e-smartec

Interreg Europe

e-smartec

State-of-the art on marketing techniques for citizens' & stakeholders' engagement in e-smartec Regions - Annexes

Document/Deliverable name	**State-of-the art on marketing techniques for citizens' & stakeholders' engagement in e-smartec Regions - Annexes**
Author(s)	**CERTH**
Reviewer (s)	**All**
Status (Final, Draft)	**Final**
Comments	
Date	**March 2020**

Annex I: Template for the GP description

The current template is based on the template provided by Interreg Programme. It contains all fields that will eventually allow the partners to submit their Good Practices in the Policy Learning Platform.

1. Author contact information *[Technical: Contact information comes from your community profile. You can edit it by visiting your user dashboard] Ideally, the owner of the good practice should fill in the form. Indeed, if you submit a good practice, your personal and organisational profile in the Interreg Europe community will be linked to it.*	
Name	
Email	
Telephone	
Your organisation	
Country	
Region	
City	
2. Organisation in charge of the good practice *[If your organisation is not the one in charge of the good practice, you can indicate the relevant organisation in this section of the form. But your contact details will still be linked to the submitted good practice.]*	
Is your organisation the main institution in charge of this good practice?*	*Yes or no*

In case 'no' is selected, please fill in the following section:

Location of the organisation in charge:	*Country*	*Drop-down list*
	Region	*Drop-down list*
	City	*Drop-down list*
Main institution in charge	*Drop-down list of organisations [Technical: it is possible to select 'other' to add a new one]*	
3. Good practice general information		
Title of the practice	*[100 characters]*	
Does this practice come from an Interreg Europe Project	*yes*	
Please select the project acronym	*e-smartec*	
Thematic objective of the practice	*Improving low-carbon economy policies*	
Geographical scope of the practice	*Select National/Regional/Local*	

Location of the practice	Country	*Drop-down list*
	Region	*Drop-down list*
	City	*Drop-down list*
4. Detailed description		
Short summary of the practice	*[160 characters] This text works as a preview for the good practice and it will appear at card level.*	
Public or private driven	*[300 characters] Please specify if the practice had been driven by a public body or a private one.*	
Detailed information on the practice	*[1500 characters] Please provide information on the practice itself. In particular:* - *What is the problem addressed and the context which triggered the introduction of the practice? Please refer also to the previous level of engagement of citizens and stakeholders in the problem addressed (e.g. low level of participation of citizens' in transport data collection – phase 1 of mobility planning). In case the technique required specific skills (i.e. the use of digital apps) or the communication method used targeted specific categories of citizens (i.e. through mobile games), can you please refer to the level of relevant skills (i.e. technological engagement) of the citizens or groups of citizens (e.g. young people)?* - *Which was the initial goal? (qualitative/quantitative, numbers etc)* - *How does the practice reach its objectives and how it is implemented? (was the result measured?)* - *Who are the main stakeholders and beneficiaries of the practice?* ***Please point out especially those key implementation issues related to the aspects for which the marketing engagement technique (GP) was identified as such***	
Elements of innovation	*[500 characters] Is this practice considered innovative? If yes, please provide factual evidence that demonstrates its innovation with respect to the regional state of the art.*	
Regulatory framework	*[500 characters] Please specify the laws, rules and regulatory references which apply in the context. Did the practice raise due to a prescription from a local law? Are there some regulatory constraints? At what level the local/national/international regulatory framework impacts*	
Resources needed	*[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.*	
Timescale (start/end date)	*e.g. June 2012 – May 2014/ongoing*	
Further information	*Link to where further information on the good practice can be found*	
Keywords related to your practice	*Select existing keywords or add*	
Upload image (optional)	*[2000px wide recommended]*	
5. Results achieved and problems encountered		
Evidence of success (results achieved)	*[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. stakeholders reaching consensus on sustainable urban policy making, citizens actively engaged and their opinion incorporated in the policy making, measurable outputs/results such as % increase of the Public Transport modal share, % reduction of CO2 emissions, increase of the people who were made aware of recycling, etc).*	
Externalities	*[500 characters] Did you measure, observe or perceive some costs or benefits that affected other critical sectors (e.g. finance, labour, education, health)?*	

Level of citizens' and stakeholders' engagement	*[500 characters] Are citizens/ stakeholders active actors or only users? How have been engaged? By technology? By consultation? Provide whatever is useful to understand the role of the citizens and stakeholders.*
6. Analysis of transferability	
Potential for learning or transfer	*[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from, identifying the main elements that should be revised/ adapted* *Has the technique been already transferred to other cases?*
Prerequisites for the adoption/implementation of the GP	*[1000 characters] Please explain if there are specific elements or conditions that must be present to allow the implementation of the GP (i.e. regulatory framework, specific level of know-how and experience from the stakeholders involved in the implementation, existing cooperation framework, financial/technical or professional resources needed, etc.)*
Challenges encountered and tips for a successful adoption	*[1000 characters] Please share any tip that you might consider relevant for the successful adoption of the GP from other Regions/ stakeholders.* *In case the technique you described was not directly linked to engagement in mobility planning, do you have any initial thought/ideas on how this technique could be adopted in mobility planning?*

Annex II: Detailed description of the GPs (completed templates)

GPs coming from the Region of Central Macedonia

GP 1 VOLTARO

1. Author contact information		
Name	**Mr Konstantinos Gioutikas, Vice Governor for Development and Environment, Region of Central Macedonia**	
Email	k.gioutikas@pkm.gov.gr	
Telephone	2313 325501	
Your organisation		
Country	Greece	
Region	Region of Central Macedonia	
City	Thessaloniki	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	***VOLTARO***	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	Thessaloniki
4. Detailed description		
Short summary of the practice	The Region of Central Macedonia (RCM) is organizing the "Voltaro" at an open space in the Coast of Thessaloniki on a September Sunday	

	aiming at increasing the awareness of citizens for the adoption of Sustainable Urban Mobility mainly with the use of volunteers.
Public or private driven	This initiative is implemented every September for the last 3 consecutive years by the Region of Central Macedonia with the active involvement of volunteers and the sponsorship of private companies
Detailed information on the practice	Although there are many good practices in urban mobility and other environmental issues that could easily be adopted in the everyday life, most of the citizens are not aware of them. The daily routine does not allow time for many to seek information on their own. So, the idea of Voltaro event is to provide to citizens information about good practices in urban mobility and other environmental issues while they take their walk on the coast of Thessaloniki on a Sunday with their families, where people are more relaxed and usually more receptive of information. At the Voltaro event in various interactive workshops, citizens are informed about good practices of sustainable urban mobility in cities and also raising their awareness on environmental issues, recycling, and circular economy. Citizens can "Voltaro" between electrically powered e-bikes fully controlled by a smartphone, electric bikes on three wheels, electric skates, electric cars and their charging stations, enter a portable cockpit and learn the way to go as we drive, learn about the modern uses of unmanned drones, as well as many other state-of-the-art technological developments that can make daily activities in cities more environmentally friendly. Citizens are also informed about the range of recyclable materials, ways to do recycling right, new self-managed recyclables collection structures and some of the hundreds of useful products coming from waste recycling. This effort to raise citizens' acceptance of environmentally friendly practices and sustainable urban mobility is mostly based on volunteers
Elements of innovation	The “Voltaro” event could be considered as innovative due to the prosperous cooperation of public and private sector, and the important contribution of the volunteering team. It could be considered as a successful case of organizing a big event on a limited budget.
Regulatory framework	There are no regulatory constrains for this practice, apart from relevant permissions for the use of coast for stands, equipment etc. For the specific event no disruptions in city life were caused, as it is conducted on the sidewalk of the water front zone.
Resources needed	The VOLTARO event costs approx. 19.000 euros per year and is financed by the own funds of the Region of Central Macedonia. In addition, private companies provide sponsorships to the event. The event is organized by the Vice Governor of Development and Environment and the General Directorate of Development and Environment with the active participation of approximately 50 volunteers.

Timescale (start/end date)	Event taking place every year, in September, for the last 3 years (2019, 2018, 2017)
Further information	https://www.facebook.com/pg/voltaropkm/photos/?ref=page_internal
Keywords related to your practice	Volunteers involvement; Recycling; Sustainable urban mobility
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The event is organized with the active involvement of volunteers on a September Sunday in an open space, the coast of Thessaloniki city where thousands of citizens take their walk. So, thousands of people of all ages are informed though this event about Sustainable Urban Mobility good practices and other environmental issues. Clear evidence of success is the fact that every year the number of sponsorships from companies is increasing and the event uses even more space to accommodate all those good practices that need to be presented.
Externalities	N/A
Level of citizens' and stakeholders' engagement	Stakeholders are active participants as facilitators, exhibitors and sponsors. Citizens have the possibility to hold an active role as volunteers, or can be the target audience of the event, interactively participating with exhibitors' equipment and infrastructure.
6. Analysis of transferability	
Potential for learning or transfer	This event could be interesting for other regions to learn how with limited amount of money, (since it is implemented mainly with the active involvement of volunteers), a local authority can inform its citizens about sustainable urban mobility practices and other environmental issues.
Prerequisites for the adoption/implementation of the GP	For the implementation of this specific GP, no strict regulatory framework or advanced level of experience from the stakeholders involved in the implementation, is evident. Financial resources needed are limited, as the event relies mainly on volunteering. Work must been done in the direction of finding sponsors and exhibitors, but taking into consideration the proven success of the even in Thessaloniki, this may be relatively easy.

Challenges encountered and tips for a successful adoption	"Voltaro" event is straight linked to Sustainable Urban Mobility, as it aims at increasing the awareness of citizens for the adoption of sustainable means of transport. It goes without saying that volunteering contribution is particularly important for the implementation of the event. Finding relevant exhibitors is essential for the realization of the event, but experience proves that due to its success, every year, number of participant exhibitors increases. Finally, sponsors role is crucial for alleviate part of the financial cost of the event.

GP 2 MOBITHESS: Urban Mobility Centre of Thessaloniki for the promotion of sustainable mobility

1. Author contact information		
Name	**Maria Morfoulaki**	
Email	marmor@certh.gr	
Telephone	+302310498454	
Your organisation		
Country	Greece	
Region	Central Macedonia	
City	Thermi, Thessaloniki	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	*Yes*	
3. Good practice general information		
Title of the practice	MOBITHESS: Urban Mobility Centre of Thessaloniki for the promotion of sustainable mobility	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	Thessaloniki
4. Detailed description		

Short summary of the practice	The Region of Central Macedonia, the Municipality of Thessaloniki, the Public Transport Authority of Thessaloniki and the Hellenic Institute of Transport joined forces in 2012 in order to develop the Urban Mobility Centre of Thessaloniki Greater Area. The scheme was fully funded by EEA grands and is still runs under the responsibility of CERTH/HIT.
Public or private driven	Public bodies had driven the practice.
Detailed information on the practice	MOBITHESS, is the Urban Mobility Centre of Thessaloniki Greater Area implemented in 2012 with the close cooperation of the Thessaloniki Local Authorities. MOBITHESs provides a variate of services to the end users as described below. Car Routing: Private car routing based on the fastest or the shortest route. Environmentally Friendly Routing: Provision of the route in which the traveller is less exposed to environmental pollutants and also the most fuel efficient route based on the minimization of the fuel consumption. Trip Routing using Public Transport Means: Provision of the most optimal route using the public transport means of the city of Thessaloniki. Combined Transport Routing: Provision of optimal routing combining the use of private car and Public Transport Pedestrian Routing: Routing based on the shortest and safest route for on foot trips. Traffic condition of the road network: Information concerning real time traffic conditions of the road network. Public Transport Information: Information related to routes, timetables and stop areas of public transport. Environmental Impact: Information about daily air quality and real time environmental impact due to traffic condition of the road network. Points of Interest: Information on points of interest of Thessaloniki's Agglomeration concerning tourism and everyday life of the city (sights, public services, sports facilities, etc.). Getting familiar with Sustainable Urban Mobility (SUM): Acquaintance with the concept of Sustainable Mobility and promotion of the use of more environmentally friendly ways of travelling. Through these services, MOBITHESS aims to help citizens and visitors of Thessaloniki area to move around the city by sustainable means, promoting public transport and alternative ways of transport (walking, cycling) and also if they need to use private car it provides environmental friendly routing; avoiding the traffic congested and polluted areas. The direct involvement of citizens in planning their trips gives them the right and the opportunity to actively contribute to the improvement of the environmental quality of the city. Finally, through the urban mobility training program, a new culture for urban mobility is formed in the city.
Elements of innovation	The innovation element of the practice is the cooperation between the different stakeholders of Thessaloniki Greater Area for promoting sustainable urban mobility and the engagement of the citizens through their trip planning using environmental friendly criteria. Additionally,

