



INTERREG Alpine Space Project

**“Sustainable Mobility Behaviours in the Alpine Region –
SaMBA”**

**D.T3.4.1 PROCESS EVALUATION AND
GUIDELINE FOR
SCALABILITY & TRANSFERABILITY**

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This Report is one of the deliverables foreseen within the WP T3 “Policy definition and testing”, Activity A.T3.3 “Reward/pricing policies implementation and Monitoring”. It provides an evaluation of the nine pilots and the SaMBA project within the CIVITAS methodology for process evaluation.

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Introduction

This Report is one of the deliverables foreseen within the WP T3 “Policy definition and testing”, Activity A.T3.4 “Reward/pricing policies implementation and guidelines for scalability & transferability”. It provides a process evaluation for all nine SaMBA pilot cases describing their activities, barriers/drivers and lessons learnt. Those activities were highly impacted due to the coronavirus pandemic.

Through a participative and cooperative transnational collaboration between 13 partners, 37 observers and 9 pilot cases from 5 countries, the SaMBA project aims to promote mobility behaviour change by reducing the perceived gap between sustainable transport modes and private cars through reward/pricing policies that are equitable and directly related to the external costs of transport. The measures implemented in the 9 pilot cases tackle different problems, all tightly related to excessive use of private cars and the harms they bring to urban, peri-urban and rural areas of the Alpine Space Region.

To analyse and understand if the measures applied in the 9 pilot cases are scalable and transferrable to other contexts, countries, and cities, the CIVITAS 2020 framework for process evaluation was chosen. The main goal of CIVITAS is to be a framework in which evaluation is done “to understand the process and impact of the mobility measures, to learn what works and what does not, and to understand the reasons why.” (CIVITAS, 2020). Furthermore, this analysis will allow optimisation of measures, to achieve a better result when attempting to upscale those and to give relevant information on whether a measure can be transferred to another context.

For this report, the process evaluation method of CIVITAS 2020 was chosen, which “involves the evaluation of the processes of planning, implementation and operation, aiming to understand why measures have succeeded or failed, including the roles of information, communication and participation.” (CIVITAS, 2020). The framework for that evaluation and how it was carried out for the 9 pilots within the SaMBA project will be detailed throughout this report.

The section on lessons learnt shows what worked and what did not and, although still partial, it can be considered one of the most important results of the field experimentation when considering future replicas in the same or other contexts.

Process Evaluation Methodology

The CIVITAS model

The main goal of CIVITAS Process Evaluation is to develop new findings of what made the measures (or initiatives) successful and what were the strategies used to overcome possible barriers during the implementation and which drivers were taken advantage of to achieve its goals. The methodology is based on a thorough analysis of all relevant information.

According to the methodology, the success of a measure is not only influenced by the technical solution. Much of a measure success lies with the optimisation of the process related to preparation and implementation, including “activities involving information, communication, engagement and participation of stakeholders.” (CIVITAS, 2020). The methodology also allows the evaluation of a sub-measure or packages of measures, which was the case for some of the SaMBA pilots.

The CIVITAS process evaluation is concerned with how proposals were turned into feasible designs and, later, how those are constructed or implemented. For that, the methodology proposes that all measures can be divided into three stages:

1. Design Stage (Co-creation stage);
2. Implementation Stage;
3. Operational Stage.

However, in some cases, the difference between those three stages is not well defined or hard to pinpoint. For that reason, in some scenarios, is valid to omit one of those stages to have a more truths worthy representation of the measure’s process and therefore, a better evaluation of it. In addition to that, milestones and a timeline could be shown for each measure. As defined by the CIVITAS 2020 framework, milestones are classified as “points of control of the measure’s implementation roadmap and are critical information for both the process management and the evaluation.” (CIVITAS, 2020).

The measures will be described within those stages and giving a short, yet complete, description of what took place in the measures, the target groups, the stakeholders involved and the objective for each of them.

The methodology suggests that the following questions should be answered for each measure, despite differences between cities or how complicated those measures are:

- What exactly happened;
- How did it occur?
- What were the influences of drivers and barriers for the process?

To retrieve all that information, the pilot managers were involved periodically through a general meeting, with all main stakeholders in the SaMBA project. The goal of those meetings was to keep everyone informed of how the process of design and implementation of the pilots was taking place. That methodology also falls within what CIVITAS suggests in its framework for process evaluation, with periodic meetings and reports being released to keep track of activities as they take place, to avoid any missing information at the end of such process.

At last, to make a final process evaluation report on the SaMBA project, all the leaders of which pilot were engaged to give their reports, and which were the main **barriers** and **drivers** during the implementation of those pilots. The final report will have all the following points:

- the important events during the implementation of the measure;
- identification of implementation **barriers**;
- identification of implementation **drivers**;
- reporting on activities to overcome barriers and/or to make use of the drivers to reach the measure objectives;
- supporting activities: activities – penetration – quality – influence on implementation and impact of the measure;
- identification of lessons learnt in the period.

This report will be divided into three chapters for each pilot: Activation of the community, Management of the community and Lessons learnt.

In the first part, the involvement of the main stakeholders is analysed in the three-time phases of project development (Co-Creation, Implementation, Operations). For each stakeholder group, depending on their involvement in the project, more or fewer voices have been placed.

The SaMBA pilot cases evaluation methodology

This part aims to design a process evaluation method to assess the impacts of SaMBA behaviour change policies in terms of the multiple external and internal factors that have influenced them.

Therefore, the main aim is to understand whether the nine case studies were successful or failures, the barriers that hinder the implementation of SaMBA pilots and the strategies to overcome these barriers and the drivers on which to leverage for other mobility behaviour change initiatives.

This report consists of two main parts for each pilot:

1. “Activation of the community”

In the first part, the involvement of the main stakeholders is analysed in the three-time phases of project development (Co-Creation, Implementation, Operations). For each stakeholder group, depending on their involvement in the project, more or fewer voices have been placed. The type of activities used for the activation of the community are those listed below:

- materials;
- events;
- SaMBA local web page;
- social media;
- other web channels;
- word of mouth;
- local magazines, newspaper, and press release.

It would be interesting to develop on why those activities were chosen to engage the community and to which stakeholder those were aimed to reach. Nonetheless, to have some evaluation if those were effective, so that future projects can take advantage of those evaluations to achieve a better outcome when attempting activate their community. To finalize, is important to understand “How did the relevant actors find out about SaMba?” (Awareness) and “How have they been effectively involved?” (Involvement).

2. “Management of the community”

It focuses on asking which were the *Barriers and Drivers*, Lessons learnt in all phases and for the different actors-experts.

Barriers are those internal or external factors of a physical or purely logistical nature that somehow interrupt the development flow of a project in some cases even permanently, thus forcing a mutation or variant of the project to overcome the barrier.

Barriers are, as mentioned above, phenomena of project stoppage, some of them could be known before starting the activities, or they are phenomena that happen during the phases of the project itself. For this reason, experts must hypothetically carry out analyses and self-analysis to identify the presence of barriers within the project and in its development and identify the causes to update the project to overcome those barriers.

The identification of barriers is not only a process that should be done in itinerant but also ex-post because it can provide important information on possible roadblocks or failed actions of the project, which allows completing a legacy of information and cases that are added to the learnt lessons. It can also work as a benchmark of how to deal in face of challenges that might arise during project implementation.

When we talk of Drivers, we mean a syllogism of the term, in the sense that we are talking about a phenomenon, a character, or a stakeholder that can drive the project or certain parts of the project or initiatives on it. A characteristic of drivers is that they may not always be present throughout the project and their influence may vary depending on the skill of the organizers - experts.

Like barriers, they must be monitored during the various phases of a project in such a way that they are not buried and are used in the best possible way, as they are the best weapon for overcoming certain barriers that may be placed in the path of the project. Therefore, in the analysis phases where the existence of barriers is sought, the existence and status of known drivers and the possible presence of new drivers are also verified.

For example, if the drivers are subjects like the stakeholders, there is a tendency to maintain a continuous relationship of multiple information on the project's progress to create a direct and stable interaction between them. In the same way, during the implementation of projects, some events and initiatives are created to attract or rediscover drives; thus, influencing the project implementation process and contributing to its success.

The identification of the driver is not only a process that should be done in itinerant but also ex-post because it can provide important project information and/or failed action of the project thus

completing a legacy of information and cases that are added to the lessons learnt. It may also become a material of good practice for future projects.

To have a broader understanding of the SaMBA project, the barriers and drivers were divided into categories. This will allow us to understand what type of barriers were faced most often by pilots and help future mobility behaviour change projects to be aware of possible roadblocks and help their implementation process.

Table 1 – Categories and descriptions for drivers and barriers (adapted from CIVITAS methodology).

Category	Description
Political/Strategic	Driver/barrier related to possible conflicts or benefits from having (or not) a sustainable agenda and support from local authorities in what is the vision for that municipality/city.
Institutional	Driver/barrier related to institutional bureaucracy, laws, rules and their application.
Sociocultural	Driver/barrier related to sociocultural aspects of the society the measure was implemented. A more positive/negative attitude about sustainable practices, carpooling, hitchhiking and use of cars.
Covid-19	Driver/barrier related to the COVID-19 situation, sanitary crisis and restrictive measures.
Involvement	Driver/barrier related to the level of involvement of citizens, stakeholders, decision makers and local community.
Financial	Driver/barrier related to financial support, support of local business for rewards and any subsidies.
Marketing and Communication	Driver/barrier related to the communication of the project and its marketing initiatives.

After the identification of barriers and drivers that were encountered during the implementation, the lessons learnt section works as a self-analysis that should be carried out by the experts, in this case, the pilot managers, for each of the pilot projects.

The lessons learnt are a self-analysis phase carried out by the experts who carried out a project. At this stage, the experts try to summarize what have been key points of success or not. They aim to provide next projects in the field of sustainable mobility an insight into what can be expected

during all the stages of those projects. Not only, but they can also serve as a blueprint for projects looking to avoid mistakes and prepare for those at an early stage.

