Srl will provide the traffic counting sensors (their implementation constitutes the planned pilot action), and the data registered by the mobile application, tracing the trips of the Municipality employees. SETA SpA, as a public transport provider, will collaborate with the Municipality and with Wecity Srl in order to achieve a higher level of incentives to public transport usage. These stakeholders, which are more directly involved in the actions that will form the mobility plan, will be driven by their own interests in the success of these same actions and will more frequently be in touch with the Environmental department of the Municipality.

Slovenia:

Ljutomer is already part of the SUMP planning and implementation process. The employees, external stakeholders and city council members have been several times learned and familiar with the sustainable mobility principle. They have the experiences toward the measure implementation. The concerns are thus unjustified as SUMP Ljutomer has been the only SUMP in Slovenia that have been ever implemented so far.

The measures that will be part of the workplace mobility plan are probably overlapping with the measures from SUMP and therefore some measures already are accepted by city council.

Employees commitment goes in parallel with the measures that proof the benefit for changing the modes. Motivational trainings, stakeholder meetings, campaign actions will be additional factors that will persuade employees for new mobility perspective.

4.2.5. Follow-up and evaluation

In order for our partnerships to remain effective throughout the project, a culture of communication and feedback is essential. Keep all stakeholders informed of how their views, concerns and suggestions have been taken up in the process. Inform them of any significant delays in order to avoid feelings of alienation. Try to act on the results of the stakeholder consultation as much as possible.

Alongside this continuous follow-up, it is recommended to carefully plan a systematic evaluation of the stakeholder consultation process. This section contains a monitoring and evaluation framework that can help you design an evaluation methodology for your engagement activities (Mobiel 21 2010).

A complete evaluation covers both the process and the outcomes of the stakeholder consultation, compared against the goals that you initially set yourself. Timing and budget limitations will prevent you from evaluating every aspect, so at the time you develop your strategy, clear choices have to be made. What do you consider the most important indicator of success: The number of participants? The number of ideas generated? The diversity of consulted citizens? Answering this question before the start of the consultation process will ensure that you collect the appropriate evaluation information along the way.

A list of indicators and descriptors should be used to structure the evaluation process. The level of detail of your evaluation framework will depend on what your evaluation is designed to lead to. Again, this is something you should consider in the planning phase.

The choice of methods for collecting information on result indicators depends on the factors and criteria. These include the level of participation and the type of engagement you aim to achieve; the identified stakeholders; and the number of participants. Commonly used monitoring methods are observations; the analysis of documents, reports and used media; structured questionnaires for big groups; roundtables for smaller groups; and personal interviews with key stakeholders. Think about how you can link evaluation activities to stakeholder consultation activities: for example, you might end a roundtable consultation with a short evaluative talk or by filling in evaluation forms, or immediately make appointments with particular people for evaluation interviews.

The follow up activities of MOVECIT institutions are summarized here below:

- Permanent cooperation if the funding is available if not then report periodically (in regular intervals) for any modifications, collecting statistics;
- Stakeholder involvement on long term can be considered in the light of the effectively realized engagement in the project;
- WMP must clearly define involvement of stakeholders in the implementation of specific measures;
- Qualitative evaluation of the implementation done with the small bilateral ad-hoc working meetings on concrete issues;
- Meetings in various other occasions regularly (e.g. annual conferences or workshops);
- Common and deep collaboration at the city administration to successfully implement WMP;
- Collecting ideas for future collaboration in projects.

Here below it is described how MOVECIT institutions from different countries think about the follow up activities and how they will engage the stakeholders after the project ends.

Austria:

When the mobility plan is formally established all participants are on board. It is the aim to continue with the mobility plan after the projects ends and that some measures will be permanent. How the measures

and their success or effectivity will be evaluated will be part of the monitoring and evaluation workplan process.

All stakeholders remain in the process unless the cooperation is limited by time or funding. If so, the mobility team or the responsible body will have to start negotiations again.

Hungary:

General considerations for Hungary:

Following up the activities is highly important from the beginning of the whole project, and of course especially important after the project end. The objective and clear way to monitor the success of workplace mobility planning is ensured by surveys filled by employees or even any other stakeholders involved in the project. Statistics must be collected and built up continuously in order to create a concise measure of effectiveness and to reveal real-world trends of mobility.