	MOBITHESS was the first public instrument in Greece, which was targeted to the awareness raising of the people in favour of the sustainable urban mobility, providing specially designed informative material and e-learning tools.
Regulatory framework	N/A
Resources needed	MOBITHESS was being funded 50% from Iceland, Liechtenstein and Norway through the financial mechanism 'European Economic Association' and 50% by National Funds. The total funding for the development of the Urban Mobility Centre was almost a million €.
Timescale (start/end date)	Mobithess was created between May 2009-April 2012 under the funding of EEA – it continuous its operation till now, providing updated services under the operation of CERTH/HIT
Further information	www.mobithess.gr
Keywords related to your practice	Sustainable urban mobility, environmental friendly trips
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	After the official inauguration of the Thessaloniki Urban Mobility Centre and until the end of 2019 over 40000 travellers used its services. The 40% used the travel information of public transport system, 20% used the environmental trip planner and almost 10% used the t raining tool. The training tool of MOBITHESS was also used to awareness campaigns in schools and in different open space events in order more than 4000 people to be informed and aware to issues related to the promotion of sustainable mobility.
Externalities	N/A
Level of citizens' and stakeholders' engagement	Even if CERTH/HIT is the main responsible authority for the proper operation of the MOBITHESS, all the stakeholders are engaged in order to offer their support, data, knowledge and work whenever this is required. The services of MOBITHESS demands updated public transport information, which are provided by the relevant public transport authority, real time data from the equipment that RCM has installed for traffic monitoring and management and also environmental counts and urban network data from the relevant departments of the Thessaloniki Municipality. The citizens and visitors of Thessaloniki are both active actors and users of MOBITHESS as they are the ones who finally have to improve their travel habits in favour of sustainable mobility and have the

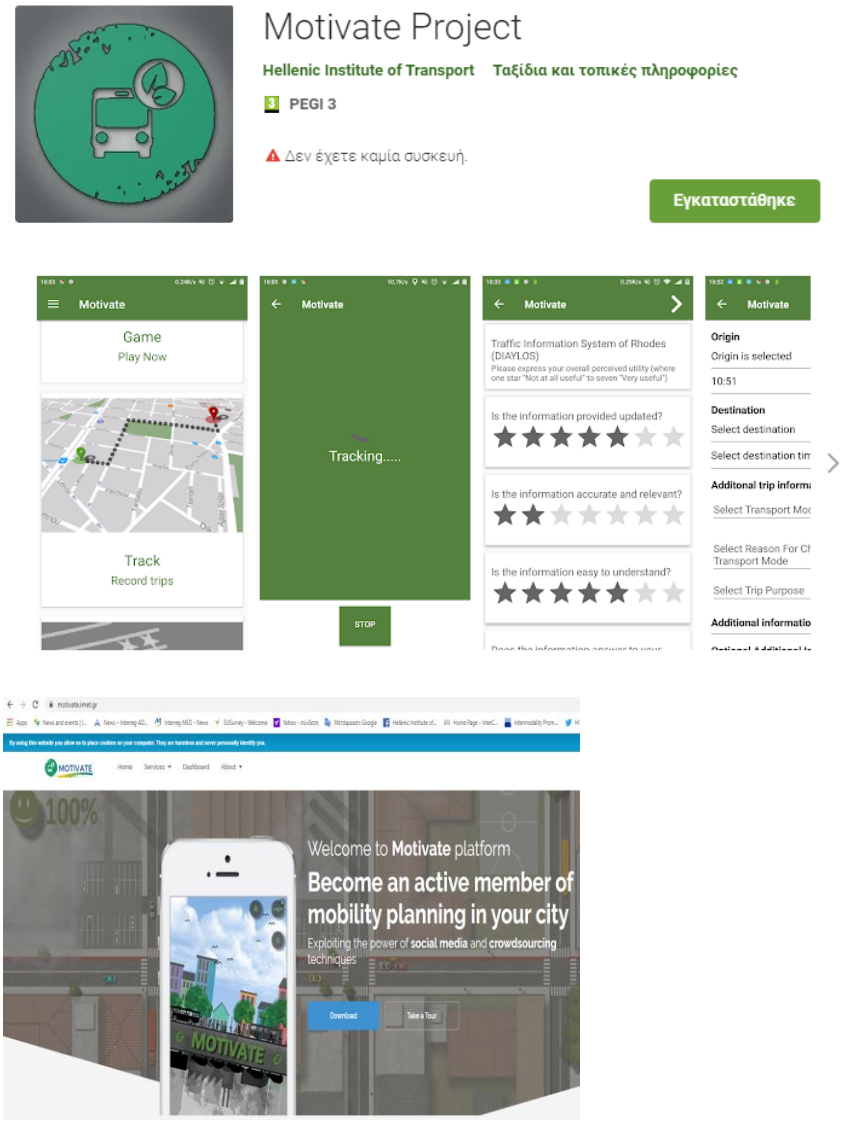
	opportunity do so by using the services of the Centre. Targeted events such as the Mobility Week and the Researchers Night are used in order to disseminate more the services offered by MOBITHESS and motivate more people to use them.
6. Analysis of transferability	
Potential for learning or transfer	The specific practise combines two separate but very important components of sustainable mobility enhancement: the stakeholder cooperation and engagement and the users' engagement and awareness. Due to the fact that almost all the cities/regions provide at least some of the MOBITHESS services (routing, public transport info, useful info for bike rental etc.), the development of an Urban Mobility Centre, which will integrate these services and will promote the sustainable way of transport is rather easy to be achieved.
Prerequisites for the adoption/implementation of the GP	One of the most important prerequisites for developing and operating a similar Mobility Centre is the interest and commitment from both the citizens and authorities in enhancing the sustainable urban mobility. The citizens are the ones who have to change their travel habits and the relevant authorities have to cooperate in order to set up the Centre, operate and maintain it. Another important element is the financial resources to fund the initial installation of the Centre as there should be many data, equipment for real time traffic and environmental counts, traffic simulation tools as well as hardware and software for developing and hosting all the above services.
Challenges encountered and tips for a successful adoption	Probably the most important challenges are the financial resources, the promotion of the Urban Mobility Centre in order to become known by the users.

GP 3 MOTIVATE app: a crowdsourcing and interactive learning environment

1. Author contact information	
Name	**Glykeria Myrovali**
Email	myrovali@certh.gr
Telephone	+302310498462
Your organisation	
Country	Greece
Region	Central Macedonia
City	Thermi, Thessaloniki
2. Organisation in charge of the good practice	
Is your organisation the main institution in charge of this good practice?	Yes
3. Good practice general information	
Title of the practice	MOTIVATE app: a crowdsourcing and interactive learning environment

Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	Thessaloniki
4. Detailed description		
Short summary of the practice	MOTIVATE app; an integrated crowdsourcing – game initiative towards transforming travellers into active agents of change of the new low carbon era	
Public or private driven	Public driven	
Detailed information on the practice	Despite the large international experience for promoting sustainable mobility, SUMP's adoption rate in European and especially in MED cities remains notable low. Seeking within reasons potentially blocking the adoption of acceptable and thus effective plans, public rejection and public indifference cannot be overlooked. This is exactly the origin of the idea behind MOTIVATE app development. Focusing on citizens' involvement in the development and implementation of SUMPs, the MOTIVATE app tries to capture citizens' and visitors' mobility habits & needs (crowdsourcing initiative) while triggering their interest via the provision of rewards. MOTIVATE interactive learning environment (awareness raising game on sustainable mobility) is an integral part of MOTIVATE app which accompanies the whole initiative connected to travellers' real behaviour shift towards sustainable modes of transport (cycling, walking, PuT). The MOTIVATE app is a cloud based tool that collects data and provides first level overview of daily trips and travellers' opinions. The platform through the providing services aims to: • support the participatory approach of decision making process • provide insight into real travellers' needs • increase travellers' interest in the mobility planning process • transform travellers into active agents of Sustainable Mobility adoption • raise awareness in terms of sustainable mobility The app consists of four services: A. Trip Diaries/Frequent trips: the service aims to collect information regarding the mobility patterns and behaviour of all the end users (citizens and visitors). The daily trips are declared by any user either on real time (GPS enabled) or after the trip (frequent trips). This service enables the development of a valuable and highly cost effective data library concerning the daily mobility patterns of the city.	

	B. Evaluation of existing transport measures: the service aims to collect information from the end users regarding specific mobility measures and transport services already operate in the city. The users are asked to rate the performance of the existing mobility measures and transport services giving a clear view of their satisfaction from their current operation. C. Preference on future transport interventions: the service aims to collect information from the end users, regarding their perceptions in specific mobility interventions by rating their importance. D. Game: a game is provided to the end users aiming to make them more familiar to sustainability and attract them to the app. Test beds of MOTIVATE app were Ioannina & Rhodes (GR), Almada (PT), Siena (IT), Larnaca (CY) (period from 2018-2019) where previous engagement levels were relative low. Having identifying the opportunities from the testing phase of MOTIVATE app at the project partner-cities, the developer of the app, HIT/CERTH being in parallel the technical consultant of Thessaloniki's Sustainable Mobility Plan (SUMP) further tested the effectiveness and the usefulness of the MOTIVATE app in the city of Thessaloniki (GR, Region of Central Macedonia).
Elements of innovation	Exploitation of a crowd sourcing app in collecting data from citizens during SUMP development.
Regulatory framework	No specific needs
Resources needed	- Municipalities and PuT operators own resources for provision of rewards in order to initiate triggering of interest - ROP funds for campaigns at targeted events
Timescale (start/end date)	1/9/2018-31/9/2018
Further information	https://motivate.imet.gr/
Keywords related to your practice	Crowdsourcing, travellers' engagement, interactive learning environments, gamification

Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	MOTIVATE app use was launched to Thessaloniki in September 2018, through the European Mobility week and its pilot testing phase lasted for one month. Through the testing period of the system in Thessaloniki, over 100 citizens and visitors, supported the participatory approach of decision making process, providing insights for their real travel needs. Almost 800 users became active agents of Sustainable Mobility adoption by declaring their daily O-D trips. Additionally the platform was promoted in many conferences and events and more than 2000 people raised their awareness in terms of sustainable mobility.
Externalities	No externalities identified
Level of citizens' and stakeholders' engagement	The previous level of citizens' engagement in mobility planning in Thessaloniki was considerably low. The MOTIVATE app, although

	tested for a short period, seems to have started attracting travellers' interest.
6. Analysis of transferability	
Potential for learning or transfer	The transferring exercise of MOTIVATE platform in the city of Thessaloniki verified the opportunities and potentials arising through crowd-sourcing initiatives exploitation; an ICT based tool enabling citizens' participation in mobility planning accompanied with a well-structured promotional strategy (campaigns, gaming, rewarding system) for attracting users can bring new era in city planning. Through the short testing period in Thessaloniki, a good level of interaction among the travellers (citizens and visitors), decision makers and mobility stakeholders has started. Additionally, the evaluation of the outcomes has showed that ICT based data collection tools could relief from expensive and time-consuming surveys giving similarly reliable results. It is however, without saying that for keeping alive the interest and therefore traveller's participation, regular updates of the platform and additional personalized tips and rewards should be provided. Transferability steps (success tips) could be: The main lesson learnt was that whenever there is integration between the crowdsourcing tools and already existing Apps (for example, PT information systems or integrated mobility services), the number of users is vastly superior compared with a standalone tool due to the already existing habit of users. It was also proved that dedicated small target groups should be reached at regular meetings (even per week, to train citizens on how to use the app (digital skills)) in order to keep trach and regularly update the functionalities.
Prerequisites for the adoption/implementation of the GP	No specific prerequisites beyond the strong willingness of a local authority or of another interested and active stakeholder to promote the use of such an app and the following: **Equipment requirements** Regarding the equipment needed for the MOTIVATE services adoption, each adaptor city should have a server and a back-office for data analysis. Thus, the MOTIVATE app is considered as a "SaaS" (Software as Service). For the data analysis, a relevant big data analytics software packages need to be purchased. **Technical requirements**

	From the technical point of view, what is needed for the services to be adopted by a city is the appropriate staff skills and knowledge for manage the app (administrator) analysing all the collected data and calculated specific mobility monitoring indicators.
Challenges encountered and tips for a successful adoption	Each adopter city should take into consideration the following factors in order to maximize the services impacts and minimize the risk of low participation. • Deep knowledge on the scopes of Sustainable Urban Mobility Planning and participatory planning • Familiarization with marketing and crowd sourcing techniques for citizens' engagement. Another tip for increasing users and receiving more feedbacks, as revealed through the cases of Siena and Rhodes, is embedding MOTIVATE functionalities into existing popular apps.