Overall Process evaluation

SaMBA pilot cases after the COVID-19 world crisis

The COVID-19 pandemic affected the entire planet, halting several industries and imposing sanitary barriers everywhere, including Europe. The pandemic impacted the SaMBA project not only in its planned activities, since most of them were initially planned to be held in person (e.g. workshops, meetings), but impacted also the implementation of some measures, due to the sudden drop in usage of public transport.

Due to the physical impediments for meetings and workshops that the pandemic imposed in the project, the initially designed timeline for deliverables, meetings, and measures was extended to give more time for the pilots to be developed or implemented. Overall, some pilots were more harmed, such as, for example, in the case of Grenoble pilot, where the initiative was focused in increasing carpooling activity in the region and where, with the sanitary restrictions, the acceptance of the public for sharing a car with a stranger largely dropped, as expected.

Throughout this report, some of the barriers presented in those pilots will relate to the pandemic, and they should be acknowledged since the pandemic is still going during the writing of these report and they can serve as benchmark cases of adaptation facing adversity that largely impacted the project scope and some activities that were initially designed to take place.

However, the pandemic can also present an opportunity for an increase of usage in sustainable modes of transportation (e.g. cycling and walking). Some of the biggest European cities, such as Paris and Milan, are betting on a comeback to “normal life” to be more sustainable and attempting to implement the concept of “15-minute city”, which is based on having all essential services within 15 minutes’ walk or bike from each citizen. In some other cases, cities are seizing the opportunity of citizens shifting to more constant and routine use of bicycles to enhance their cycling infrastructure, to accommodate that new demand.

To cite another example, the city of Munich implemented some pop-up bicycle lanes in June 2020 after seeing a relevant increase of bikers around the city when comparing the months of May in 2019 and 2020. The success of those Pop-Up bicycle lanes was measured in surveys that showed

that 68% of the interviewed people would gladly advise for construction of new bike lanes and 69% would be approve the conversion of those Pop-up lanes to permanent ones¹.

Nonetheless, the pandemic also presents a huge challenge for public transportation systems, that with the social distancing measures, have been viewed as one of the vectors for the spread of COVID, and therefore have been suffering from the drop in usage and is yet to be discovered if that will be a lasting effect or a fleeting one. At the same, the private car was again seen as an alternative for public transport, against what was being pushed pre-covid, due the higher level of safety. In the UK, the Secretary of State explicit told citizens to choose a private car, if one had access to it, rather than train, tram or bus. That led to an increase in internet search of second-hand cars increased in the UK².

A study done in the region of Lyon, in France, aimed to understand the mobility patterns and behaviours post-covid, it showed a concern from some users about the safety of public transportation with “worries for my health and others” and “slow virus spread” were among the highest quoted reasons for not using the public transport. Not only, the study showed an increase in bike usage and a normalcy related to private car usage³.

The challenge for cities becomes to, at the same time, try to make the perception of public transportation shift again to one that attracts more users and implement policies that boost the usage of bicycles and other sustainable transportation modes, to avoid that the comeback from COVID is a turn to the private car, as a way to ensure safety and social distancing. In that scenario, nudge policy can be used, in consonance with other policies to achieve that desired result of the comeback to everyday life to be a more sustainable one, instead of a comeback to private cars.

The willingness of users to use public transport and even sharing services (e.g. sharing cars) need to be catered to the new reality of COVID-19. A research⁴ in Spain showed that users tend to use more those if protective measures are in place, such as covering for handles, steering wheels and

¹ Florian Paul, Pop-UP Bike Lanes in Munich, in the Proceedings of the 2nd SaMBA Transnational Workshop, available at: <https://www.alpine-space.eu/projects/samba/en/news-events/events/transnational>

² Lucy Budd, Stephen Ison, Responsible Transport: A post-COVID agenda for transport policy and practice, Transportation Research Interdisciplinary Perspectives, Volume 6, 2020, 100151, ISSN 2590-1982, <https://doi.org/10.1016/j.trip.2020.100151>

³ Adrien Beziat, Stéphanie Vincent, COVIMOB: Effect of Covid mobility, in the Proceedings of the 2nd SaMBA Transnational Workshop, available at: <https://www.alpine-space.eu/projects/samba/en/news-events/events/transnational>

⁴ Awad-Núñez, S., Julio, R., Gomez, J. et al. Post-COVID-19 travel behaviour patterns: impact on the willingness to pay of users of public transport and shared mobility services in Spain. Eur. Transp. Res. Rev. 13, 20 (2021). <https://doi.org/10.1186/s12095-021-00476-4>

disinfection on wagons or cars, in the case of sharing services. However, the users expected that those changes are made, and it is not reflected in a raise of prices.

Overall barriers, drivers and lessons learnt

The following table (see Table 2) shows an overview of all pilots with information related to what reward/pricing policy was applied, the main categories of *Barriers and Drivers* and the lessons learnt so far.

Table 2 – Overview of pilots in SaMBA project with lessons learnt.

Pilot Case	Reward/pricing policy	Barriers & Drivers	Lesson learnt so far
County of Dachau, Fürstenfeldbruck, Munich and Starnberg (DE)	<p>Creation and diffusion of mobility information packets</p> <p>Rewarding of people for their sustainable mobility behaviour tracked through the MUV app</p>	<p>Barriers: Institutional Involvement Covid-19</p> <p>Drivers: Involvement</p>	<p>Information can prove to be quite an effective tool for behaviour change when provided at the right time, in the right form and to the right people.</p> <p>Financial incentives should be paired with complementary incentives such as digital rewards and ‘praise’ for helping the environment to bring about the best results.</p> <p>The success of a policy implementation depends very much on the motivation and role stability of those who participate in carrying out the project</p>
Regional Natural Park of Vercors (FR)	<p>Carpooling promotion and hitchhiking service</p>	<p>Barriers: Sociocultural Covid-19</p> <p>Drivers: Sociocultural Involvement</p>	<p>To give better visibility to the incentives, the right information should be delivered both before and during the event. Good communication is crucial to make people aware of the offer, and during the event, all the participants have to see the advantages reserved for car-poolers to make them think about it for the next time.</p> <p>Money is not the main motivation to change behaviour. Sometimes, practical advantages are much more interesting.</p> <p>Changing habits takes time. Experiences show that for an annual event, it is necessary to repeat the incentives every year to have an effect</p>
“Madre Teresa di Calcutta” Hospital (IT)	<p>Offering to hospital users new lower public transportation rates</p>	<p>Barriers: Sociocultural Covid-19</p> <p>Drivers: Marketing & Communication Involvement</p>	<p>Good information can raise awareness on users and be an effective tool for behaviour change, instead of using financial leverages as moral suasion. However, to achieve a large-scale audience could be useful a mixed policy, which comprises both informative and financial actions.</p> <p>The necessity to better understand target users’ needs must be taken into account, to improve new-targeted policies</p>

<p>Refurbishment and new building projects in Salzburg (A)</p>	<p>Mobility points, individual mobility advice, digital and interactive mobility brochure for new citizens ("Story maps")</p>	<p>Barriers: Involvement Marketing & Communication Covid-19</p> <p>Drivers: Marketing & Communication Involvement Financial</p>	<p>Covid-19 postpone events and may have cause a decrease in participation. Individual mobility advice was also harmed by the pandemic, even with an online option, the participation was lower than expected.</p> <p>Activation actions, such as mobility day and workshops are a good way to start the conversation regarding mobility behaviour change. In addition, materials catered specially for each type of user can have a better success rate.</p> <p>Planning of mobility offer before construction of those places can increase the probability of a change in mobility behaviour and increase the chance of success.</p>
<p>CITY CYCLING+ at Landkreis Emmendingen (DE)</p>	<p>CITY CYCLING is a participatory action conceived as a competition: on 21 consecutive days the participants' cycle for more bicycle promotion, climate protection and quality of life</p>	<p>Barriers: Political/Strategic Involvement Sociocultural</p> <p>Drivers: Political/Strategic Involvement</p>	<p>Key stakeholders should be approached early</p> <p>Involvement of companies was successful to reach the people</p> <p>Know the gatekeepers, key stakeholders, and decision-makers in the involved organisations</p> <p>Critical issue: to intercept car users; usually only those who already use the bike join the campaign</p>
<p>Carpooling line in Grenoble area (FR)</p>	<p>Creation of a carpooling line with dedicated pick-up points integrated into a platform for the collection of "mobility points" to be spent on discounts or prizes</p>	<p>Barriers: Sociocultural Covid-19</p>	<p>The targeted mobility alternative has to be perfectly relevant and socially acceptable</p> <p>Rewards are a lot more efficient when they are gifts rather than discounts</p> <p>It is important to diversify the levers to make modal shift policies efficient (information, restrictions, incentives, enhanced alternatives, etc.)</p> <p>Carpooling policies are not going to be relevant everywhere, regarding the population, living standards, quality of public transport networks, etc.</p>