Engagement of the stakeholders is the other significant task to do continuously, also just from the very beginning of the project. Expectedly, the successful process for stakeholder involvement will become clear at the end of the project. Therefore, stakeholder involvement on long term can be considered in the light of the effectively realized engagements in the projects.

Békéscsaba:

The follow-up process must be a common collaboration of the city hall employees/executives and the local transport provider (DAKK). On the one hand, the employees successfully involved in the sustainable mobility project should frankly report their experiences periodically about the traveling advised/organized by the mobility plan. Therefore, modifications can be during the project if needed. On the other hand, public transport company should also provide the statistics about the bus transport usage. Therefore, final evaluation can be deduced in an objective way.

Budapest:

Evaluation and follow-up process must be a common collaboration of employees/executives at the university and Centre for Budapest Transport as well as the other relevant stakeholders involved in the mobility planning and realization. Institutional staff should periodically continuously evaluate their daily commute if they participate in the project. The main questions which should be investigated in the evaluation:

- decrease of travel time to work,
- mode choice change,
- modal split variation of sustainable modes,
- car-pooling / car-sharing travel mode usage,
- satisfaction of stakeholders (employees, private companies).

Czech Republic:

The WMP must clearly define involvement of stakeholders in the implementation of specific measures. In order to determine whether the objectives set out in the Action Plan are being met, binding rules for

monitoring and evaluating activities need to be adopted. The indicators should be evaluated at regular intervals.

First level of follow-up is common collaboration in town. Litoměřice is a small town so representatives of stakeholders meet often on various occasions what is good for keeping relationships and for mutual informing.

The main way of coordination, however, will be regular working meetings, probably two times yearly (Spring, Autumn), dedicated exclusively for implementation and feedback of the WMP. The main purpose of meeting will be to evaluate of implementation of those measures which stakeholders are involved in and to adjust their further implementation.

Additionally, we expect a lot of small bilateral ad-hoc working meetings on concrete issues that have to be solved. It is important to reserve some flexible capacity of the City Hall and stakeholders' representatives and experts.

Slovakia:

As already written for Slovak case, the first step to motivate, commit and keep stakeholders when preparing the WMP is to negotiate and form measures of the WMP in suitable way useful for accomplishing of stakeholders' goals and/or gaining benefits. However, it is also necessary to continue in cooperation after the WMP is adopted.

First level of follow-up is common collaboration in town. Banská Bystrica is a small town so representatives of stakeholders meet often on various occasions what is good for keeping relationships and for mutual informing.

The main way of coordination, however, will be regular working meetings, probably two times yearly (Spring, Autumn), dedicated exclusively for implementation and feedback of the WMP. The main purpose of meeting will be to evaluate of implementation of those measures which stakeholders are involved in and to adjust their further implementation.

Additionally, we expect a lot of small bilateral ad-hoc working meetings on concrete issues that have to be solved. It is important to reserve some flexible capacity of the City Hall and stakeholders' representatives and experts.

Germany:

It is very important to work closely together with the stakeholders when designing the WMP but also afterwards collaboration should not stop.

First level of follow-up would be the continuation of the deep cooperation in other contexts. In the City and region of Leipzig all the stakeholders meet in various other occasions regularly. Thereby, the established relationships will be held up and the flow of information regarding the effects of the implementation of the WMP will not stop by the end of the project.

Additionally, we hope to establish regular working meetings every half year to discuss and evaluate the long-term impacts of the project and learn from the experiences made in the project.

Italy:

As mentioned before, all stakeholders share in some measure the general goals of this project. Thus, their contribution and participation to the different stages of the project is encouraged and we expect will be

fruitful. It will be necessary to continue with cooperation after the mobility plan is adopted, for the implementation and the monitoring phases. For some of the cited stakeholders, a very important role is reserved for them in the dissemination of results phase, in order to reach citizens and local businesses and inform them on the actions realized, the results of the mobility plan for civil servants. This could inspire them to apply part of the plan initiatives to their workplace and involve new stakeholders in the project's goals.

All stakeholders will probably collaborate on some level among each other and with the municipality for other project and shared activities: this will give all the opportunity to keep contacts, continuing to share feedback and suggestions for what concerns work-related mobility, and sustainable mobility in general.