GP 4 Co-creation of mobile open government services with the substantial participation of senior citizens and other stakeholders

1. Author contact information	
Name	**Mrs Kallitsa Pantazi**
Email	k.pantazi@pkm.gov.gr
Telephone	+302313319925
Your organisation	
Country	Greece
Region	Central Macedonia
City	Thessaloniki
2. Organisation in charge of the good practice	
Is your organisation the main institution in charge of this good practice?	Yes
3. Good practice general information	
Title of the practice	Co-creation of mobile open government services with the substantial participation of senior citizens and other stakeholders
Does this practice come from an Interreg Europe Project?	Yes
Please select the project acronym	e-smartec
Thematic objective of the practice	Improving low-carbon economy policies
Geographical scope of the practice	Regional

Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	
4. Detailed description		
Short summary of the practice	The practice included activities to identify and invite co-creators, set up an organisational structure (living lab) for the co-creation process, define the services to be co-created, discover data sources, define requirements for the services and design of prototypes. A co-creation recruitment and engagement plan for the development of open government services for and with senior citizens was developed.	
Public or private driven	The practice had been driven by two public bodies. The Region of Central Macedonia and the Aristoteles University of Thessaloniki.	
Detailed information on the practice	The Region of Central Macedonia selected the Health Sector as a general topic of public interest. Older citizens are often in need of health services and we considered offering services which make use of the following datasets: 1 Thessaloniki Medical Association Record 2 Pharmacists Record of Thessaloniki 3 Physiotherapists Record of Thessaloniki 4 Opticians Record of Thessaloniki 5 Rehabilitation Centres of the Region of Central Macedonia -In the ages of 60+, IT–literacy is another factor that influences accessibility of services. Most older citizens are not adequately IT-literate -RCM used, the already well organized Elderly Care Centres, which are distributed across the whole Region. In those Centres a large number of adult population is already registered and actively participating in many other activities. We recruit ~ 30 participants all above 60 years old, with a variety in age range. We included people with moderate or above average IT skills, both men and women on approximately equal percentages, perhaps with men being slightly more. This group was actively engaged in the co-creation/ living lab process and guided the two public bodies with comments and feedback on the service that was to be developed. -First we got in touch with the people in charge of Open Care Centres (through personal **interviews** at their premises) and organize **information events** in each one of them in order to make a large number of senior citizens, intermediaries health service providers attend. - The stages of the process included: • Exploration: desk research – engagement plan • Idea Formation: probes – interviews - focus groups • Service & Data Definition: workshops – personas – exercises – surveys • Co-design & Data Creation: paper prototype – interface tests Service Diffusion: usability analysis – evaluation – documentation	

Elements of innovation	This practice considered innovative, as: 1. actual, step by step co – creation **with senior citizens** was never been experimented before 2. self-tailored, senior citizen's health information were gathered in one easy – to –use mobile application
Regulatory framework	For the action, Open Data were used
Resources needed	Human resources that were needed: - RCM: 6 - AUTH : 4 - Intermediaries: 3 - Members of the Open Care Centres: approximately 30
Timescale (start/end date)	September 2017 – March 2018
Further information	Link to where further information on the good practice can be found
Keywords related to your practice	citizens engagement; stakeholders engagement; co-planning; focus group; public meetings; open space events; surveys; interviews;
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Through the participation and active engagement of the senior citizens a service was developed, an application which was tailored to their needs and their IT skills. The feedback that was received from the whole process from those that participated was very positive and made them feel that they were considered as the most important part of the process. The application was developed and enriched with additional data by the end of the time period of the project (January 2019) and the core group of the 30 co-creators older adults, were the first to use the final app in the smart devices that were provided by the project or in their own smart phones/tablets. The app can be found in the app store free of charge and everyone has access to it. The Elderly Care Centre has also been equipped by a smart device so all the members (apr. 100) can have access to it.
Externalities	NO

Level of citizens' and stakeholders' engagement	The senior citizens were active actors and not only users. They were engaged by interviews and informational event and, mainly, by letting them feel active and heard.
6. Analysis of transferability	
Potential for learning or transfer	This practice could, potentially, interest other regions to learn from, as inclusion of the main actors lead to a common accepted and easy to use and easy to promote product/service.
Prerequisites for the adoption/implementation of the GP	
Challenges encountered and tips for a successful adoption	Although the co-creating procedure is unknown to the older adults, **it is recommended as a very effective and fruitful tool of socioeconomic approaches** of special and limited technological possibilities target groups. An effective way to make a service **attractive to the target group is to allow its involvement to the co-creation process** It is very important for older people to co-create a service that is oriented to them, because they feel that they can affect the factors that constitute their own lives It was not an easy job to handle, communicate and fulfil the needs, questions and requirements of all these people, which, at the same time, were not used to wait for their turn to talk, to ask something or raise an issue. At the same time, it was also quite difficult to explain the options of the application, to gather all the opinions and needs and be understood from so many co-creators. We coped with these problems by **splitting them in smaller groups,** so that they could operate separately and autonomously. Each group was coordinated and directed by a facilitator That way we were able to be more explanative, cover their needs more effectively and they also felt that they could express themselves more freely. **The internal co-creator workshops must be also mentioned as a conclusion for a successful co-creation activity.** A number of internal workshops took place between the teams of RCM and AUTH in order to organize the co-creation workshops or adjust and coordinate our actions. **The good relationship between the older adults and the working team is extremely important.** The most crucial aspect of that relationship was, first of all, the immediacy between facilitators/researchers and the older people. Arriving at the workshops early and informally socializing with the older adults and discussing with them, for various issues (apart from the technology and the co-creation procedure), including even personal matters, was crucial for the successful co-creation procedure in total. After each workshop was finished, the facilitators stayed in the room with the older people in order to chat with them or to advise them in issues concerning technology and use of tablets, mobile phones etc. **Taking advice from the manager of Open Care Centre the duration of the workshops was approximately 2 hours.** That was due to two reasons:

	-Firstly, after two hours of co-working, learning and speaking, older adults become tired or lost their interest, so it was difficult for them to watch and participate actively and thus meaningless to continue the process, and -Secondly, their schedule was really busy and full of other personal tasks or social activities.

GP 5 Macedonian Cuisine Food Truck of the Region of Central Macedonia

1. Author contact information		
Name	**Chrysanthi Kiskini**	
Email	c.kiskini@rdfcm.gr	
Telephone	+302310403074	
Your organisation		
Country	Greece	
Region	Central Macedonia	
City	Thessaloniki	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	Macedonian Cuisine Food Truck of the Region of Central Macedonia	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	N/A
4. Detailed description		
Short summary of the practice	The Macedonian Cuisine Food Truck started its journey to Europe from the 34th Philoxenia expo on November of 2018. It is planned to continue in all the international gastronomic events as well as in the touristic expositions that the Region of Central Macedonia will take place. This practise is an initiative of the Region of Central Macedonia and its goal is that the European citizens will have the opportunity to taste the Macedonian Cuisine as well as the delicate products of the Region.	

Public or private driven	This initiative was implemented by the Directorate of Tourism of the Region of Central Macedonia in cooperation with a private company.
Detailed information on the practice	The Macedonian Cuisine Food Truck will travel for the next two years all over Europe in order to promote Central Macedonia as an exceptional gastronomic – touristic destination. This goal will be achieved through the introduction of Macedonian recipes to the European citizens and by making the brand name of "Macedonian Cuisine" familiar to organizations and people related to food and beverage services as well as citizens in a view to enhance the initiative of attracting tourists that appreciate gastronomy.
Elements of innovation	This practice can be considered as innovative as, the specially designed for this purpose, food truck can travel all over Europe giving the chance to more European citizens to experience the Macedonian cuisine by tasting real plates, prepared on the spot. The public gets familiar with "Macedonian Cuisine" not through a glossy brochure, but through experiential learning. Taste is one of the strongest feelings, so the real-life experience is unique. Furthermore, during the Philoxenia 2018 it was the Governor of the Region of Central Macedonia himself serving the people.
Regulatory framework	There are no regulatory constrains while implementing this practice.
Resources needed	Human resources that are needed come from the Region of Central Macedonia and the Chef's Club of Northern Greece.
Timescale (start/end date)	November 2018 - ongoing
Further information	
Keywords related to your practice	Macedonian Cuisine Food Truck, Gastronomy, Tourism
Upload image (optional)	

5. Results achieved and problems encountered	
Evidence of success (results achieved)	The success of this practice can be depicted by the amount of people that had the chance to taste the products of the Macedonian Cuisine during the expositions that the Food Truck participated in (around 21.000 people). The success is believed to be a result of Celebrity Marketing as Mr. Apostolos Tzitzikostas who is the Governor of Region of Central Macedonia, firstly presented the Macedonian Cuisine Food Truck.
Externalities	No.
Level of citizens' and stakeholders' engagement	The citizens had the chance to taste the Macedonian Cuisine as users. The journey of the Food Truck also attracts the interest of people who appreciate gastronomy but to companies connected to food and beverage services as well.

6. Analysis of transferability	
Potential for learning or transfer	This practice could, potentially, interest other regions to learn from, as it has no limits in its application due to the fact that each region can have the chance to promote the local cuisine, combining with the ability of the food truck to travel everywhere and enhance tourism and gastronomy through the citizens' participation. In the field of mobility, similar practices could also apply for engaging citizens into more sustainable modes of transport. A paradigm can be provided for the promotion of e-mobility: a clean vehicle could start its trip around the city/metropolitan area/region, calling people to test it and familiarize with the concept. Celebrity marketing can also apply is this case.
Prerequisites for the adoption/implementation of the GP	The aforementioned good practice doesn't encounter any regulatory constraints and it can easily be adopted as only a few professional chefs are needed and a food truck could be rented, and so the cost of such an initiative is not very high.
Challenges encountered and tips for a successful adoption	The basic tip for the successful adoption of the Good practice is that experiential learning is the best way to reach the audience. Only by a real life experience you can convince the public for the benefits of mobility planning measure, for example by exposing a real underground wagon to the citizens of Thessaloniki, they can get an idea of who their everyday life will change when the underground will start operating in the city.