<p>Chieri school district (IT)</p>	<p>Promotion of sustainable home-school trips by encouraging it through the creation of a competition between classes with the use of the MUV App</p>	<p>Barriers: Institutional Covid-19 Sociocultural</p> <p>Drivers: Marketing & Communication Sociocultural</p>	<p>Motivate participation of the teachers of the schools involved.</p> <p>Local businesses have a real chance for greater exposure when designing a reward system</p>
<p>"Change the habit - gain the reward" in the Municipality of Koper (SI)</p>	<p>Walk-bus and promotion of a sustainable way of coming to school and kindergarten.</p> <p>Empowering the elderly population (promotion of biking as a way of mobility)</p> <p>Promotion of sustainable ways of coming to work</p>	<p>Barriers: Involvement Covid-19</p> <p>Drivers: Marketing & Communication Involvement</p>	<p>It is important to plan on broader functional areas especially where daily migration and seasonal migration influence the traffic flow and therefore mobility habits.</p> <p>Rewards are important incentives for changing mobility habits with the point on the right timing of the rewards and the right type of reward.</p> <p>Children's greatest rewards were funny and amusing escorts and the socialization effect that happened on the way to school.</p> <p>For the employees in public administration, the biggest incentive is timesaving and money-saving aspects</p>
<p>Bohinj area and Tržič (SI)</p>	<p>In Bohinj: new PT offer for tourists: bus service to the starting points of hiking trails is planned as a seasonal and event-based service.</p> <p>In Tržič: designing of a new parking policy, through introduction of parking fee (car parking tickets machine will be installed)</p>	<p>Barriers: Involvement Sociocultural</p> <p>Drivers: Marketing & Communication Involvement</p>	<p>Furthermore, in the current case of Tržič parking policy, entrepreneurs avoided the expression of their interests, while the reason is not clear, it was assumed that many do not want to be seen as "politically involved", have a lot of workload to be involved in those activities.</p> <p>Overall, in Slovenia, there is a low level of trust that the local council would take citizens' considerations seriously. This creates low citizen partnership. That can be the reality for other context and must be taken into consideration when planning engaging activities.</p> <p>Usually, the importance of municipal employee's engagement must be stated. In this pilot some of the municipal employees and town council members, they show different levels of commitment. Not only, but Town council members in the current term also generally have little experience, a low level of understanding of the topic and tend to take passive roles. Furthermore, it was difficult to get their attendance or cooperation outside of town council meetings.</p>

The following chapters will evaluate every pilot itself and evaluate the activation of the community, the main barriers, drivers and lessons learnt. From those, a comprehensive analysis was done for all the pilots to identify which were the main overall barriers and drivers related to the project. For barriers, there were three most faced ones: Covid-19, Sociocultural and Involvement (See Figure 1). As discussed in the previous chapter, the pandemic played an important role in most of those pilots, since it happened in the middle of those pilots' implementation.

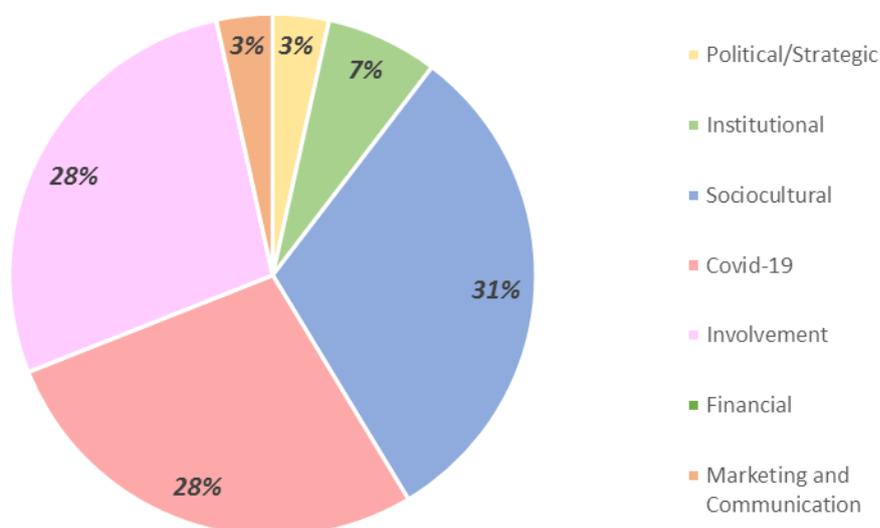


Figure 1 Barriers faced in the SaMBA project.

Another interesting conclusion from that graph is that no Financial barrier was pointed out by any of the pilots and Marketing and Communication, Political/Strategic were fairly low compared to the rest.

For the drivers, the same analysis was done and the first conclusion that can be made when evaluating those results (see Figure 2) is that there were essentially two main drivers for success in the pilots: Involvement and Marketing/Communication. Those are important takeaways and could represent an interesting axis for further projects aiming at impact mobility behaviour change. As expected, the Covid-19 pandemic was not viewed as a driver by any of the pilots.

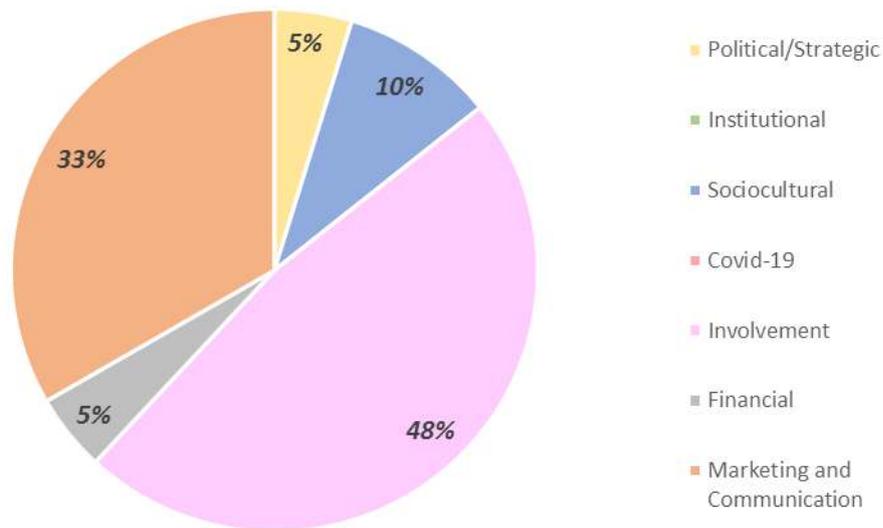


Figure 2. Drivers used in the SaMBA project

To go further in that evaluation process a questionnaire was developed to understand how the pilot managers perceived each of the actions taken throughout the project. They were asked to grade from 1 to 5, with 1 being ineffective to 5 being highly effective, each of the measures for activation of the community and engagement of it. From those results, the following table (Table 3) was created for a broader view of which measures can be taken in future scenarios.

Table 3. Effectiveness of measures and how many pilots used them.

Measures	Grade	# of pilots
<i>School presentation</i>	5.00	3
<i>Meetings with stakeholders</i>	4.57	6
<i>Engagement of local business</i>	4.17	7
<i>Informal conversations/encounters</i>	4.17	6
<i>Workshop/Focus Group with stakeholders</i>	4.14	7
<i>Municipality website</i>	3.71	7
<i>Presentation to citizens</i>	3.67	6
<i>Public advertising</i>	3.60	5
<i>Social media posts</i>	3.57	7
<i>Divulgence emails</i>	3.57	7
<i>Webinars</i>	3.33	3
<i>Press releases</i>	3.25	8
<i>News on Local TV</i>	2.00	2

However, is important a contextualization of those numbers. For example, School presentation was graded with a 5 as being the most effective among all measures, but just 3 pilots used in their implementation and two of those were directly connected with school activities (Pilot of Chieri

and Pilot of Koper). At the same time, “News on Local TV” are deemed as an ineffective measure with a grade of 2 but were only used in two pilots. For those reasons, those evaluations serve as an introductory summary of the results that are explored in-depth developed in the following chapters, for each of those pilots.

Process evaluation analysis of individual Pilots

COUNTIES OF DACHAU, FÜRSTENFELDBRUCK, MUNICH AND STARNBERG (DE)

Pilot Overview

The pilot sites of MVV are the four counties of Dachau, Fürstentfeldbruck, Munich, and Starnberg surrounding the city of Munich. At the time of the writing of this report, however, active pilot work has only been done in the county of Fürstentfeldbruck. The other counties were instead involved in several workshops related to different topics relevant to SaMBA. In the next phase of the project, all pilot sites will be involved in active work (consisting in the development of a Mobility Package). These counties, due to their proximity to the city of Munich, have seen massive growth in recent years and this growth is expected to continue. They have both: urban centres as well as very rural dispersed settlements. Overall, these counties fall under the 'growing suburban or metropolitan areas' category.

To change the mobility behaviour of citizens living in the entire MVV region by providing the right information, regarding local sustainable mobility offers at the right time. Using information as an incentive for mobility behaviour change along with supplementary financial incentives and rewards acts as the final push for people to change their behaviour.

Mainly two initiatives contribute to the achievements of the objectives:

- creation and diffusion of mobility information packets;
- rewarding people for their sustainable mobility behaviour tracked through the MUV app.

Activation of the community

The main activities of this pilot consisted in understanding how the community's perception was related to the transportation system in the region to, later, develop a mobility package to induce mobility change. For that, surveys, both online and on-board during an ongoing free trial day, workshops were done to engage the community.

Table 4. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
On-board Survey	A on-board survey to assess the effectiveness of a "Free Trial Day" in Fürstenfeldbruck.	Users	Co-creation
Online Survey	A comprehensive survey about mobility info package provided by Fürstenfeldbruck. The goal was to improve the service and get feedback from users	Citizens	Co-creation
Workshop	Workshop to adjust the app used in the project to Munich's reality	Local stakeholders	Co-creation
App	A competition using the MUV app to test the rewards given for mobility behaviour change. The goal was to test digital and financial incentives.	Users	Implementation
Workshop	Other workshops were carried out in later phases of the project to gather insights from experts, introduce the project to new stakeholders and raise awareness to SaMBA.	Experts, local stakeholders	Implementation

Two types of workshop were held, one for adjusting the MUV application to the reality of MVV counties context. The other one had as its main targets experts and local stakeholders and were used to raise awareness for the SaMBA pilot.

Management of the community

Our main barrier/challenge was that right after the beginning of the project we lost two of our contact points from the two pilot sites (due to change in jobs). This was a big setback, as we struggled to get new local contact points for months and as the ones just 'inherited' this project, their enthusiasm was also limited. This led to some of the project activities and workshops being postponed. That is why we only ended up having one regularly active pilot sites and three partly active pilot sites. Despite this, the politicians and county officials always ask us to keep them in the loop regarding the project development. Which was a good sign of their involvement.

Table 5. Table of barriers for the pilot.

Category	Barrier
Institutional	Change of people involved in the project and delayed reposition of those actors at the municipality side
Involvement	New local contact point were not as interested and aware about the project's concepts
Covid-19	Covid-19 delayed some workshops and activities

For barriers, the pilot identified the willingness and participative nature of some politicians and county officials, to seek out new information and constant updates on the project can be seen as a good level of commitment, needed for put these types of projects forward.