Slovenia:

Monitoring and evaluation of the WMP is an essential management tool that enables us to effectively follow the implementation of the strategy. Important tools are also in order to learn from the accumulated experience and to learn what is good in at the municipal administration and what is not. Among other things, this will happen to us in the implementation of similar measures in the future. Regular data collection and monitoring and evaluation of key mobility indicators in the municipality will be established, which will become a central tool for monitoring the implementation of the strategy. The results will be communicated to the public, thus ensuring transparency of traffic planning.

5. Benefit of the stakeholder involvement and recommendations on engagement for wider audience

This stakeholder concept provides guidelines, tips, recommendation and MOVECIT experiences to help you with the planning and execution of a range of consultation activities. Besides the fact that stakeholder consultation is increasingly becoming a legal requirement, there are many ways in which decision makers and practitioners can benefit from it.

Stakeholder involvement:

- improves the quality of decision making;
- identifies controversial issues and difficulties before a decision is made;
- brings together different stakeholders with different opinions, enabling an agreement to be reached together and preventing opposition at a later stage, which can slow down the decision-making process;
- eliminates delays and reduces costs in the implementation phase;
- gives stakeholders a better understanding of the objectives of decisions and the issues surrounding them;
- creates a sense of ownership of decisions and measures, thus improving their acceptance;
- renders the decision-making process more democratic, giving citizens and local communities the power to influence decisions and, as a result, a greater sense of responsibility;
- builds local capacity;
- enhances public confidence in decision makers; and
- creates opportunities for stakeholders and decision makers to learn from each other by exchanging information and experiences.

General recommendations have been formulated that may help in implementing employees engagement activities:

1. The main points to bear in mind when preparing stakeholder consultations:

- Specify the issue(s) to be addressed.
- Identify which stakeholders to involve.
- Analyse the potential contribution of various stakeholders.
- Set up an involvement strategy.
- Consult your stakeholders.
- Evaluate and follow up.

2. Think about the stakeholders' potential roles before beginning the consultation, and think about how best to interact with them throughout the consultation:

- identify and communicate with stakeholders;
- analyse their objectives and resources;
- enable the well-structured involvement of all stakeholders;
- identify and schedule suitable decision-making stages and methods for involving all the different stakeholder groups;
- develop an overall cooperation strategy and principles for stakeholder involvement;
- create a planning culture based on regular communication, mutual consultation and cooperative decision making; and
- prepare and follow up with stakeholders for all events.

3. Managing stakeholder consultations means developing a strategy defining the steps for each stage of a project. This strategy specifies who will be engaged in the decision-making process, how the participants will be identified, and the method of engagement

- plan your timeframe and budget;
- ensure the appropriate identification of all relevant stakeholders and involve them in all stages of the process;
- take into account the different interests, resources and capacities of stakeholders;
- provide sufficient transparent information to enable informed stakeholder involvement and to prevent negative
- perceptions (such as secrecy or corporatism);
- implement a follow-up mechanism to ensure that stakeholders' requirements are taken on board, and plan for the outcomes of each participation procedure to be fed back into the decision-making process; and
- consider different involvement tools and techniques and select the most suitable for your local context.

4. A dedicated engagement strategy uses different formats and techniques (e.g. surveys, interviews and discussion groups) at different levels of use. There is no "one size fits all" approach to involving your stakeholders: this is dependent on your goals and objectives, the stakeholders you engage, and the resources you have. To ensure successful involvement activities:

- consider your aims;

- consider the context of the issue to be discussed (level of general knowledge, complexity of the issue etc.);

- choose the level of stakeholder involvement (transmission of information is a one-way process; consultation is a two-way process — What degree of involvement do you expect from stakeholders?);

- take into account the different interests and activities of the different stakeholders;

- consider involving stakeholders at each project stage;

- use a combination of methods;

- satisfy any legal requirements;

- use local resources; and

- always follow up.

5. Evaluation and follow-up should be given particular attention throughout the process. To make your evaluation activities effective:

- try to act as much as possible on the results of the stakeholder consultation;

- keep all stakeholders informed of how their input is used;

- evaluate both the process and the outcomes of the consultation; and

- ensure that you define the indicators for your evaluation before the start of the consultation process, allowing you to collect the necessary information along the way.

6. MOVECIT approach for the implementing the stakeholder engagement activities

Within MOVECIT project we have established some steps to be taken when planning the meetings with the stakeholders. These are only the recommendations that can be considered or not. You might find some other ways towards the meetings.