GP 6 REFORM: Fostering regional cooperation and capacity building for SUMPs

1. Author contact information	
Name	**Maria Chatziathanasiou**
Email	mariacha@certh.gr
Telephone	+302310498487
Your organisation	
Country	Greece
Region	Central Macedonia
City	Thermi, Thessaloniki
2. Organisation in charge of the good practice	
Is your organisation the main institution in charge of this good practice?	Yes
3. Good practice general information	
Title of the practice	REFORM: Fostering regional cooperation and capacity building for SUMPs
Does this practice come from an Interreg Europe Project?	Yes

Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving resource efficient economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	N/A
4. Detailed description		
Short summary of the practice	The practice established a permanent regional cooperation for increasing capacity of the local Municipalities and facilitating the deployment of their Sustainable Urban Mobility Plans (SUMPs) that integrate the regional policies and move above the 'silo' approaches in Municipal urban transport planning.	
Public or private driven	The practice is driven by cooperation of the regional governance authority of Central Macedonia and HIT/CERTH, a transport research institute.	
Detailed information on the practice	SUMPs in Greece are mostly developed locally, by the city authorities (Municipalities). Lack of knowledge concerning the new approach of SUMPs, stand-alone policies in Municipal urban transport planning, lack of a national framework for SUMP development, limited capacities of the city authorities' relevant transport departments and a complex legal framework for public procurements are few of the problems the Municipalities are facing in sustainable urban mobility planning. The Region of Central Macedonia (RCM) is characterized by a relatively low percentage of SUMP implementation, as, at the end of 2019, only 10 (out of the 38 Municipalities of RCM) have concluded or started the development of a SUMP, while only 5 are in the phase of public procurement, facing severe delays within the process. It is interesting to mention that it was in 2017 when 24 Municipalities of RCM received funds from the Green Fund programme of the Ministry of Environment for SUMP implementation. By the time REFORM cooperation begun very few Municipalities had managed to follow up with the received funding and procure their SUMPs. The practice built in the recognized need of the city authorities to increase their capacities regarding SUMPs. The practice was implemented through the delivery of two capacity building and exchange of experience sessions, the one delivered for the staff members of the Region of Central Macedonia (named "training for the trainers") and the other for the staff members of the Municipalities of RCM. Both sessions had a duration of a two-day course and the aim to: • Improve the average level of knowledge among city officers and technicians about SUMPs; • raise awareness at regional and municipal level about the scope and content of SUMPs; • enhance the planning capacities of regions and municipalities in SUMP development; and	

	• inculcate the SUMP principle of the cross-sectoral and cross-municipal planning. The "training for the trainers" targeted a small number of representatives from the Region of RCM, who would, afterwards, maximize the value of the training delivery to the Municipalities. A "hierarchy of training" approach was applied, in order to prepare the future trainers to deliver the SUMP training to others in the most effective way. The participatory element was considered essential for the delivery of the sessions. Common mapping and data were used, taking the participants through the whole SUMP process. Presentations material included reference to good practices, while exercises/ worksheets included various tools/approaches according to the section delivered. A mixture of plans, figures, data, info cards for proposed measures, flipchart paper sheets, photographs, brought the element of 'reality' to the case study, simulating real co-planning processes. Role playing was applied, as the trainees formed two groups: region representatives and city representatives, reflecting potential different views on priorities of transport planning. Nonetheless, all members of the groups belonged to the SUMP Working Group and, therefore, they needed to work together to find a balanced solution.
Elements of innovation	The sessions were structured around a fictional case study that reflected both regional and Municipal perspective. The delivery of interactive and simulating for trainees, enabled not only the provision of knowledge from the organizers, but also the sharing among the participants, a sharing that was brought directly to the level of the technicians. This was an element quite new for the Municipalities, as the main interaction between Municipalities occurs at a politician level, where quite often the real technical issues cannot be reflected and co-addressed.
Regulatory framework	N/A
Resources needed	Material production and delivery of the "training for the trainers" sessions in 4 Regions is estimated to acquire approximately 6 PM of expert human resources. Human resources needed for the delivery of the training to the Municipalities' representatives are estimated to 2 PM, covering only adaptation of the material (not production) and delivery per se.
Timescale (start/end date)	December 2017 – March 2018
Further information	https://www.interregeurope.eu/reform/library/
Keywords related to your practice	Capacity building, SUMP

Upload image (optional)	 *Capacity building session for the regional public servants* *Capacity building session for the municipal public servants* *Capacity building session for the municipal public servants*
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Knowledge and understanding of the SUMP process increased the – identified low – regional and municipal capacity.

	Regional public servants will be part of the new cooperative structure that is currently under development: the "Regional Observatory". The Observatory will interact with the Municipalities in various fields (including mobility) and will be used for monitoring the progress towards defined indicators (including also sustainable mobility indicators). Municipal representatives overcame their knowledge gaps in SUMP processes, but also interacted with each other for tackling severe administrative issued in SUMP procurements. Within the period following the capacity building seminars, eight (8) Municipalities procured their SUMPs and five (5) of them are currently under SUMP development.
Externalities	The interaction among the Municipal technicians during the capacity building sessions initially led to a direct self-organized exchange of experience in administrative issues, which was really appreciated by the Municipalities that, at that time, were straggling with SUMP procurements. REFORM project capitalized on the needs of the Municipalities and created a Competence Centre (http://www.keyp-svak-rcm.imet.gr/), which, among other services, also provides a forum dedicated to the exchange of experience among Municipal technicians.
Level of citizens' and stakeholders' engagement	In the "training for the trainer" course, a total of 12 regional representatives participated, along with a number of passive observers. There was a strong feedback, through evaluation forms, that the level of engagement throughout the training was good and the course supported effective learning outcomes. The course for the Municipal public servants, was attended by a total of 38 public servants, representing 18 Municipalities. Overall the feedback was very positive, as the majority of the participants expressed the view that the course has added valued to their knowledge on SUMP processes.
6. Analysis of transferability	
Potential for learning or transfer	The practice is easy to transfer to any region, but is mostly recommended for "soft" governance models of metropolitan regions, where mostly informal cooperation takes place and the Regional Unit does not have a mandate to coordinate or supervise the local SUMPs.
Prerequisites for the adoption/implementation of the GP	Joining forces between experts in SUMP development and marketing experts for stakeholders' engagement is a prerequisite for the success of the practice. The Region should play the role of initiator and should lead the integration of the regional policies into the training context.
Challenges encountered and tips for a successful adoption	The challenges for the implementation of the practice in RCM were mostly related to the difficulty in reaching the technicians of the Municipalities (going beyond the political delegates), engaging the right persons (as many Municipalities do not have dedicated department for mobility and, therefore, no clear jurisdictions) and persuading them to act as leverages (permanent staff) for the promotion of sustainable mobility to the upper levels of chartered policy makers (i.e. vice mayors of technical department/ environment/ sustainable mobility). As already indicated, the successful adoption of the practice is closely related to providing the Region with a leading role.

GP 7 Cycling against Diabetes Melitus

1. Author contact information		
Name	**Chrysanthi Kiskini**	
Email	c.kiskini@rdfcm.gr	
Telephone	+302310403074	
Your organisation		
Country	Greece	
Region	Central Macedonia	
City	Thessaloniki	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Greece
	Region	Central Macedonia
	City	Thessaloniki
Main institution in charge	This practice is an initiative of the Hellenic Association for the Study and Education of Diabetes Melitus	
3. Good practice general information		
Title of the practice	Cycling against Diabetes Melitus	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	Thessaloniki
4. Detailed description		
Short summary of the practice	In the context of the 30th Anniversary Panhellenic Congress that was organized by the "Hellenic Association for the Study and Education of Diabetes Melitus" in 2016 a cycling race was included, aiming to promote the message of minimizing the effects of diabetes through daily exercise. This practice is repeated every year in the coastal zone of Thessaloniki and the citizens have the chance to participate in this	

	event and be engaged with the main bike road of the city and learn for the benefits of cycling for their health.
Public or private driven	This practice is an initiative of the Hellenic Association for the Study and Education of Diabetes Melitus.
Detailed information on the practice	The cycling race was firstly introduced to the citizens of Thessaloniki in 2016 to enhance people to include constant physical activity, aiming to be prevent diabetes. Medical research has proved that one of the most suitable sports for those suffering from diabetes is cycling as it has the advantage of non-traumatic sport and offers the opportunity to travel significantly longer distances than other disciplines. People in Greece don't exercise that much, so the specific initiative tries to raise the awareness of the citizens concerning the protection of their health. The event was mainly promoted through social media and from medical websites as people are highly concerned about their health but not so engaged with daily exercise. The event is conducted in the main bike road of Thessaloniki near the water front, so it became known to the majority of the citizens. The specific practice doesn't require any special skills and people of all ages can participate. Another goal of this initiative is to inform people of preventing diabetes with exercise through a conference that is conducted near the cycling race area. So people are attracted through cycling in the specific area and can simultaneously participate in this conference, which is open to the public. The main stakeholders of this event are medical organizations and companies and all the citizens can participate.
Elements of innovation	The specific practice can be considered as innovative as the main goal is to inform people about prevention of diabetes mellitus and this goal is achieved through a very simple way such as a cycling race, which is conducted in a main road of the city. Also, this is an innovative way for the citizens to become acquainted with the bike roads of Thessaloniki, in order to include cycling for their transport.
Regulatory framework	There are no regulatory constrains for this practice. For the specific event no disruptions in transport means of the city were caused, as it is conducted on the sidewalk and the bike road of the water front zone. The bike race also it encourages people to use bicycles for their transport.
Resources needed	The aforementioned practice is an initiative of the Hellenic Association for the Study and Education of Diabetes Melitus and was conducted under the aegis of the Region of Central Macedonia. The human resources needed was from the Hellenic Association but also a lot of sponsors funded the specific initiative.
Timescale (start/end date)	2016 – ongoing
Further information	https://www.facebook.com/events/4747798067296000 https://www.facebook.com/events/1113665035456158
Keywords related to your practice	Cycling, citizens' participation, diabetes Melitus

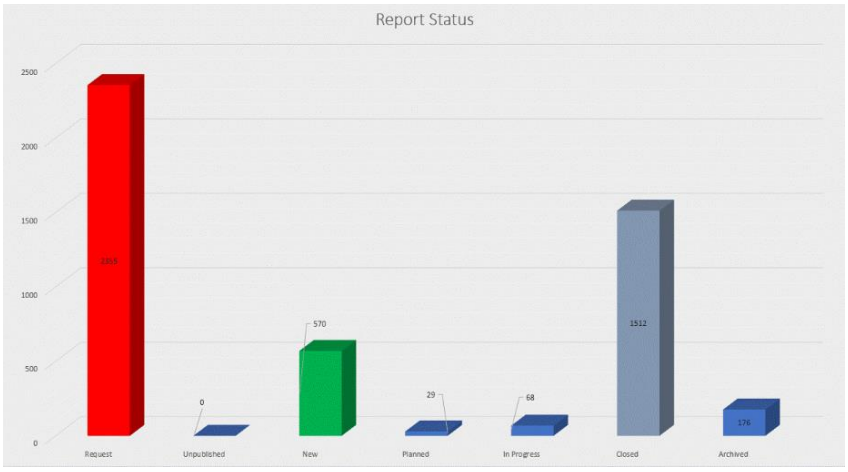
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The success of this practice can be depicted by the amount of people that are participating every year with their friends and families (approximately 400 every year). People participating in this event not only include doctors and patients of diabetes but each citizen of the city has the chance to explore the main bike road of Thessaloniki and simultaneously learn the benefits of cycling in their health. Another fact of success of this practice is that this event attracts people from other places, such as professional cycling athletes and happens to be