Table 6. Table of drivers for the pilot.

Category	Driver
Involvement	Politicians and county officials were constantly seeking updates, which shows a level of commitment

Lessons learnt

One of the most important lessons learnt from this project activity is that, contrary to the popular belief that one needs financial incentives to bring about a behaviour change, information can prove to be quite an effective tool for behaviour change when provided at the right time, in the right form and to the right people.

However, this does not mean that large-scale change can be brought about without any financial incentives. As mentioned in the results section, financial incentives should be paired with complementary incentives such as digital rewards and 'praise' for helping the environment to bring about the best results.

REGIONAL NATURAL PARK OF VERCORS (FR)

Pilot Overview

The Regional Natural Park of Vercors, located in Auvergne-Rhône-Alpes Region close to Grenoble and Valence, is a low mountain area incredibly attractive for outdoor activities for tourists and one day visitors. The goal of the Park is mainly to reduce the number of cars on the road by increasing the number of persons in cars and to offer new mobility services in areas where they are missing. This is not linked to traffic issues, but mainly to a politician willing to reduce the place of cars in the natural park and, offer new services to people having mobility brakes and to reduce their energetic bill.

Carpooling and hitchhiking service are the main solutions identified for this purpose and inhabitants, tourists and eventgoers are the target users. Incentives are not intended to base only on economic value but also on other measures such as information, communication, marketing, tests, and support. The pilot based its activities aligned with the three identified target users and it included communication, storytelling activities, rewards policies and guidelines/kits for carpooling and hitchhiking.

Activation of the community

Based on the proposal of the pilot, of increasing the activities related to carpooling and hitchhiking, activation of the community was one of the main activities during the implementation of the project. The engagement of the community around those two activities and to bring new users to it was proven to be incredibly important for the pilot to succeed.

Table 7. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Focus group	Workshops with tourism service of the Park to co-create the strategy.	Tourists service, hosts	Co-creation
Focus group	Two workshops were realized with users of hitchhiking and inhabitants about the opportunity to create a carsharing service.	Citizens	Co-creation
Meetings	Meetings to create the incentives for carpooling activities with festival organizers.	Festival organizers	Co-creation
Website	Improve communication of mobility offers in the website to promote carpooling and public transport.	Users, Citizens	Implementation
Video-presentation	Video to promote activities of hiking and such in the region. The video was posted in social media and blogs.	Users	Implementation
Social Media	Social media presence to advertise the actions happening on day of events for carpooling incentives.	Tourists, event goers	Implementation
Communication Campaign	The strategy is based on behavioural accompaniment in order to develop the use of the hitchhiking service. Priority and different targets have been identified to try to influence user behaviours in the most efficient way	Users	Operation

Management of the community

The pilot aims to nudge users towards carpooling and hitchhiking, but activities are reliable on the community engaging and being active. At the same time, those modes of transportation often rely on a socio-cultural aspect of relationship building that can serve as a driver for users to choose that route over others (see Table 9). For barriers, covid-19 posed a challenge since gathering was cancelled and, besides that, the activities of the pilot can be seen as not safe regarding the sanitary standards of the pandemic. Apart from covid-19, sociocultural aspect related to lack of interest in the topic and a comfortable situation related to the use of private cars to move around was perceived (see Table 9).

Table 8. Table of barriers for the pilot.

Category	Barrier
Sociocultural	Comfort on using the car as a mean of transportation
Sociocultural	Lack of caring related to the mobility within the park
Covid-19	Events and gatherings were postponed due to sanitary restrictions and some activities had to, as well

Table 9. Table of drivers for the pilot.

Category	Driver
Involvement	Awareness around sustainable issues can be
Sociocultural	Possibility of interactions in carpooling and hitchhiking were identified as possible drivers for those modes

Lessons learnt

Regarding carpooling incentives for events:

1. the main lesson is to give better visibility to incentives before the event and during the event. So good communication is crucial to make people aware of the offer, and during the event, all the participants must see the advantages reserved for car-poolers to make them think about it for the next time.
2. the feedback from people shows that money is not the main motivation. Practical advantages are much more interesting for them (reserved parking places for example. A special offer or discount is more an attractive trick to get the attention of people than the real advantage.
3. changing habits takes time. Experiences show that for an annual event, it is necessary to repeat the incentives every year to affect.

Concerning the effect of incentives on the touristic population, it is not possible to monitor them at the moment. The communication actions developed based on showing concretely what and how can be done a trip without a car. One fact is that the touristic sector must be better involved in mobility policy, and better informed about the existing option to be able to talk about these options to their clients (tourism offices, hosters, guides, ...). It is a big and continuous effort that should be continued in the coming years.

Regarding incentives addressed to the inhabitants unfortunately it has not been possible to implement them during the period, but it is planned as soon as it will be possible according to the sanitary conditions. With the help of a communication agency, we are more confident in our strategy and methodology to try to reach people and to make them, at least, trying our service and for some of them changing their habits.

“MADRE TERESA DI CALCUTTA” HOSPITAL (IT)

Pilot overview

The “Madre Teresa di Calcutta” hospital (or Schiavonia Hospital) complex is placed on the border between the municipalities of Este and Monselice in the southern part of the province of Padova. It is located on a total surface of 250,000 m², equal to 30 football pitches. The catchment area of the hospital comprises 46 municipalities, rather than 186,000 inhabitants, 20% of the population of the province of Padova. The hospital structure admits about 2500 patients and 900 employees. It provides 450 beds, 10 operating rooms, 1,850 external free parking spaces. The structure also hosts the Nursing Course of the University of Padova that involves 200 students and the master’s degree “Coordination of the healthcare careers” which involves 48 students.

The pilot aims to promote a more sustainable mobility behaviour for employees of the hospital, students at the medical university and patients. On the hospital site, there is a large free parking area that allows those groups to reach the hospital with their private cars. Those private trips contribute to the increase of pollutants and other negative effects related to high usage of private cars, especially in an already sensitive region as the Po Valley.

To achieve that goal, the pilot carried out a survey to understand what motivates the users (from all target groups) to choose their transport mode and then created measures such as reduction in fare price and increase of routes from the closest train station to the hospital.

Activation of the community

The activation of the community in this pilot involved mainly three types of stakeholders: Users, Workers Association (Assoutenti) and public transport organization (Busitalia). The last one has a quite high pull-on decision making, with the users, which comprises visitors, employees and students, being the ones affected by the policy directly and Assoutenti being an important interlocutor for the needs of the working class in the hospital.

The stakeholder analysis presented in the report D.T3.3.1 helps the development of what type of activity/material will be used to activate and engage the community. The following table (see Table 10) shows what activities were done, the target user and a brief description of what was carried out.

Table 10. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Interviews	Interviews in the PT to understand problems and diagnose what was the need of the main users of the hospital.	Visitors, hospital staff, students	Co-creation
Focus groups	Focus groups to co-create, test and evaluate the award/pricing policies to be implemented in the pilot.	Citizens	Co-Creation
Meetings	Regular meetings with workers union, public transport organization to keep them informed on the evolution of the project and share results. Those are important decision makers, so that is an important step.	Workers union, public transport association	Co-creation and Implementation
Communication campaign	Posters were placed on bus during the operation stage of the bus line and pricing change. A campaign took place later with posters on bus stops.	Visitors, hospital staff, students	Operation

The activation of the community took place mainly in the co-creation stage of the pilot, with interviews being carried out in the public transport and the entrance of the hospital to understand the users' needs. The goal with that was to craft a policy to attract more users to public transport, to shift users from private cars. In that same goal, the focus groups were done so that users were involved in the process of creating the policy.

The meetings functioned as a checkpoint with the main stakeholders that had some sort of pull regarding decision making. Those were important to make sure that all the expectations were aligned and that their needs were met, when necessary.

Management of the community

The main barrier faced by the pilot was the presence of free parking space for employees, students and users of the hospital. That poses a threat to any sustainable mobility offers due to the perceived level of comfort that it provides for private car users. Overall, that barrier was found to be more frequent when trying to nudge the employees towards the use of public transportation to reach the hospital. Besides that, the fact that the hospital was focused on covid-19 related patients for a long time during 2020, proves to be a barrier for a further development of the pilot.

Table 11. Table of barriers for the pilot.

Category	Barrier
Sociocultural	Free parking spaces poses as a strong option for users to reach the hospital
Covid-19	Hospital closed due to handling of coronavirus crisis

For the drivers, two main drivers were identified as reasons for the pilot to have success. The first one being the early involvement of crucial decision-makers in the policy-shaping stage of the project. That ensures that their desires and views are translated or, managed when the final policy takes shape.

Table 12. Table of drivers for pilots.

Category	Driver
Involvement	Crucial decision makers involved at early stages of policy shaping
Marketing and Communication	Information provided at the right place and right time were drivers of impacting change

Lessons learnt

The results of the advertising campaign highlighted that good information can raise awareness on users and be an effective tool for behaviour change, instead of using financial leverages as moral suasion.

However, to achieve a large-scale audience could be useful a mixed policy, which comprises both informative and financial actions.

Positive feedback was obtained by the students but not by the workers. This has been probably due to the free parking available at the hospital. The necessity to better understand workers' needs must be considered, to improve the new-targeted policy.

MOBILITY BEHAVIOUR CHANGE IN NEW BUILDING AND REFURBISHMENT PROJECTS (A)

Pilot Overview

The City of Salzburg is the capital of the country of Salzburg with about 150,000 inhabitants located in the middle of Austria. In the SaMBA project, the City of Salzburg covered the territorial type of Alpine City.

In the SaMBA project two pilots were planned in the City of Salzburg, the refurbishment project Friedrich-Inhauser-Straße and a new building project Kendlerpark. The goal in both projects is to foster sustainable mobility behaviour of the new citizens and to change the modal split towards cycling, walking, e-mobility and local public transport. This pilot aims to target citizens moving into a new place and leverage that change in their life to trigger a change in their mobility behaviour.