6.1. Guideline for the qualitative reports of stakeholder involvement

A summarizing report on stakeholder involvement meetings is created. The partners are expected to visit each stakeholder or to organize a forum with them and summarize its outcomes in a short report (one document per each involved stakeholder meeting). The reports will provide valuable input for the implementation of the mobility plans.

Basically, there are two main groups of stakeholders:

- one group contains every stakeholder (organization or company), who is concerned of mobility planning and shows interest in participation;
- the other group consists of stakeholders who are directly involved in the mobility planning process.

The report templates should be filled by the project partners based on the answers of the involved stakeholders. The aim of this report is:

- to gain information which can serve as input for WMP;
- to make familiar the staff and employees working at the city halls and other institution with the MOVECIT project.

The workshops within stakeholder involvement process are the baseline for the mobility planning in the second stage of the MOVECIT project. In the report template, you should find the following information:

- Background (600-900 characters): Please provide some background information about the stakeholder and a short justification, why it was selected.
- Main goals (300-900 characters): What are the main goals of the stakeholder in relation with mobility planning, e.g. more consciousness in travel habits of the employees, any kind of savings because of mode changes.
- Previous experience (300-900 characters): Information about any plans, pilot actions, case studies or other attempts related to mobility planning, which was implemented by the stakeholder. If there was any, please describe the results and outcomes, e.g. how many employees became more conscious, how much financial saving could be realized.
- Current situation (300-900 characters): Description of the current situation of the stakeholder focusing on the activity of the employees, their travel habits, available infrastructure and facilities (e.g. parking places, bicycle parking, changing rooms, showers, storage rooms).
- Needs (300-900 characters): This is the most important section of the report. Please provide a list of the needs of the stakeholder regarding the mobility situation of employees.
- Ideas (300-900 characters): Provide a list based on the needs, how the stakeholder thinks its needs could be satisfied.
- Barriers (300-900 characters): Discuss most important barriers that prohibit development of the current mobility situation.
- Knowledge gaps (300-900 characters): Please provide a brief summary of the knowledge background of the company focusing on gaps regarding mobility planning and implementation of innovative solutions.
- Willingness (300-900 characters): Describe the general trends of the stakeholder regarding mobility planning and its willingness to implement actions in order to aim more efficient and more conscious employee mobility.

6.2. Communication and branding

The project partners have to consider the program brand manual when organizing project event and communicate with the target groups. The logo of the project or other requested institutions, if required, have to be visible in all project documents, e.g. list of participants, Power point presentation, invitation and agenda, other material.

6.3. Workshop organization

The project partners have to organize at least 1-3 workshops per institution in the preliminary phase. This phase is lasting at the beginning of each process and is testing the willingness of the stakeholders, scan the general readiness and climate of the involve targets. The stakeholder's involvement event can be held as:

- workshop,
- ordinary meeting,
- round table,
- public debate, and/or
- internal working group discussion.

The event type must be chosen considering the following aspects:

- which event type works the best for the institution?
- which event type can better contribute for obtaining the relevant information needed for the concept?

It is also compulsory to spread the feedback among the participants and collect them after the event is finished in order to evaluate the satisfaction of the participants.

7. Report template for MOVECIT institutions

In the report, the following table templates must be used by the project partners.

7.1. Title table

Topic:	
Date:	
Location:	

7.2. Summary table

Summary	
Background:	
Main goals:	

Previous experience:	
Current situation:	
Needs:	
Ideas:	
Barriers:	
Knowledge gaps:	
Willingness:	

7.3. Table for actions

Actions		Deadline	Responsible
1.			
2.			
3.			
...			

7.4. Table of participants

Participant list				
Name	**Company**	**Email**	**Phone**	**Signature**

8. Sources:

- http://www.bbsr.bund.de/BBSR/EN/Publications/IzR/2005/DL_Heft07_Antikainen.pdf?__blob=publicationFile&v=3

- Elliot, Janice, Sara Heesterbeek, Carolyn J. Lukensmeyer and Nikki Slocum, 2005. Participatory methods toolkit. A practitioner's manual. King Baudouin Foundation. Available at: www.kbs-frb.be (accessed 7th December, 2010).

- GUIDEMAPS, 2004a. Successful transport decision-making. A project management and stakeholder engagement handbook. Volume I: Concepts and Tools. Available at: www.civitas-initiative.org/docs1/GUIDEMAPSHandbook_web.pdf (accessed 8th December, 2010).

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