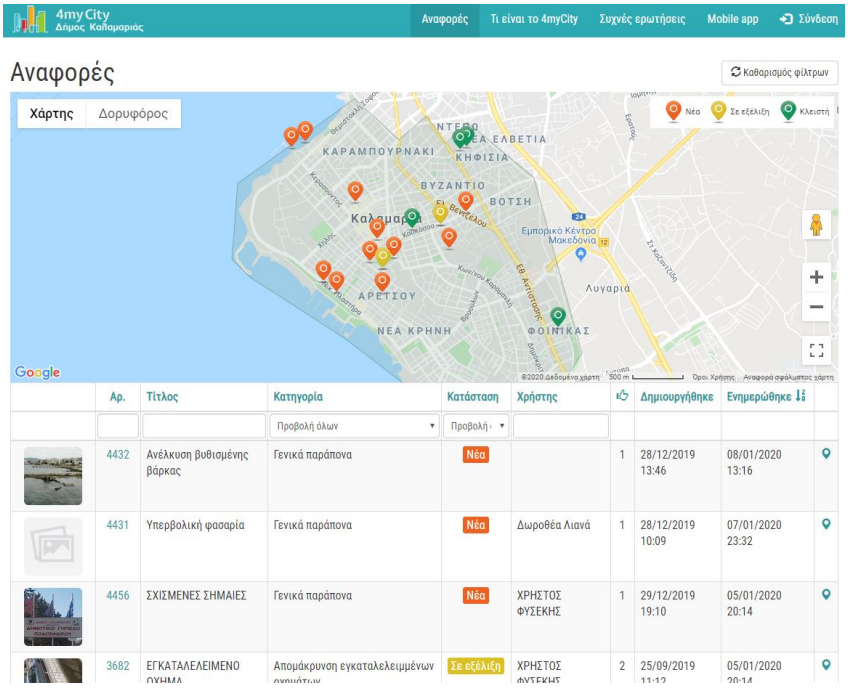
	sponsored by many medical companies, aiming to promote the idea of introducing cycling in our everyday life for boosting our health.
Externalities	This initiative is closely connected to the health sector, as it bridges a medical problem with a healthy life style.
Level of citizens' and stakeholders' engagement	The citizens are active actors in the event, as they can participate in the cycling race with their bikes or bikes that are rented for this purpose. The public is informed mainly through the social media and websites.
6. Analysis of transferability	
Potential for learning or transfer	The specific practice can easily be transferred to other regions as there are no constraints or difficulties in organizing such an event. Most European citizens are familiar with cycling and use bicycles for their transport so it gathers a lot of potentials to interest people from all over Europe. Also, health is always an issue that concerns a lot of people so the combination of health, exercise and transport is an intriguing subject for European citizens.
Prerequisites for the adoption/implementation of the GP	There are no prerequisites for the adoption and the implementation of this good practice. The specific good practice can be adopted from each region depending on the human and financial resources that it has.
Challenges encountered and tips for a successful adoption	Cycling against diabetes is mainly targeting to encourage people to include daily exercise in their everyday life so as to protect their health. Due to the fact that the cycling race of this event is organized in a central area of Thessaloniki the citizens are becoming engaged to bikes roads of the city and can subconsciously become more familiar to the use of bicycles for their transport.

GP 8 4mycity: a web and mobile based service for citizens' interaction to policy making and problem solving

1. Author contact information		
Name	**Mr. Georgiadis Georgios**	
Email	georgiadis@kalamaria.gr	
Telephone		
Your organisation		
Country	Greece	
Region	Central Macedonia	
City	Kalamaria	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	4mycity: a web and mobile based service for citizens' interaction to policy making and problem solving	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	Kalamaria
4. Detailed description		
Short summary of the practice	A web and mobile based service for citizens' interaction to policy making and problem solving	
Public or private driven	The “4myCity” service, is a practice driven by a public body. Specifically, the Municipality of Kalamaria is management body of the application and the contractor that designed the application is the private company Tessera Multimedia.	

Detailed information on the practice	The city of Kalamaria uses a – both web and mobile based - service to manage problems/incidents located within the jurisdiction of the Municipality. More detailed, the "4myCity" service is designed to ease citizens to monitor reports addressed and/or report possible problems/incidents within the Municipality, but also to suggest improvements in the area. Thus, the relevant departments of the Municipality are up-to-date about the claims of the citizens any time and decide and organize their policy to manage the problems/ incidents. The goals of the "4myCity" service concern strengthening communication between citizens and the Municipality of Kalamaria, fostering a spirit of collective and active citizenship and helping improve the quality of life in the local areas of Kalamaria. The "4myCity" service is an easy accessible tool, through the web as well as mobile phones (web and mobile - based application) and it has a user – friendly environment. The "4myCity" service is an initiate of the Municipality of Kalamaria to communicate and interact with its citizens. It is a bottom - up approach, as, on one hand, citizens have the potential to contribute to the process of policy making and problem solving and on the other hand Municipality of Kalamaria can receive feedback directly from the citizens. The citizens' contribution is achieved through: ✓ reporting a problem/incident identified in an area of the Municipality of Kalamaria ✓ recording an incident just when it happens – on time ✓ suggesting ways to improve and resolve a situation ✓ expression of their complaints directly to the Municipality The local problems/ incidents that can be reported are related to: - cleanliness, green, recycling, - maintenance and restoration of buildings, premises of the municipality, - electrical, plumbing and lighting, - pavement, bitumen, road marking, - Traffic, Mobility Municipality of Kalamaria can directly be informed about the reports for problems/incidents, thus being able to solve the problems/incidents promptly and effectively and inform the citizens about the status of each report until the problem / incident is finally solved. Moreover, the Municipality of Kalamaria has the possibility to understand the opinion of the citizens about several incidents encountered in the area and receive useful feedback for several situations/ changes. In addition, the Municipality receives reliable statistics on the flow and frequency of problems, resolution time, those involved in the process, etc., which contributes to the more efficient organization and management of reports and therefore their immediate resolution. The "4myCity" service provides a user-friendly web interface and mobile app, making it easy and quick to learn how to use. The instructions and terms of use are clear and comprehensible. In parallel, the visualization of the reports accompanied with their status (new report, problem solving in progress, etc.) enables citizens to shape an overall opinion related to the response of the municipality to policy making and problem

	solving and monitor through the map all the categories of problems, the location of the problems and the current status of a report. Apart from the citizens, also the Municipality benefits from the service, because it can effortlessly and rapidly be informed for problems in the area. At the same time, it can demonstrate citizens the effort done for solving the problems in the region by visualizing the management of the problems and, thus improving the image of the Municipality. The benefits from the use of the service for both citizens and the Municipality are: ➢ Strengthening the planning and coordination of actions / services ➢ Facilitation of the control of the procedures ➢ Assisting resolving issues faster ➢ Strengthening the two-way communication between the citizens and the Municipality ➢ Cultivating a spirit of collegiality The chart diagram below demonstrates a statistic analysis of the Report Status of the service during the year 2017, indicating the high level of response from the Municipality's side.  Status of overall reports for years 2017-2019 (Source: Municipality of Kalamaria)
Elements of innovation	In 2007, the Municipality of Kalamaria has launched an initiative, within the 3rd Community Support Framework, for developing an information system that would allow citizens to interact with the Municipality on the level or problems' reporting/ complaints/ demands, etc. The system was then provided as a web service, tool for the Municipality to be informed by the citizens for incidents/ issues/ problems that occur in "real-time". Following the technological trends and the wide spread of smart phone technology, the information system evolved to "4myCity" service, providing also the app interface. The Municipality is currently working on the procurement of an integrated e-service that will create a new model for the city of Kalamaria. The "4myCity" service will be a core

	part of the new system, allowing, among other things, the notifications of the citizens through the app on specific incidents. Another interesting element is the incorporation of social media illustrations (like thumps) into the interactive maps that can provide a direct citizen's feedback on problems that other users have identified, thus, avoiding duplications in reporting. At the same time, users can comment to the report of another user. This "confirmation" tool enables the better identification of the most urgent issues, as perceived by the citizens and allow for a more immediate reaction.
Regulatory framework	The management and protection of the user's personal data is governed by the relevant requirements of Greek and European law on the protection of the individual from the processing of personal data, as well as the Decisions of the Competent Authority for the Protection of Personal Data. The Municipality of Kalamaria takes all necessary measures to protect the confidentiality of user data. The information shall not be disclosed to third parties unless required by law or by the competent authorities.
Resources needed	Approximately 13.000 € for the set-up of the service
Timescale (start/end date)	2016 – ongoing
Further information	https://4mycity.kalamaria.gr/ (Greek only)
Keywords related to your practice	crowdsourcing, citizen participation, current situation, problem identification, intervention prioritization, planning, app
Upload image (optional)	 4mycity web interface

	 4mycity application
5. Results achieved and problems encountered	
Evidence of success (results achieved)	"4myCity" allowed: • improvement of the level of engagement and involvement of citizens in reporting problems, as the previous processes (phone calls, visits) were slow and bureaucratic • speed-up of the processes for managing requests/ complaints, as the Municipality has managed to better organize the supplies necessary for solving the problems • visualization of the issues/ problems that are continuously reported, thus better recognition of the intervention areas Statistics provided from the system indicate an increase of 112% in the reports from year 2017 (480 reports) to 2019 (1020 reports).

	 Annual evolution of requests (source: Municipality of Kalamaria)
Externalities	"4myCity" paved the way for the vision of the Municipality of Kalamaria to have a new e-service model for the city, covering all fields of services (e-documents, real-time notifications, e-services for health issues, etc.).
Level of citizens' and stakeholders' engagement	The users of the application are citizens of the Municipality of Kalamaria. The users are engaged by technology. The role of citizens is to record the problems or other incidents they encounter at the application. The role of the Municipality of Kalamaria is to plan and coordinate actions and services for rapid resolution of problems/incidents. Currently, more than 500 people have downloaded the app. Overall, approximately 2400 reports and 5000 comments have been submitted by the users within years 2017-2019. Top "confirmations" to other users' reports are related to the accessibility of the sidewalks and issues of abandoned vehicles. Within year 2019, approximately 3.500 persons visited the web service (83% increase in relation to 2018), 13% of them being returning visitors and 87% new visitors. Comparing months January 2019 to January 2020 an increase of 23% is reported to the users of the web service for 2020.
6. Analysis of transferability	
Potential for learning or transfer	This application can be used by any municipality or any other level of organizational structure, because they face similar problems / incidents

	within the urban environment and additionally to avoid time consuming process. This technique has already been transferred to the Municipality of Ampelokipoi – Menemeni. Since 2019 the Municipality of Ampelokipoi – Menemeni have adopted the same practice. Communication with the Municipality of Kalamaria has taken place for exchange of know-how and experiences.
Prerequisites for the adoption/implementation of the GP	Prerequisites are related to the challenge (also see below) of having the appropriate municipal internal structure and ensuring the capacity for replying to the reports/ complaints. For the set-up of the software, no specific requirements apply, as it is based on open source platform and no special licences (i.e. database) are required.
Challenges encountered and tips for a successful adoption	The key challenge for the Municipality is mostly related to having the internal cooperating structure and capacity to reply to the issues reported. For this reason, the Municipality has created a coordinating centre that manages each demand/ report/ complaint and forwards it to the relevant department. Then, each department undertakes the responsibility of addressing and monitoring the issue and providing feedback to the system (and the users) on the progress. Another challenge is to convince/ educate the society on the use of the new technological possibilities. Engagement techniques for raising citizens' awareness on the new services are necessary to be segmented to the needs of the audience (i.e. young people reached through social media, elderlies who have access to smart-phones or pcs to be educated in the use of the services, etc.)