To achieve that, adequate information and communication were given to citizens, with awareness-raising events, individual mobility advice and an information brochure with all alternative mobility offer in the project area. The brochure also had information about relevant and important infrastructure offers in and surround the areas. This location-specific information is given in the printed form (brochure/citizens handbook) but also as a digital interactive tool to provide so-called story maps.

Activation of the community

In this pilot, the activation of the community was focused on the involvement of new citizens, to be made aware of the SaMBA pilot and to co-create the policies and activities with mobility experts and other relevant actors in different mobility-related projects

Table 13. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Activation day	A day in the pilot site where several activities took place to engage the new citizens. All activities related to sustainable mobility such as bike repair and few others.	Citizens on pilot site	Operation
Workshop	At total, five workshops took place throughout the whole project. Initially, they aimed to introduce the SaMBA. Some workshops were held to discuss the topic with other projects and to share results.	Other projects managers, experts in mobility	Co-creation
Round Table	Two round tables took place to present the SaMBA project and the activities that will take place.	Experts, outside audience	Co-creation
Brochures	Informative brochure, both in an online and analog format, to inform the new residents of the mobility offer and possible activities.	Citizens on pilot site	Implementation
Webinar	Presentation of the project in two different webinars by one expert working on the project in an online format.	Outside audience	Operation

The activities carried out had different target users and happen throughout the whole project. Initially, workshops for co-creation of the policies and actions were done with experts from different projects in the mobility theme. That workshop helped the pilot staff to have a broader understanding of what was needed and effective to impact mobility behaviour change.

Round tables and webinars were used to make the outside audience aware of the project and create interest in the media to boost possible participation and share information with possible other mobility behaviour change projects.

One of the activities that was considered most effective for this pilot was the Activation day. A wide range of activities, such as shops for bike repair, information about mobility offer and workshops, that aimed to involve people in sustainable mobility was proven to be effective for reaching out to the community.

Management of the community

The barriers identified by the pilot was related to involvement, covid-19 and communication. The involvement of the building companies related to the renovations of the site was done too late, ideally, they should have been done together with the planning phase of the constructions.

Table 14. Table of barriers for the pilot.

Category	Barrier
Involvement	Late involvement with building companies working on the site, earlier would be ideal
Covid-19	The restrictive measures delayed some in-person activities, which caused them to be held in bad weather, impacting the attendance
Marketing and Communication	Communication was damaged with low interactions with citizens due, partially, to covid-19

Related to the drivers, involvement was identified as the main one. In-person activities for the management of citizens and involvement of politicians and other relevant stakeholders via workshops can work to give SaMBA a broader audience and reach. On top of those, sponsors to support the pilot and an effective communication campaign that has different materials for each target group are drivers for the success of this pilot.

Table 15. Table of drivers for the pilot.

Category	Driver
Involvement	In person meetings proven to be highly effective for citizens engagement
Involvement	Involvement of relevant politicians and mobility experts in SaMBA workshops helped to give a broader audience
Financial	Sponsoring proved to be an effective method to involve mobility related companies in the activities and bring attention to them and the project
Marketing and Communication	Specific materials for each group of citizen (e.g. kids, families, elders) worked better to reach them

Lessons learnt

In-person meetings are important to activate the community and showed good results in engagement with citizens to start the conversation around the topic.

Covid-19 pushed some events back and forced them to occur in non-ideal weather conditions, ideally, activation activities should be done when the weather is nice outside, which works as extra motivation for participation.

Materials catered for each specific group of citizens (e.g. families, elderly, kids, etc) showed a good result, in both digital (as story maps) and printed (as brochures).

The broad invitation of mobility experts and especially responsible politicians (Vice mayor of the City of Salzburg, Deputy of the building department) to SaMBA workshops were extremely helpful to give the SaMBA project a broader audience and publicity. Another important factor was the close cooperation with other stakeholders, like building companies and social accompaniment services at the project sites.

Sponsoring is also a particularly good way to get in contact with mobility-related or site-specific enterprises and services. It is usually a win-win situation for the residents, the enterprises and services and the project implementation.

CITY CYCLING+ AT LANDKREIS EMMENDINGEN (DE)

Pilot Overview

The pilot area, namely the County of Emmendingen, is in the federal state of Baden-Württemberg close to the metropole city of Freiburg and at the border to France. Almost 50% of its area is covered with forest. 24 municipalities, with around 160.000 inhabitants, lie within its borders, the city of Emmendingen being the largest one. The county lies at the foothills of the Kaiserstuhl (mountain range) and the Alps and is characterized by a mild climate. Within SaMBA, the implementation of a cycling campaign in the County of Emmendingen was foreseen, namely the CITY CYCLING campaign.

The CITY CYCLING campaign is about having fun cycling, getting members of local parliaments on their bike, and about winning fantastic prizes, but above all about encouraging a large portion of the general public to switch to using their bicycle in their everyday lives and thus making a contribution to climate protection. For those, who rarely cycle, the CITY CYCLING campaign allows them to experience their municipality first-hand from a cyclist's perspective during the competition and to discover the advantages of incorporating cycling into their everyday lives.

Activation of the community

In this pilot, there was a strong presence of engaging the community to make them an interest in the competition and to get them to sign up and participate. Not only, but the active involvement of decision-makers and politicians were also at the core of the pilot's goals since they can later impact positive changes in policies and infrastructures related to cycling.

Table 16. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Meetings	Multilateral meetings between pilot staff, stakeholders and main decision making.	Pilot staff and stakeholders	Co-creation
App	The project used the RADar! so that the users could notify any problems. That data could later be used to also propose improvements in infrastructure.	Users	Operation
Press conference	Press conference was organized to raise awareness to the campaign. Local news, radio and tv were present at the event.	Outside audience	Implementation
Social Media	Posts in social media platforms (instagram, facebook and others) to increase the participation in the event.	Outside audience	Implementation
Officials Websites	Communication campaign on the website of municipality to promote the competition	Outside audience	Implementation
Partnership w/ companies	Local companies were contacted and given the opportunity to engage their workers in the competition as a health workplace activity.	Employees	Implementation

One of the main approaches of this pilot was to engage the decision-makers, in order for them to live the experience as cyclists and get them to understand the needs. From the activation activities, one that showed a promising result was the partnership with local companies.

During the implementation phase, several actions were taken to engage the community and make the project be noticed to attract the greatest number of users to it. That was done with press conference, media releases, social media posts and spots on the municipality website. The one activity that was highlighted by the pilot manager was the partnership with local companies.

The idea of promoting health in the workplace, team building activities was attractive for the companies to promote the City Cycling project inside their institutions and worked as a way to bring more people to the competition. Since the City Cycling campaign was renewed for 2021, the intensification of those partnerships could mean an increase in users and an even more successful campaign.

Management of the community

The main barriers found during the pilot were related to involvement, strategic and sociocultural. The ones that are related to involvement were mainly due to not enough time to engage some stakeholders and a not effective partnership with some stakeholders that were considered relevant. However, in the second implementation of City Cycling, those partnerships were enhanced, and it brought positive impacts.

Table 17. Table of barriers for the pilots.

Category	Barrier
Political/Strategic	Lack of municipal staff devoted to the sustainable mobility projects make the speeding of implementation of the project more difficult
Involvement	Activation of associations (ADCF and VCD) were not very effective on the first run of the project.
Involvement	More time to engage stakeholders would benefit the activities.
Sociocultural	Community interested in the project was already using more sustainable means of transportation.

At the same time, the main drivers for the project were identified in political/strategic and involvement. Related to political/strategic driver, presentation and engagement of politicians and decision-makers to shape the political discourse and strategy towards sustainable mobility. Related to involvement, the engagement of business proved to be highly effective to attract new participants. Companies were interested in promoting health in the workplace and in team-building activities. Other than that, the ability to reach the right person within institutions proved to be essential for the success of the project.

Table 18. Table of drivers from the pilot

Category	Driver
Political/Strategic	Involvement of political actors through presentation and other means
Involvement	Engagement of local companies to participate in the competition was proven remarkably effective, since it aligned with companies' goals to promote a healthier environment and team bonding activities
Involvement	Reach the right person within the institutions (schools or companies). In schools, the right teachers can help the activation and engagement of that community

Lessons learnt

It turns out that stakeholder involvement should start even earlier in the future. Campaign preparation could also have been even more focused if the head of the county had been brought on board earlier and had not yet had to be convinced.

The approach to the companies (at least 20 to 30 employees) was particularly successful. Here the personnel departments were the best contact persons. For them, the campaign offers not only aspects of health promotion but also an opportunity to increase company identification among the workforce through a company team.

For schools, it is important to reach the right teachers. Addressing the school management can lead to the information getting stuck there and not getting through to interested teachers.

The involvement of the cycling associations ADFC and VCD was not as successful as wished during the first cycling period. For the next period in summer 2020, new attempts will be made to include both associations in the campaign.

After the first campaign:

- Key stakeholders should be approached early
- Involvement of companies was successful to reach the people

- Know the gatekeepers, key stakeholders, and decision-makers in the involved organisations
- Critical issue: to intercept car users; usually only those who already use the bike join the campaign

In addition, it is worth noting that the main users of the cycling campaign are people that are already regular users of bicycles and therefore do not need to perform the same behaviour change as people whose main means of transport is their car. This is a critical issue, as only one-third of the campaign's participants list the car as their main means of transport. However, this number is a good starting point for the campaign 2020 and future activities in the same field.

CARPOOLING LINE IN GRENOBLE AREA (FR)

Pilot Overview

The Grenoble area has a high average of cars per inhabitant (0,65 car/inhabitant) and carpool practice was designed as a rewarding policy to incentive a change in behaviour in that region.

Carpooling practice is a mode of transport that has been facing difficulties to rise for years, maybe decades, and it is still limited to a low percentage in the modal share. The idea of conceiving a line for carpooling came from the concept of public transport: why not offering empty seats in cars the same way we offer empty seats in buses?

The main point of the project, related to SaMBA's aim, was the implementation of incentives for solo drivers to switch to other virtuous modes. It has been then decided to link the carpooling lines project to the Libravoo platform and its points-earning system. Therefore, users earn rewards every time they offer empty seats in their car or shift themselves into carpooling passengers.

The concept for the carpooling line is almost the same as for buses: the passenger reaches the dedicated pick-up point, connects to the dedicated mobile app, and sees the next arriving cars. He can then book a seat in the convenient one, before being picked up.

Activation of the community

The activation of the community, throughout the whole project, was supported by several different activities. Initially, meetings and workshops were conducted with main stakeholders to create the rewarding policy and to adjust to the identified needs of citizens. Later, to advertise the project to the citizens, leaflets were used, as well as word-to-mouth in the local businesses. Finally, the web platform was the main interface between the users to access the point gained through carpooling and claim possible rewards.

Table 19. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Meetings	Creation of the rewarding policy was not done with citizens. It was mainly done with service providers, public authorities, partners and some random colleagues.	Service providers, public authorities, partners	Co-creation
Workshops	Used for co-creation of rewarding policy	Experts, pilot staff	Co-creation
Leaflets/Word of mouth	Leaflets were distributed in local shops along the road and partners that were offering the rewards. All to increase awareness.	Users	Implementation
Web platform	A incentive platform (Libravoo) was set up to reward citizens with point that would be later changed for gifts.	Users	Operation

Overall, the results from that were not as satisfactory as one would expect. As showed in D.T3.3.1, the number of vouchers claimed through Libravoo (web platform) was only 8 after 4 months of implementation. That creates some questions about the effectiveness of the present rewards and as well in the communication campaign. However, it was not possible to assess exactly what was the problem, either the incentives were not interesting enough or the communication could have been more widespread. Perhaps a higher degree of involvement of citizens earlier in the process could benefit the co-creation stage.

Management of the community

The main barriers found for the implementation of this pilot were related to the socio-cultural aspects of carpooling in the region and, later, with covid-19 restrictions and carpooling with strangers, as it was proposed in the project, became a somewhat risky activity for coronavirus infection. Related to the socio-cultural aspect, carpooling was not as accepted as a form of mobility in the region and, even with the incentives, that was proven not to change that much.

Table 20. Table of barriers for the pilot.

Category	Barrier
Sociocultural	Social impedments of carpooling as an accepted form of mobility
Covid-19	Social distancing measures and policies posed as a threat to carpooling

However, no drivers were identifiable in this pilot.

Lessons learnt

For the rewards or pricing policies to be efficient, the targeted mobility alternative has to be perfectly relevant and socially acceptable. Then and only then, offering rewards can eventually nudge modal shift.

Rewards are a lot more efficient when they are gifts rather than discounts. A gift does not need you to buy something to get it, while discounts request you to do so. Also, giving money is even more efficient than gifts.

Switching to carpooling presents high obstacles. Therefore, to counteract these barriers, rewards have to be extremely high, probably at a point that is not affordable for public finances. That is why a single reward policy is not sufficient: it is necessary to diversify the levers to make modal shift policies efficient (information, restrictions, incentives, enhanced alternatives, etc.)

If the goal is to make people leave their car in their garage and use other means of mobility, it is easier to bet on personal or official modes like biking and public transport. Indeed, daily commuting journeys need a high level of control and autonomy, as well as the possibility to be “on your own”.

After 4 months of the experiment, the reward policy implemented did not reach the expectations. What can be stated, at least, is that the incentives provided did not enhance the practice and did not even maintain a normal interest in it.

Too low, not immediate enough, not relevant, or interesting enough? The questions stay open and can hardly be assessed since the number of involved drivers and passengers became incredibly low throughout the experiment. It seems like the modal shift from solo driving to carpooling presents some extra-high obstacles.

Carpooling policies are not going to be relevant everywhere, regarding the population, living standards, quality of public transport networks, etc.

CHIERI SCHOOL DISTRICT (IT)

Pilot Overview

The City of Chieri initially identified its target in the students and teaching/administrative staff at the high schools - “Augusto Monti” High School for scientific, classical, and linguistic studies and “Bernardo Vittone” Institute for technical studies -, with a focus on the home-school-home trips. There were around 2.500 students involved in the project, with an age from 13 years old to 18 years old, living not only in the territory of the municipality but also and especially in neighbouring territories. The headquarters of both the schools are in via Montessori, and the remarkable concentration of private cars in the entry and exit hours creates traffic jams every day.

To avoid, or at least reduce these critical issues, the pilot aimed to engage students in both of those high schools to shift their mobility behaviour to a more sustainable one. For that, the pilot proposed a twofold objective:

- encourage students and staff, especially the ones of Augusto Monti and Bernardo Vittone High Schools, and their families to change their behaviour towards sustainable and low carbon mobility;
- reduce the use of cars and the number of home-school trips by car through the experimentation of single user or community rewards managed by the MUV app.

Pilot has been then extended through two further initiatives:

- "MUV in BIKE" – bike competition aimed at all citizens and city users (period: Christmas holidays 2020/2021);
- "MUV in CHIERI" – competition aimed at students and staff of all Chieri high schools (the public institutes already involved, plus the two private institutes “Liceo Pascal” and “CIOFS-CFP S. Teresa”) and at all other citizens and city users, grouped into 5 teams (period: May 2020).

Activation of the community

In order to activate the community several materials/activities took place throughout the project. To co-create, focus groups were designed to understand the objectives and expectations of the stakeholders. From that, presentations, local newspaper, and other communication channels were used to raise awareness around the pilot.

Table 21. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Focus Groups	Focus groups to introduce the project and to explain its objectives and activities for important stakeholders.	Mobility managers of the schools, parents, teachers, Muoviti Chieri!	Co-creation and Implementation
Presentation	A presentation of the project was done during European Mobility Week to advertise the project	Outside audience	Implementation
Website communication	Advertisement of the project in Chieri Municipality website with a dedicated page to the SaMBA project.	Citizens, Students, school staff	Implementation
Social Media	Advertisement and updates of the project through 3 dedicated social profiles (Facebook, Instagram and Twitter)	Citizens, Students, school staff	Implementation
Local Newspaper	Three articles on local weekly Newspaper (il Corriere di Chieri) dedicated to the respective events (first competition, MUVinBIKE and MUVinCHIERI)	Citizens, Students, school staff	Implementation
Partnership w/ companies	The partnership with local business was mainly dedicated to increase the portfolio of rewards and increase interest in the project.	Companies	Implementation
App	MUV app was the main tool during operation to communicate in-progress and final rankings	App Users	Operation
Newsletter	The APP newsletter was used to distribute the rewards	App Users	Operation

Management of the community

Since the activities of the pilot were aimed to students, with the forced closure of schools due to the coronavirus pandemic, some of the planned activities had to be postponed. On top of that, due to the fast-paced change in legislation related to the restrictive measures makes it difficult for the pilot staff to adapt. Some other barriers (see Table 22) were related to privacy issues of underaged users of the MUV platform and the fact that some students could only reach the school by car, which limited the participation.

Table 22. Table of barriers for the pilot.

Category	Barrier
Institutional	Privacy issues related to underaged and adults (personal data protection)
Covid-19	Restrictive measures (e.g. closure of school and distance learning) put in place by region are announced in short notice
Sociocultural	Several students did not have other forms of sustainable mode available (e.g. bikes or PT) to use the MUV app

For drivers, the fact that the operation of the pilot was mainly through an App, and all students today have easy access to smartphones, made the participation seamless for them. Another interest driver was the communication of sustainability awareness to students via focus groups, presentations, and communication campaigns.

Table 23. Table of drivers in the pilot.

Category	Driver
Sociocultural	Easy for users to access the MUV app, since all students had access to a smartphone
Marketing and Communication	Sustainability awareness through focus groups and communication with parents and students

Lessons learnt

The process for defining rewards has put in evidence the motivated participation of the teachers at the schools involved, who collaborated with the Administration to define the modalities and types of awards to be given to the subjects of rewards.

Local businesses, in large part, have also participated in the initiative as sponsors, both thanks to the value of the initiative and for the real chance of a greater visibility.

"CHANGE THE HABIT-GAIN THE REWARD" IN THE CITY OF KOPER (SI)

Pilot Overview

The municipality of Koper is lying in the Mediterranean layer, having long and warm summers and short and mild winters. The climate allows inhabitants of the city of Koper and other cities in the municipality to have more sustainable mobility habits.

The city has well-organized public city transport in urban areas that the Municipality can control and finance directly and by its means. The basic problem is the missing connection between the city and the suburban areas or other municipalities, from which comes the extremely high daily work or school migration.

The problem of the non-use of sustainable mobility modes in the Municipality of Koper is reflected in the excessive use of private cars and, consequently, the lack of and disorder of car parks, lack of security, etc. Parking spaces near the city centre are overcrowded; parks with parking system park and ride (P + R) on the outskirts of the city are empty. The problem is also the freight transport, which takes place over the city throughout the year and causes congestion.

The pilot aimed to impact positive mobility behaviour change with different activities. Given the issues, the goals are set to reduce the use of passenger cars to reduce traffic and encourage the use of more sustainable modes of transport, with an emphasis on the concept of a green mobility hierarchy that takes priority over pedestrians and functionally impaired persons. Specific activities are:

- walk-bus and promotion of a sustainable way of coming to school and kindergarten;
- empowering the elderly population (promotion of biking as a way of mobility);
- electrification of the city centre and how to live in the city centre without a car and keeping a healthy lifestyle;
- sustainable way of coming to work.

Activation of the community

The activation of the community of this pilot consisted of several activities that took place in all phases of the project. The co-creation phase had meetings with all target users' group and a survey to have a broader understanding of the needs and motivations of the pilot's target group. Throughout the implementation phase, several activities took place to promote the measures of the pilot and to attract more citizens to join them. During operation, the main goal was to engage parents and students, which was done with presentation, questionnaire and classes. All the activities carried out can be seen in Table 24 below.