GP 9 Ecomobility: campaign for the promotion of sustainable mobility

1. Author contact information		
Name	**Mrs. Maria Morfoulaki**	
Email	marmor@certh.gr	
Telephone	+302310498454	
Your organisation		
Country	Greece	
Region	Central Macedonia	
City	Thermi, Thessaloniki	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	NO	
Location of the organisation in charge:	Country	Greece
	Region	Attica
	City	Athens

Main institution in charge	ECOCITY	
3. Good practice general information		
Title of the practice	ECOMOBILITY campaign for the promotion of sustainable mobility	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	National	
Location of the practice	Country	Greece
	Region	N/A
	City	N/A
4. Detailed description		
Short summary of the practice	Every year the high schools of the Central Macedonia Region participate in the Ecomobility National Campaign, which aims to sensitize and motivate young people in favour of the sustainable mobility and the environmental friendly way of living.	
Public or private driven	ECOCITY a no profit NGO develop, organize and coordinates the organization of the specific action in collaboration with the Ministry of Education.	
Detailed information on the practice	The aim of the campaign/contest is to stimulate young people to approach the mobility and transport problems of the city. Through their experiential activation, the students search of solutions that are aimed at raising citizens' awareness, changing attitudes and promoting the quality of life in their cities. The duration of the campaign is annual. Student groups, with their work and suggestions are called upon to bring solutions to urban traffic conditions in their city, with the overriding support for the right of free movement and the restriction of access to cities. At the same time, they demonstrate the need for green movement, clean air and the proper functioning of cities. From October to February, they collect data, analyse the problem, make their own surveys and opinion exchange with citizens and authorities and shape their final planning with proposed measures, policies and infrastructures. The final presentation of the students' work is taking place in February – March at special events where they submit their proposals to representatives of Local Agencies, Citizens and experts. A group of experts evaluates the students. There are several prizes for the winning teams such as a weekly educational trip to Brussels, eco-camping experience during Summer etc. The Campaign offers teenagers the opportunity to understand that they should live in conditions of social equality and freedom, protect the environment and work to improve the quality of life in cities implementing sustainable mobility principles.	

Elements of innovation	The innovation element of the practice is the cooperation between the different stakeholders of the city/regions with the young students in order to analyse the mobility problems and find the best solutions for enhancing and promoting sustainable urban mobility. The message of sustainability is transferred through the young people not only in their own age group but also in their wider environment of relatives, teachers, friends etc.
Regulatory framework	N/A
Resources needed	The Ecomobility Campaign is based on the collaboration of ECOCITY with leading Scientific Institutes and Organizations. In total, more than 40 private and public authorities support Ecomobility organization and implementation. The campaign is funded mainly from private sponsors and the cost of its annual execution is estimated to 40.000 €. Volunteers time offered is counted to 180.000 hrs The participation of the interested high schools is free of cost.
Timescale (start/end date)	The campaign is running in Greece for 17 years and the high schools of the Central Macedonia Region participate in this campaign from the very beginning.
Further information	www.ecomobility.gr
Keywords related to your practice	Ecological mobility, environmental friendly mobility, sustainable mobility
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	More than 35 high schools participate each year in ECOMOBILITY campaign. More than 400 students participate in the competitive process while at least 8.000 students are recipients of its messages.

	Correspondingly is also the numbers of adults who, through the involvement of their children or students, become aware of the specific issue of environmentally friendly mobility. At the same time, more than 40 public and private actors are collaborating to implement this campaign, not only in the context of its funding, but also in the evaluation of the students' work, transferring knowledge to the students' teams, etc.
Externalities	No externalities
Level of citizens' and stakeholders' engagement	Volunteers (private bodies and authorities) mainly support Ecomoblity campaign, practically and financially. Throughout the 17 years of its organization, a very strong level of engagement was developed, between not only the authorities but also the community of high schools (students and teachers) who participate in this contest. + citizens' local communities
6. Analysis of transferability	
Potential for learning or transfer	The specific campaign is based on the support of the Ministry of Education, The ministry of Transport and the ministry of Environment together with other public authorities and private bodies and also to the volunteering work of people and experts. It is also based on the belief that motivation and experimental work fascinates the young people and strengthens their desire to work for a better world. Certainly many other people share the above-mentioned opinion and can easily set up the proper mechanism for organizing a similar campaign to their area/region/country.
Prerequisites for the adoption/implementation of the GP	One of the most important prerequisites for organizing a similar to ECOMOBILITY campaign is to find the body that should be in charge, taking the main responsibility for the organization of the campaign. This body should be in contact with the Ministry of Education and all the other sponsors and volunteers as well as the community of high schools. The support of the Ministry of Education for the execution of the specific campaign is another prerequisite, as the target group of the specific action are the pupils.
Challenges encountered and tips for a successful adoption	Probably the most important challenges are is the development of a strong engagement between the sponsors, the organizers - volunteers and the high schools in order the campaign to become a long lasting action.

GP 10 Virtual Reality for the promotion of tourism in RCM

1. Author contact information	
Name	**Mrs. Chrysanthi Kiskini**
Email	c.kiskini@rdfcm.gr
Telephone	+302310403074
Your organisation	
Country	Greece
Region	Central Macedonia

City	Thessaloniki	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	Virtual Reality for the promotion of tourism in RCM	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Greece
	Region	Region of Central Macedonia
	City	Thessaloniki
4. Detailed description		
Short summary of the practice	In the 34th edition of Philoxenia which was held in November of 2018, the visitors of the "Region of Central Macedonia" stand had the chance to get to know of the thematic touristic products through Virtual and Augmented Reality Technologies, Video 360º and the use of VR headsets.	
Public or private driven	The specific initiative was implemented with the cooperation of the Directorate of Tourism of the Region of Central Macedonia with public bodies and private companies.	
Detailed information on the practice	The Palace of Aigai was presented through the use of VR by a cooperation between the Region of Central Macedonia and the Information Technologies Institute (ITI) of CERTH. The user of the VR is able to take part in a serious game, where he can wander the Palace of Aigai. Also, in the 34th Philoxenia, more touristic destinations of the Region of Central Macedonia were presented through 360º videos, VR headsets and mobile applications with the touristic and cultural routes of Thessaloniki. Moreover, augmented reality applications were presented about Mount Olympus, as well as new audio-visual material of thematic products such as wine tourism in conjunction with Aegean Airlines and the "Cultural routes of St Paul's steps". Through the aforementioned techniques, people visiting the Philoxenia expo had the chance to explore touristic destinations through exceptional personal experience.	

Elements of innovation	Virtual και Augmented Reality, Video 360º and use of VR headsets are undoubtoubly innovative ways to promote touristic destinations as the users are given the opportunity to have exciting experience through impressive high-tech equipment.
Regulatory framework	There are no regulatory constrains while implementing this practice.
Resources needed	The budget to acquire the equipment is relatively low (the equipment can be re-used at different occasions). The 360 º had a cost of around 50.000€ for both the City of Thessaloniki and all the 7 Regional Units of Central Macedonia and it was developed by a private company. If an organization has IT specialists, it could develop a similar application by its own means.
Timescale (start/end date)	November 2018
Further information	Play store: Thessaloniki 360º Edition
Keywords related to your practice	virtual reality; augmented reality; Video 360º
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The success of this practice can be depicted by the amount of citizens that visited the 34th Philoxenia expo and more specifically the stand of Region of Central Macedonia (around 20.000 visitors).
Externalities	It can be assumed that tourism in the places that have been promoted has increased, but the exact number of people that were attracted by the specific marketing techniques cannot be estimated.
Level of citizens' and stakeholders' engagement	The citizens that participated in Philoxenia expo were given the opportunity to become active users of the high-tech equipment (virtual

	and augmented reality, video 360º and use of VR caskets) and they could wander in the promoted places (such as Palace of Aigai) in real time through virtual reality techniques. The public was mainly informed for this initiative through the social media and websites.
6. Analysis of transferability	
Potential for learning or transfer	The specific practice can easily be transferred to other regions as there are no constraints or difficulties in organizing such an initiative. As it was previously mentioned, if an organization has IT specialists, it could develop a similar application by its own means so the cost of this initiative can be minimized. Furthermore, tourism is always a sector that attracts a lot of people, so the combination of promoting touristic places using virtual reality equipment can be an intriguing subject for the European citizens. Last but not least, the technology used in this practice can easily become familiar to people of all ages. Even though the aforementioned practice was mainly used for touristic promotion purposes, it can be adopted by mobility planning. For instance, the citizens of a Region could have the chance to experience a planned change of a road to a pedestrian road through the use of virtual reality equipment, so as to give their feedback. Moreover, the citizens can be informed for upcoming changes that concern mobility planning through video 360º.
Prerequisites for the adoption/implementation of the GP	The presented marketing technique has no regulatory constraints. For a successful implementation it is necessary that IT experts will set up the technology used for this case so that it can be adapted to the touristic spots created for this purpose. The cost of this practice can vary, depending on the amount of VR caskets that will be used, the touristic sites that will be promoted through this practice etc. The equipment can also be re-used for other initiatives.
Challenges encountered and tips for a successful adoption	In order to achieve successful adoption of the good practice in other Regions it is necessary to include this technique in events or expositions that attract a lot of people and to promote this initiative through social media, websites and advertisements.

GP 11 Coventry University Enterprises Ltd Location Independent Working (LIW)

1. Author contact information		
Name	**Sarah Barsby**	
Email	sbarsby@cad.coventry.ac.uk	
Telephone		
Your organisation		
Country	United Kingdom	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	Coventry University Enterprises Ltd Location Independent Working (LIW)	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	UK
	Region	West Midlands
	City	Coventry
4. Detailed description		
Short summary of the practice	Coventry University Enterprises Ltd Location Independent Working is a scheme to enable staff to work outside of the office to help improve work life balance, productivity and absenteeism.	
Public or private driven	This Practice has been driven by a private body. The scheme was devised and delivered by the commercial arm of the university Coventry University Enterprises Ltd.	

Detailed information on the practice	In 2002 the managing Director of Coventry University Enterprises Ltd demonstrated that staff occupied a whole floor of the innovation centre and was therefore restricting space available for business start-ups and constraining the company in meeting objectives of the Technology Park to create employment opportunities in the region. Coupled with the knowledge that CUE Ltd would grow by another 50% in two years the managing director identified a need to reduce occupancy levels and increase flexibility within the company. Following discussions with IT technicians and further research from the management group the concept of Location Independent Working (LIW) was born. The scheme offered employees an opportunity to work from an alternative location other than the office, including the ability to work from home, and reduce occupancy of the innovation Centre. The main objectives of introducing LIW were to: • Allow employees the flexibility of working hours and location, thus improving work life balance • Raise income generation in terms of profitability and facilitate CUE to deliver its primary aim of generation income for the group • Assist employees in meeting customer need if their requirements are outside "standard" working hours • Become a more attractive employer Policies and procedures for LIW were developed and a three-month pilot of 10 employees commenced in October 2002. These employees were chosen as a good mix from across the company and one employee from each division, ranging from junior staff to managers, took part in this initial pilot. The Pilot was overall judged to be a great success, by both participants and management. The policies and procedures were adapted in light of the pilot and LIW was formally adopted by a way of working by the company. Following on from the pilot the key features of the full scheme were: • Staff commit to working remotely from the office for 40-60% of the week. • Participants in the scheme have to be volunteers • Line manager approval must be gained • LIW staff receive additional health and safety training • Participants are briefed on relevant work-life balance techniques • All volunteers have a three-month trial period of working LIW Each participant is provided with a home office environment which includes a computer or laptop a printer/copier, mobile telephone and ADSL connection to the bespoke terminal server network of the company. A 'flexi desk' environment has been developed within divisions and designed LIW areas to provide participants with an 'office' based at the technology park. These desks are used on a shared basis by participants and are booked through an electronic diary in advance.
Elements of innovation	The innovation involved in this good practice is the encouragement of staff members to change the way they work by working from home up to 60% of their time. In addition to the technology that allows them to do this.