Table 24. Activities for the activation of the community.

Material/Activity	Description	Target User	Stage
Meetings	To create the proper rewards for the measures, meeting with stakeholders were held to co-create them	Citizens, experts, decision makers, policy makers	Co-creation
Survey	A survey on mobility was made available for employees to evaluate their thoughts on mobility, sustainable way of commuting to work, understand their motivations	Employees, Citizens	Co-creation
Presentation and Kick-off	A presentation of the project was done during European Mobility Week to advertise the project and it served as kick-off for the project	Outside audience	Implementation
Brochure	Promotional brochures were delivered to households to promote the activities of the pilot	Citizens	Implementation
Radio	Promotional spots on local radio to advertise the pilot and its activities, as an attempt to bring awareness and more participants	Citizens	Implementation
Online media	An incentive platform (Libravoo) was set up to reward citizens with point that would be later changed for gifts.	Local citizens, outside audience	Implementation
Classes	Classes on sustainability so that students understand better the actions and what they meant	Students	Operation
Questionnaire	Students and their parents filled a questionnaire about mobility behaviour, previous to the beginning of the actual activities	Students	Operation
Presentation	The initiatives were presented during operation to students and parents to introduce objectives and the main activities that will take place.	Students, parents	Operation

Management of the community

The main barriers of the project (see Table 25) were related to the involvement needed to carry some activities. This project was also affected by the COVID-19 sanitary measures and restrictions, as all of the SaMBA project.

Table 25. Table of barriers for the pilot.

Category	Barrier
Involvement	Lack of chaperons
Involvement	Lost of interest in the project after first few weeks
Covid-19	Limitation of gatherings
Covid-19	Study from home made difficult for projects to find chaperons

For drivers, the project identified two main categories, Involvement and Marketing and Communication. A total of 5 drivers were identified (see Table 26) and they can be scalable for other projects since they refer to activities mainly carried out in most measures.

Table 26. Table of drivers for the pilot.

Category	Driver
Marketing and Communication	Presentation to students and pensioners to attract them to the project
Marketing and Communication	High quality material for presentation and communication
Marketing and Communication	Engagement of children in playful activities to trigger sustainability awareness
Involvement	Personal involvement of coordinators at school
Involvement	Active involvement of parents and teachers with conference meetings

Lessons learnt

It has been proven that rewards have a positive effect on the desired change in habits. When people get real information and an incentive at the right time, they are more susceptible to changing travel habits. Measures to stimulate people to use other modes of transport as an alternative to car traffic can be virtual or real and do not need to require high costs. It is important to set up a series of awards and recognitions, which must be set out from the outset so that everyone can follow their progress. Individual awards also stimulate change more than group awards and material rewards (e.g., discounts, points collection, etc.) more than virtual ones (e.g. ranking, feedback, etc.).

The Slovenian coast is only 45km long and is politically divided (4 municipalities). In the field of mobility, it is important to plan on broader functional areas, especially in our case where daily migration and seasonal migration influence the traffic flow and therefore mobility habits.

Changing mobility habits on the city level: offering citizens time-saving and money saving solutions using public transport was already implemented in previous years. The effect was

achieved only in the city. We have learnt that we have to start with the promotion of sustainable mobility with children and the elderly population.

Rewards are important incentives for changing mobility habits with the point on the right timing of the rewards and the right type of reward. Children's greatest rewards were funny and amusing escorts and the socialization effect that happened on the way to school. For younger children, the biggest incentives were trees becoming greener and greener with their impact. For the employees in public administration, the biggest incentive is time-saving and money-saving aspects.

The following are some key findings and recommendations for the future:

- The Municipality found that, if lines are not regular, the interest of children quickly wanes. Close cooperation of schools, local communities, and parents is therefore crucial for the continued implementation of this project. Much of the success can depend on the personal involvement of coordinators at the schools;
- Personal presentation to students and pensioners is essential. Posts on online portals and social networks are only the starting point. After arousing interest, quality and motivational presentation of the project is required;
- Pensioners explained that they preferred escorting continuously, e.g. every day in a week, as opposed to once per week for a longer period;
- Parents need to be reminded of the continuation of the project every weekend and given contact information for the escort, otherwise, they quickly forget that their children participate in the project;
- The easiest and most meaningful presentation of the Walking Line project for parents is at parent-teacher conferences and meetings;
- At the subsidiary Primary School Sv. Anton, parents, and children expressed a lot of interest, and two lines were also implemented; however, the issue was the lack of escorts; therefore, a challenge for the future is providing enough accompanying adults for longer periods.
- Coordinators should occasionally (e.g. once per week) be present in the field in person, walking along with an escort, to feel the pulse and check parents activity first-hand;
- Constant monitoring in quality record keeping of children attendance is important because:

- there are complications with additional sign-ups: they forget their application form at home, as they were not sure about participation due to scepticism. Later, they saw that the project is progressing nicely and decided to join.
- there are cancellations with participating children: because they were no longer willing to get up at an earlier time because there were no regular escorts (Primary School Sv. Anton and Primary School Prade).
- Constant monitoring by coordinators (number of children, additional children) and substitutions for coordinators (absence due to, for example, illness) are required;
- It is necessary to proactively communicate with parents, reminding them of the project and explaining any potential second thoughts or questions arising in the field.
- In just over a month and a half, there was slightly less work with questions – the Walking Line achieved its purpose for parents and escorts – they discussed matters among themselves.
- T-shirts handed out to participating children and escorts were very well received. We can conclude that they functioned as an incentive for persistence and regular attendance, but have failed to achieve an effect with other children, namely to encourage them to join the Walking Line. Children who received the T-shirts did not wear them to school, which would draw the attention of other children in hallways and elsewhere. The effect was achieved only on the day the T-shirts were handed out when group photographs were taken and the children wore the T-shirts in class.

Based on discussions with educators, principals, and participants, the Municipality concluded that the project was well received by the children and parents and proved some conclusions:

- The support by kindergartens has been positive since the implementation does not represent a significant burden for the teaching staff, while its purpose and message are exclusively positive. The activities are seen as a diversification of their programmes, adding value to the content of the kindergarten;
- The excursion did not prove to be the optimum reward because, despite the interest of the children, kindergarten educators and principals were not fond of it. They consider a trip, particularly for younger groups, to be too complex, demanding, and involving too much responsibility, so kindergartens decided to give up the reward for younger groups. Kindergarten representatives, therefore, proposed, as an example, sports equipment for groups as additional prizes, which is a reward that primarily encourages participation of kindergartens, and not so many parents and children. Based on the proposal and the fact

that some kindergartens opted out of the excursion, three Hervis vouchers worth €120 (3 x €40) were provided for the purchase of sports equipment as a motivation for further promotion of movement and walking to school.

- There is a prevailing opinion in kindergartens that, to repeat the campaign and successfully implement it, an external coordinator is urgently needed to encourage and guide educators in their work;
- Parents arriving with their children to the kindergarten on foot experienced many positive effects, for example, the significantly reduced stress, which they generally experience during traffic rush hour in front of the kindergarten – something that kindergarten employees would certainly want to avoid. Walking had a positive effect also on children, who, even before entering the kindergarten, did some exercise, learnt about their surroundings, communicated more easily with their parents, and came to the kindergarten more alert;

Rules need to be precisely defined, and the educators need to be informed not to deviate from said rules. For example specific start and end date for logging walking; preparatory activities (reading books on nature, drawing trees, etc.); distance in meters or nature that the child must walk (at least 400 m); explanation of whether logging is used only for arrivals or also departures from the kindergarten; explanation whether all days of the week or only specific date is logged; when T-shirts are handed out (during the period of logging as an incentive or at the end as a reward).

BOHINJ AREA AND TRŽIČ (SI)

Pilot Overview

The pilot project combines two municipalities – Bohinj and Tržič. Both are in the Gorenjska region in the northwest of Slovenia and are in proximity to mountains. If the past of both towns is compared then it should be noted that Tržič is more industrial while Bohinj has always been more tourism-oriented. Both cities share a link to Natura 2000 as Bohinjska Bistrica and Bohinj area, are on the border and within protected area Natura 2000 while Tržič is surrounded by Natura 2000. For both cities, it could be claimed they have experienced a decline in terms of shrinking, which is not unusual for these areas.

The pilot in Bohinj will support the behaviour change which will be accompanied by workshops and findings connected to:

- integration of three distinct bus services into a seamless one (information, pricing, payment methods). The synchronisation between the Ministry of infrastructure, Municipality, tourist board, multiple service providers and the public would be needed;
- development of a tourist (hiking) product, enabled by weekend bus service to the starting points of trails.

During the SaMBA project, we identified different issues of how to improve the public transport in Bohinj to become more interesting for the local people and tourists. The main topics were the basics of public transportation: timetables, routes and organization of transport providers. According to several workshops with different stakeholders, we prepared a final proposal of public transport improvements with detailed timetables. All documents were presented to the municipal council and were confirmed.

For the pilot case in Tržič, the main goal is the decrease in the demand for parking places implementing a new parking regime. The municipal strategy was to:

- increase safety through roads constructions and refurbishments;
- implement a 30 km/h speed limit in all dense urban areas; even stricter measures could be implemented in the proximity of schools and kindergartens;
- balance the relationship between supply and demand with new parking regimes (free parking increases the use of cars in Tržič; on the other hand, it lowers the accessibility of

parking meaning that a larger amount of parking places on the good location are full of cars parked there for a longer time);

- lower the amount of car use of 15 % in the most used roads.

For Tržič, the political consensus has been made to introduce the paid parking in the centre of Tržič. The municipality will introduce paid parking on July 1st 2021. The action plan has been drafted in winter 2020/2021. Town Council has been informed about the activities and the details of the action plan in early 2021.

Activation of the community

For the Bohinj pilot, questionnaires and workshops were done to assess the needs of citizens and involve the main stakeholders. Those activities worked as activation of that community and culminate in the presentation of the plan to the city council and relevant decision-makers.