Regulatory framework	
Resources needed	IT equipment for use at home for each participant. New participants need to be offered bespoke training in the use of LIW equipment prior to commencing the scheme. Line managers and technical support to explore and practice alternative methods for communication and holding meetings (e.g. webcams). Flexidesk rooms should be fitted with wireless printing, and clear arrangements for storage of participant's papers need to be made.
Timescale (start/end date)	2002 – Ongoing
Further information	https://www.cueltd.net/
Keywords related to your practice	New ways of working
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The scheme has won numerous awards, and was one of the first in the UK to be accredited to the Work Wise Standard for smarter working. Its success helped CUE win a JISC exemplar project to introduce formal LIW arrangements for academic and office staff within the University as a whole. Additionally, the increased space efficiency reduced the organisation's carbon footprint. LIW participants also avoid commuting at least once a week, and have more freedom to avoid congested periods. The results of this approach have been impressive. In a recent survey of independent working participants, more than two-thirds (70%) reported an increase in productivity between 40% and 100% over previous rates. Costs per employee have been halved, from £6,000 per annum to £3,000 for office-based workers who are now working remotely. And the floor space freed up by employees working remotely has been leased to tenants, generating £68,000 a year in extra revenue. Additionally, CUE Ltd has also been able to: • Improve work-life balance for employees • Improve confidence and motivation for some members of staff • Reduce sickness/absence levels • Reduce the company's occupancy of the innovation Centre and reduce cost of rental • Increase the amount of rentable space to external companies by 60sqm • Drive the company to a more IT enabled environment • Reduce commute time and costs for LIW participants • Reduce the demand for car parking facilities • Reduce the traffic flow in the region • Enhance its reputation as an employer • Retain and recruit high quality staff • Empower members of staff to control their working week.
Externalities	

Level of citizens' and stakeholders' engagement	The citizens are both active actors and users as they are the ones who are changing their habits which in turn has benefits for the organisation and the environment from a reduced carbon footprint, less traffic on the road and reduced costs for both the user and the organisation.
6. Analysis of transferability	
Potential for learning or transfer	Similar schemes are now commonplace within the UK as organisations are understanding the real benefits this gives to the workforce and the organisation.
Prerequisites for the adoption/implementation of the GP	The prerequisites for this Good Practice are the adoption from the whole organization to change the way they work and train staff in how to use the technology associated with working away from the office. There also need to be investment in the technology to enable staff to work remotely and technical support offered to help staff work in this way.
Challenges encountered and tips for a successful adoption	Whilst there are undoubtedly many positive aspects to agile working and flexibility, some staff members did feel that the boundaries between work and personal life were sometimes unclear.

GP 12 Coventry Recycling Club

1. Author contact information		
Name	**Alba Avarello**	
Email	aavarello@cad.coventry.ac.uk	
Telephone		
Your organisation		
Country	United Kingdom	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	UK
	Region	West Midlands
	City	Coventry
Main institution in charge	Coventry City Council	
3. Good practice general information		
Title of the practice	Coventry Recycling Club	
Does this practice come from an Interreg Europe Project?	Yes	

Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	UK
	Region	West Midlands
	City	Coventry
4. Detailed description		
Short summary of the practice	Coventry Recycling Club is a scheme to reward residents for recycling.	
Public or private driven	The practice had been driven by a public body. The scheme is run by Coventry City Council and is fully funded by the Department of Communities and Local Government (DCLG) Weekly Collection Support Scheme.	
Detailed information on the practice	This is a scheme to reward residents for recycling: residents earn points when recycling improves in their area. The recycling and general rubbish collected in each area is compared to the same period the previous year. If residents recycle more than the previous year, or reduce the amount of general rubbish, they are rewarded with points. The points are earned for each collection, while the number of points earned depends on how much more is recycled or how much less is thrown away. In return, the points can be given to a Good Cause. Each month three Good Causes are shown on the website and people can choose which ones to give their points to. Therefore, each month all three Good Causes will get a share of the funding pot of up to £5,000. The funding pot will increase as more people join the club and, of course, the more people recycle. The Good Causes are chosen between initiatives in Coventry. Charities, groups and organisations based in Coventry can apply to become a good cause. Once an application is approved the good cause is added to a list and each month three good causes are randomly selected from the list for support. The Coventry Recycling Club is web based only and has been/is promoted via all printed/email literature distributed by the web team, on the Council website, Facebook and Council and Coventry Recycling Club twitter accounts, on the side of refuse vehicles, round-about signs, bus stops, local radio, local print, and in person via community events and council staff.	
Elements of innovation	The innovation element of the practice is the engagement of the citizens in improving the level of recycling and general rubbish in the area they live, in return of funding one or more local good causes.	
Regulatory framework	Environmental Protection Act (EPA) 1990	

Resources needed	Coventry Recycling Club is being funded by a grant from the Department of Communities and Local Government through its Weekly Waste Fund scheme. Coventry City Council requested £1.025 million. The Coventry Recycling Club was established as an incentive scheme to support improved kerbside recycling performance. The £1.025m was largely allocated to funding Recycling Champion posts which worked parallel to the Coventry Recycling Club in improving recycling performance and waste services. The funding also included a Waste Incentive Officer post to establish and oversee the running of the club, and funding for individual and community-based rewards. The initial costs associated with establishing the Coventry Recycling Club were circa £55k (website design and set up and development of a suite of games to be added/removed as and when required), the annual maintenance and hosting costs associated with the website are £4k a year. Funding allocated to the full-time posts and incentives concluded in February 2019, however the Coventry Recycling Club continues in a revised form. It is now managed by the Waste Education Team (non-grant funded posts) and continues to offer individual rewards and advice/support.
Timescale (start/end date)	May 2015 – ongoing
Further information	http://recyclingclub.coventry.gov.uk/home2
Keywords related to your practice	Recycling, sustainable innovation, green solutions.
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	It would be difficult to identify and evidence benefits as the scheme targets behavioural change. Since the introduction of the scheme there has been a monthly rise in the number of members demonstrating continued engagement.
Externalities	Benefits in the long term would be on the environment if there's an improvement in the recycling and waste management.
Level of citizens' and stakeholders' engagement	The citizens are both active actors and users of the scheme as they are the ones who have to improve their habits in terms of recycling to be able to earn points and have the opportunity to choose which good cause to fund. The Club is open to residents of Coventry only and currently has 6,059 members. Users of the scheme are also the organisations linked to the Good Causes that can be funded. Other active stakeholders involved are the Coventry City Council (and its contractors) as they manage the waste collection and the scheme; the Department of Communities and Local Government that funds it.
6. Analysis of transferability	
Potential for learning or transfer	The practice is interesting as requires a certain awareness and commitment from the citizens to make it work in terms of improvement of recycling and reduction of general waste, but also to choose which good cause to fund.

	The scheme has not been transferred to other cases, but information has been shared with other local authorities and similar schemes have been adopted in other areas in the UK.
Prerequisites for the adoption/implementation of the GP	Prerequisites are: - Financial resources: initial monetary resources are required to set up the scheme, and fund incentives throughout the life of the scheme; - Human Resources: for maximum benefit the scheme should be supplemented/supported by employees actively encouraging improved performance.
Challenges encountered and tips for a successful adoption	Behavioural change requires constant messaging and contact/content for continued benefits to be achieved. On-going communication/messaging keeps the scheme fresh and encourages continued engagement.

GP 13 Cycle-R services

1. Author contact information		
Name	**Alba Avarello**	
Email	aavarello@cad.coventry.ac.uk	
Telephone		
Your organisation		
Country	United Kingdom	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	UK
	Region	West Midlands (Staffordshire)
	City	Cannock
Main institution in charge	Cycle-R	
3. Good practice general information		
Title of the practice	Cycle-R services	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	

Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	UK
	Region	West Midlands
	City	Cannock
4. Detailed description		
Short summary of the practice	Cycle-R is a registered charity with the purpose of: - providing training, qualifications and work experience to long-term unemployed and youth groups using recycling donated bikes, with the aim of getting them back to work; - providing low-cost, high quality refurbished bikes to low-income families and people who may need them; - encouraging cycling as a sport around Cannock, including the provision and maintenance of facilities for bicycling in and around Cannock; - Supporting the ecology of Cannock Chase by providing recycling facilities for items that would otherwise be scrapped.	
Public or private driven	Cycle-R is a registered charity.	
Detailed information on the practice	Cycle-R is a registered charity based in the centre of Cannock, Staffordshire. Through recycling donated bikes, they provide training, qualifications and work experience to long-term unemployed and youth groups with the aim of getting them back to work. They are part of the Building Better Opportunities (BBO) – Evolve Programme. This is made of 14 Partner organisations aiming to support several projects across the Lichfield, Cannock, Tamworth and East Staffordshire areas to help participants with multiple barriers to regain their confidence and move closer to the jobs market. This project is funded by the National Lottery Community Fund and the European Union through the European Social Fund (over £3 million) and can support anyone who is: 16 years and over, unemployed, economically inactive, has complex needs/multiple barriers with an impact on them being able to find a job, requires support to fully and independently engage in existing services and lives in the local area. The programme, through Cycle-R, offers: - Training in a wide range of skills including Bicycle Workshop, Stores, Retail, Administration, IT, Book-Keeping; - Qualifications at level 1 and 2; - Work Experience in a live environment. In addition to this, two of Cycle-R's Trustees have co-chaired the Bicycle Mechanic Trailblazer Group (BMTG) that has been creating the new Apprenticeship standard for cycle mechanics in the UK. The new Level 2 Occupational Standard and Bicycle Mechanic Assessment Plan were approved and, since then, Cycle-R has received enquiries from potential candidates interested in a Bicycle Mechanic Apprenticeship, employers wishing to offer the Apprenticeship and	

	training delivery organisations wishing to deliver the new Apprenticeship training or provide end point assessment services. They provide low-cost, high quality refurbished bikes to low-income families and persons who may need them. They rent bikes for £3 per day and sell reconditioned bikes from £40. They provide maintenance services: any bike brought in for maintenance is run through a free full Safety Check, a comprehensive, proprietary 58-point process covering every aspect of the bike; they estimate an accurate price for the work needed and the person can decide what work to get done. They also offer their facilities at a discounted rate to people who want to repair their own bike, but lack the facilities or need support. In this way, they will have access to their full professional tool kits with a trained mechanic on hand to assist or advice if requested and all the accessories and parts possibly needed. They encourage cycling as a sport around Cannock, including the provision and maintenance of facilities for bicycling in and around Cannock. They offer information about cycling locally, including a list on their website about free of charge mountain bike trails and family trails, as well as other available parks. They support the ecology of Cannock Chase by providing recycling facilities for items that would otherwise be scrapped.
Elements of innovation	The innovation element of the practice is the encouragement of the people in cycling through the offer of several services like training to unemployed people, renting and selling bikes at low prices, maintenance services at low prices, offer of information about local routes, offer of recycling facilities.
Regulatory framework	There are no specific regulatory framework requirements relating to the recycling of bicycles or the charity itself outside of the standard Charity commission rules, health and safety and so on. They maintain high levels of maintenance standards, but these are internal policies.
Resources needed	Cycle-R is a charity and could not operate without the support of benefactors, those who give grants and donations. Some of these are: - Awards for All (Disabled Off-Road MTB Cycle Development) - BBO Evolve (Training Programme Costs Only) - Minor Grant Awards & Donations in 2018 - The Edward Cadbury Charitable Trust - The Foyle Foundation - Tesco Bags of Help - The Fitton Trust - Charities Trust - The Radcliffe Foundation - The Albert Hunt Trust. According to the Charity Commission website, data for financial year ending 31 December 2018 were: Income of £95.7K and Spending of £100.7K. In terms of human resources required to run the practice, currently 11 people run it: - Two people in the Administration & Customer Service area - Two mechanics in the Workshop - One person in the Store

	- One person in the Finance are - Five trustees who also look after IT and Operations; sales, marketing and fundraising; social and community aspects; press releases and publicity; HR. Cycle-R also depends on the work of some volunteers: some have been with them for a long time and some come and go.
Timescale (start/end date)	February 2014 - ongoing
Further information	http://www.cycle-r.org.uk/en/
Keywords related to your practice	Recycling, cycling, sustainable innovation, training.
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	They maintain their own evidence streams and tracking. The following is as a guide, the accomplishments of Cycle-R since inception: • 18 people helped into full-time employment • 23 people gained formal qualifications • 72 volunteers have worked in Cycle-R, 17 of which are currently engaged • 6 Apprenticeships completed and offered full-time roles • 6 Apprenticeships currently on-going (all with disabilities) • 1 undergoing advanced mechanic training • 1 long term, medical, unemployed offered a role as full time mechanic within the organisation • 4 SEN students trained and gained formal qualifications • 8 further SEN students from a local special school completed training • Ad-hoc cycle-safety training offered into 2 schools covering >100 students • The sale of over 1,200 bikes to those within a disadvantaged situation • Establishment of Cannock Wheels for All centre, which provides specialised adapted cycles to the local disabled community through regular events. • Cycle-R acting as Chair of the Trailblazer Group that is redefining the UK Standards for Cycle Mechanic Apprenticeship and Training.
Externalities	Some benefits to other sectors are related to education, employment and support to disadvantaged people (see previous section). Other indirect benefits could be on health (for those people who decide to cycle thanks to Cycle-R support and services) and impact on the environment (for the reduced use of transport that can pollute).
Level of citizens' and stakeholders' engagement	The citizens are mainly users as they can benefit from the several services offered by Cycle-R and they are engaged mainly through the offer of training and services linked to cycling. However, they are also active stakeholders as they can donate their bikes.
6. Analysis of transferability	
Potential for learning or transfer	The practice is interesting as: - it supports cycling entrepreneurship, therefore reinforces sustainable development and mobility by encouraging a cycling culture;

	- it offers services linked to cycling at a cheap price and therefore encourage people to move to a non-motorised travel (cycling); - it supports the ecology of the local area by recycling donated bikes.
Prerequisites for the adoption/implementation of the GP	They have created the good practice status as they have gone on.
Challenges encountered and tips for a successful adoption	Simply to be sensible and realistic. Good practice is always looking at what is best for the customer. Everything else will come from this.