Table 27. Activities for the activation of the community for Bohinj.

Material/Activity	Description	Target User	Stage
Workshop	Workshops to present the project to stakeholders and to engage them into participating	Citizens, experts, decision makers, policy makers	Co-creation
Survey	Web questionnaire to evaluate the status quo of public transport in Bohinj	Citizens	Co-creation
Presentation	Presentation to decision makers and stakeholders about the implementation plan	Citizens, decision makers	Implementation

For the Tržič pilot, the goal was to develop a policy for parking issues in the city. For that, the involvement of the community was incredibly important to tackle such a controversial theme in that community. That was done with workshops, surveys, questionnaires and, lastly, a presentation to the city council with the implementation plan (see Table 28).

Table 28. Activities for the activation of the community for Tržič.

Material/Activity	Description	Target User	Stage
Workshops	Two workshops were held to discuss the problems of parking in Triz and later, to discuss the results of a park beat analysis	Citizens, experts, decision makers	Co-creation
Questionnaire	A survey on mobility was made available for citizens to express their opinion on parking and its problems (Maptionnaire)	Citizens	Co-creation
Interviews	Interviews with citizens to understand their opinions and views on the parking issue in Trzic	Citizens	Co-creation
Presentation	Presentation was carried out in different phases to present the project	Stakeholders	Implementation
Meetings	Town council meetings to approve the parking action plan	Decision makers	Implementation

Management of the community

The barriers were gathered for both pilots since some of them are related since both pilots are in Slovenia, which makes them share socio-cultural aspects. In sociocultural aspects, the parking issues being a controversial topic were appointed by both pilots as a barrier to any measure that tackles that subject. Another socio-cultural barrier is the low level of trust that citizens have in public initiatives in Slovenia, which makes it harder to engage them in co-creation activities.

Table 29. Table of barriers for both pilots.

Category	Barrier
Involvement	Different level of commitment between stakeholders
Involvement	Low interest from council members that had little knowledge of the topic
Sociocultural	Low level of trust in public initiatives
Sociocultural	Parking issues are entwined within the culture
Sociocultural	Local business not sold on the project

For drivers, two were identified. The first one is that staff from local municipalities working on the project showed a high level of interest that can be leveraged to engage more actors and stakeholders in important phases of the pilot. Another relevant driver for citizen participation was proper communication and marketing to them to show that their engagement has factual results.

Table 30. Table of drivers for both pilots.

Category	Driver
Involvement	Interest of employees of municipality of Trzic on the topic
Marketing and Communication	Show to citizens their participation had practical effects on the policies

Lessons learnt

Usually, the importance of municipal employee's engagement must be stated. In this pilot some of the municipal employees and town council members, they show different levels of commitment. Not only, but Town council members in the current term also generally have little experience, a low level of understanding of the topic and tend to take passive roles. Furthermore, it was difficult to get their attendance or cooperation outside of town council meetings.

Although there is a strong opinion that parking policy would have an impact on some small-medium enterprises' income, it was not clear in what direction. This ambiguity resulted in a low degree of participation. Furthermore, in the current case of Tržič parking policy, entrepreneurs avoided the expression of their interests, while the reason is not clear, it was assumed that many do not want to be seen as "politically involved", have a lot of workload to be involved in those activities.

Overall, in Slovenia, there is a low level of trust that the local council would take citizens' considerations seriously. The citizens' commitment to public participation is low, so all the activities are planned in a way that builds on this reality. That can be the reality for other context and have to be taken into consideration when planning engaging activities.

Some tips for scalability and transferability

All **pilots** developed in the SaMBA project tackle different aspects of Mobility Behaviour Change and are **aimed at different contexts, target users and transportation solutions**. From that, is expected that a wide range of lessons are learnt and can be later scalable or transferable to another context, with the thoughtfulness that, to achieve success, transferred and scalable policies must be look at with a wide range of criteria.

The transferability (or scalability) of policies should not focus only if a policy or measure, works, but seek to understand **how** it works, **for whom** it works and **under what circumstances** it does. Those questions are important for successfully transfer policies, which follows a **process-focused approach**, rather than an outcome-focused one⁵. Rose (2004)⁶ proposes 10 steps for policy transfer and lesson-drawing, to evaluate if a policy implemented abroad can, and should, be implemented at home:

1. learn the key concepts: what a programme is, and what a lesson is and is not;
2. catch the attention of policymakers;
3. scan alternatives and decide where to look for lessons;
4. learn by going abroad;
5. abstract from what you observe a generalized model of how a foreign programme works;
6. turn the model into a lesson fitting your own national context;
7. decide whether the lesson should be adopted;
8. decide whether the lesson can be applied;
9. simplify the means and ends of a lesson to increase its chances of success;
10. evaluate a lesson's outcome prospectively and, if it is adopted, as it evolves over time.

This report gives out several lessons learnt from the pilot, as well as barriers and drivers, which can be useful in this process of policy transfer. Those can help in steps 1, 2, 6, 7, 8, 9, 10 of the process proposed by Rose (2004) and are useful for the whole process.

This chapter will attempt to layout a framework in which the pilots are grouped according to similarities between than regarding target user, transportation mode and urban context (e.g. urban, peri-urban, rural) so it makes easier to access if they are applied elsewhere (see Table 31).

⁵ Williams, C.C. and Dzhekova, R. (2014), *Evaluating the Cross-National Transferability of Policies: A Conceptual Framework*. *Journal of Developmental Entrepreneurship*, 19 (4). 1 - 18 . ISSN 1793-706X.

⁶ Rose, R (2005), *Learning from comparative public policy: a practical guide*, London: Routledge.

Table 31. Table with context, target user and transport mode.

#	Pilot	Alpine territorial type	Target User	Transport mode
1	County of Dachau, Fürstentfeldbruck, Munich and Starnberg (DE)	Alpine-metropolis	New citizens	Public Transport; Bicycles
2	Regional Natural Park of Vercors (FR)	Tourism area	Tourists; Inhabitants; Event-goers	Hitchiking; Carpooling
3	“Madre Teresa di Calcutta” Hospital (IT)	Stable or growing rural area	Hospital employees; University students; Daily visits users	Public Transport
4	Refurbishment and new building projects in Salzburg (A)	Alpine city	New citizens	Public Transport; Bicycles
5	CITY CYCLING+ at Landkreis Emmendingen (DE)	Tourism area	Citizens; County Officials	Bycicles
6	Carpooling line in Grenoble area (FR)	Stable or growing rural area	Commuters	Carpooling
7	Chieri school district (IT)	Alpine-metropolis	High School Students	Walking; Bycicles; Public Transport
8	“Change the habit - gain the reward“ in the Municipality of Koper (SI)	Alpine city	Students; Elderly citizens; Public administrator officials	Walking; Bycicles; Public Transport
9	Bohinj area and Tržič (SI)	Declining and shrinking rural areas	Tourists	Public Transport

Overall, most of pilots reported that engagement of municipality officials is an important driver towards the success of those policies, both in design and implementation. That is a valuable lesson and should be taken into consideration when transferring those policies. It is important to be aware that if there is not a political motivation and enough engagement by the municipality side, the projects are not likely to succeed, or to move in a slower manner.

Another relevant aspect that can be extracted from Table 31 is that each pilot was held in a different territorial context. There were Alpine metropolis, Alpine city, Stable or growing rural areas, declining and shrinking rural areas and Tourism areas. To adapt those policies to different contexts is important to have in mind where they were applied.

To have a better understanding of possible lessons, one approach is to filter (or aggregate) the policies according to the columns presented in Table 31. From that, several lessons can be extracted. For example, it is possible to notice that two pilots (pilots 2 and 9) targeted tourists. From those there are lessons learnt for future projects aimed at that group, such as the importance of

involvement of tourism related organizations to cater the measure or activity for the best needs of that specific target.

Another interesting target group are students, who were the targets of three pilots (pilots 3, 7 and 8). However, each one of those targets different age of students, from university, high school, and kids. In that scenario, different lessons were learned that can be replicable to another context when working with those targets. For younger students, activities aimed to engage parents and raise awareness were key for the success of those actions. At the same time, high school students were engaged using mobile applications and competitions. Those lessons can be evaluated when thinking of Nudge policies for those two target groups.

Yet another filter can be found when looking at transport mode, often the lesson learnt in pilots targeting public transport were connected to effective communication. Pilot 4 (Salzburg) for example, used communication materials designed specific for age groups in order to increase its effectiveness. Perhaps, an important lesson learnt when aiming to nudge toward PT is the especial attention given to that specific topic. Looking at cycling transport mode, there are a more diverse lessons, since the pilots (Pilots 1, 4, 5, 7 and 8) were developed in a vast scenario of contexts and for different target users. In that case, to filter just for transport mode might result in a skewed perspective of what is best for a different context. The cross evaluation between the three fields (Territorial Context, Target User and Transport Mode) is probably a more structured and sound approach.

Related to scalability, measures applied in smaller contexts, such as Alpines Cities, can later be applied in a bigger context (e.g. Alpine Metropolis) as long as the lessons learnt in those are evaluated and later used to adequate the measure to that new reality. For example, the pilot in Salzburg (pilot 4), which focus on refurbishment projects and their new citizens is not tied, necessarily, to the alpine city context. If that were to be implemented in a bigger context, the lessons of how it worked should be evaluated critically and some of them, such as engagement of decision makers, should play an important role in bigger context, and will present different challenges than those faced in an alpine city context. Those differences should be included in the planning phase of stakeholders' engagement, and that is where the evaluation of process can be proven a valuable tool. Those are some examples of how this report can be used.

The lesson learnt taken from the SaMBA can be grouped by different sections, according to the categories exposed in Table 31, those can work as important filters for decision makers on whether those policies are or not useful to their context. Not only, budget, time and goals should

be present in the evaluation for any transfer of measures implemented in the pilots to any other context, for more details related to the implementation process, one should look at D.T3.3.1, another deliverable of SaMBA Project.