GP 14 "Go Electric Taxi" Scheme

1. Author contact information		
Name	**Sarah Barsby**	
Email	sbarsby@cad.coventry.ac.uk	
Telephone		
Your organisation		
Country	United Kingdom	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge	Country	United Kingdom
	Region	West Midlands
	City	Coventry
Main institution in charge	Coventry City Council	
3. Good practice general information		
Title of the practice	"Go Electric Taxi" Scheme	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	

Location of the practice	Country	UK
	Region	West Midlands
	City	Coventry
4. Detailed description		
Short summary of the practice	Go Electric Taxi is a scheme to encourage taxi cab drivers to move to electric vehicles.	
Public or private driven	The scheme had been driven by a public body. The scheme is run by Coventry City Council and is funded by money from the Office of Low Emission Vehicles, the DEFRA's Air Quality Fund as well as being supported by LEVC, the Irish energy company ESB, Siemen sand taxi app Gett.	
Detailed information on the practice	The Go Electric Taxi scheme includes a range of different incentives worth £2,500 for taxi drivers interested in making the switch to a cleaner vehicle – as well as the opportunity for a two-week test drive for all Coventry Hackney cab drivers. The initiative, led by Coventry City Council, is supported by a range of companies including, the Coventry electric taxi maker LEVC, Irish energy company ESB, Siemens and the taxi app Gett. Hackney carriage owners in Coventry will be getting the chance to try out the latest electric taxis produced by LEVC, as part of a scheme to encourage cabbies to understand more about the benefits of electric taxis. Go Electric Taxi aims to speed up the modernisation of the Coventry taxi fleet and offer a premium, better value, service for Coventarians. All these vehicles will offer laptop charging, mobile phone charging, free wifi, card payment – and zero emission capable driving. As part of the scheme, the first 60 drivers of electric taxis in the city will benefit from a significant contribution towards their insurance costs, as well as a waiver of several licensing fees, this is valued at around £2,500. The scheme has been funded by grants from the Office of Low Emission Vehicles and the Government's Joint Air Quality Unit. The scheme was promoted via an event held by the taxi rank by the station, whereby leaflets were given out to taxi drivers. In addition to a letter and SMS being sent to all eligible participants.	
Elements of innovation	The innovation element of the practice is the engagement of the Taxi cab community in adopting an upgrade to an electric vehicle which aims to speed up the modernisation of the Coventry taxi fleet and offer a premium, better value, service for Coventarians whilst also improving the air quality in the city.	
Regulatory framework	Clean Air Strategy 2019	
Resources needed	The government pledged £1.2 Million to support the scheme.	
Timescale (start/end date)	Start date: 5th September 2018 -– until possible completion date July 2020 onwards	
Further information	https://www.esb-evsolutions.co.uk/news/2018/09/05/uk-first-as-go-electric-taxi-scheme-is-launched-in-coventry-the-home-of-the-black-cab	

Keywords related to your practice	Green Solutions, Clean Air, low emissions
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Since the start of the Go Electric Taxi pilot in September 2018, places on the scheme have been oversubscribed and has led to a significant number of cab drivers placing orders, which led to there being at least 15 electric taxis on the city's streets at the start of 2019 and over 100 drivers had taken part in the try before you buy scheme. Each of these vehicles reduces a driver's carbon footprint by 7 tonnes every year and has a significant air quality benefit – especially as many drivers are stepping out of older diesel vehicles. However, there isn't just a benefit for the environment – with drivers reporting they are spending less than £10 a day on fuel, compared with around £30 a day in their current diesel vehicle. This in part due to the dedicated ESB/Siemens rapid charging points that have been rolled out by the City Council. A number of recent studies have also shown other driver benefits – and have shown that EV drivers are less stressed and more focused than those behind the wheel of a diesel vehicle. Likewise, the newer vehicles come with advanced air conditioning systems which mean that drivers are better protected from external air pollution.
Externalities	Health benefits from driving a cleaner vehicle
Level of citizens' and stakeholders' engagement	The citizens will be the beneficiaries of the scheme having the option to use electric taxis for their particular journey, whilst also being positively impacted by the health benefits of cleaner air that the scheme also contributes to.
6. Analysis of transferability	
Potential for learning or transfer	This scheme of encouraging cab drivers to move to electric vehicles could be rolled out in any city given the backing from local governments and support organisations. Indeed, similar schemes in other cities have also been adopted and Coventry City Council have been in discussions with four other authorities on how the scheme was set-up because they were interested in setting something similar up in their particular authority.
Prerequisites for the adoption/implementation of the GP	One of the most important prerequisites for successful implementation of the good practice is a will from citizens and stakeholders to change the current status quo whilst also making sure that Cab drivers are effectively educated in the benefits of changing to an electric vehicle whilst also assisting them with the initial cost of going electric. In addition, each participant must own a hackney carriage vehicle with a valid license which they then trade in for a EV license once purchased. The financial incentive is applied once the participant submits a valid insurance cover, receipt of a three-year license fee paid and receipt of

	payment for three years inspection fees. They are then refunded the full amount of the license and inspection fee and a one off payment of £2000 towards their first years insurance.
Challenges encountered and tips for a successful adoption	One of the biggest challenges was that scheme was oversubscribed and couldn't initially keep up with demand. In addition, the licensing authority needs to back such a scheme with regulation changes whereby highly polluted hackney carriages are not licensed anymore. Coventry City Council now have regulations in place whereby only vehicles with emission rating of Euro 4 or above are to be renewed from January 2020, only vehicles with emission rating Euro 5 or above to be renewed from January 2022 and zero emission from January 2024.

GP 15 Greening Your Fleet event

1. Author contact information		
Name	**Alba Avarello**	
Email	aavarello@cad.coventry.ac.uk	
Telephone		
Your organisation		
Country	United Kingdom	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge	Country	UK
	Region	West Midlands
	City	Coventry
Main institution in charge	Coventry City Council	
3. Good practice general information		
Title of the practice	Greening Your Fleet event	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	

Location of the practice	Country	UK
	Region	West Midlands
	City	Coventry
4. Detailed description		
Short summary of the practice	Greening Your Fleet event was organised by Coventry City Council through the Coventry and Warwickshire Green Business Programme and supported by Coventry University Enterprises and Coventry & Warwickshire Local Enterprise Partnership. It took place on 29th June 2018 at the Coventry Transport Museum and covered several subjects like: funding opportunities for businesses looking to reduce carbon and save energy, vehicle options for businesses, Green Wave App and electric cars.	
Public or private driven	The event was organised within the Coventry and Warwickshire Green Business Programme which is part funded by the European Regional Development Fund and is being delivered by Coventry City Council, Coventry University and Coventry University Enterprises Ltd.	
Detailed information on the practice	This is an event organised by Coventry City Council's Green Business Programme team and supported by Coventry University Enterprises and Coventry & Warwickshire Local Enterprise Partnership. It took place on 29th June 2018 at the Coventry Transport Museum and 35 organisations participated. Sarah Watson, the Green Business Programme Manager opened the event with a message about the council's vision for sustainable energy, describing grants and support available for local businesses employing less than 250 people that are looking to reduce carbon and save energy. Following this, Mike Woollacott**,** Managing Director of Greenwatt presented an informative overview on the vehicle options available to businesses in terms of Battery Electric Vehicle (BEV), Plug-in Hybrid Electric Vehicles (PHEV) and Hydrogen power. The following session was a presentation from Darran Hayes from CheckedSafe who introduced a specially-designed App that delivers real-time traffic light data to city centre drivers, called Green Wave. The aim is to transform fleet driver behaviour by helping to reduce highway maintenance fleet emissions and improve fuel efficiency in the process. The final two speakers showed how electric cars are a reality. Andrew Leech, Managing Director from Fleet Evolution highlighted that cost comparisons are needed to prove that the greener the car, the bigger the saving. The last speaker was James McKemey, Head of the Insights Team at Pod Point, the UK's leading provider of electric vehicle charging. He showed how they are helping people adopt clean transport in their everyday lives by building a network of intelligent charging stations. The event concluded with guests having the opportunity to travel on the new 4D Land Speed Record Simulator as well as touring the Coventry Transport Museum which hosts the world's largest collection of British road transport.	
Elements of innovation		

Regulatory framework	Part funded through the European Regional Development Fund (ERDF). Therefore, the Green Business Programme must abide by the eligibility criteria outlined by ERDF which are: • The priority aim of the Green Business Programme is to help small to medium sized business (SMEs) based in Coventry & Warwickshire to save carbon with grant investment for energy, water and waste efficiency measures • Operate in Coventry and Warwickshire • Employ fewer than 250 people • Have an annual turnover of less than 50 million euros • Not have received more than 200,000 euros of public aid over a three-year period • Have at least 50% of sales through business to business • Not be part of a franchise • Parent company is not to hold greater than 25% of shares in that SME
Resources needed	The Green Business Programme has a dedicated Marketing and Events Coordinator. A budget of £800 is allocated per event which is ERDF funded.
Timescale (start/end date)	29th June 2018
Further information	https://www.coventry.gov.uk/downloads/file/27538/greening_your_fleet_event_report https://www.sustainabilitywestmidlands.org.uk/networks/west-midlands-green-communities-network/
Keywords related to your practice	Transport, sustainability, green fleet, electric car, funding opportunities.
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	After each event, a delegate satisfaction questionnaire is sent to each attendee to complete to monitor the success of events and collate feedback. To date all events have had a 96% or more satisfaction rate.
Externalities	Guest speakers in the business sustainability sector are often present at the Green Business events, speaking about innovative technologies and energy saving measures that can be adopted by our target audience. Attendees of the EV Green event benefitted from listening to guest speakers from Greenwatt, CheckedSafe, Fleet Evolution and Pod Point. Furthermore, opportunities are offered to organisations to speak at future events about their work which can increase their own network. Opportunities are offered to the attendees of the Green Business Programme events, to join the Green Business Network. Members of the network benefit from monthly newsletters, highlighting energy saving tips and good practise for businesses and individuals, as well as upcoming low carbon events hosted by the Green Business Programme and associates. After any energy advisor completes a site visit, a report is produced to suggest measures which will overall reduce carbon footprint at a relatively low cost to the client. Grants are also offered to assist organisations to invest in improved technologies aiming in a greater reduction of carbon footprint.

Level of citizens' and stakeholders' engagement	Local businesses in Coventry and Warwickshire attended the Green Business Event. Due to GDPR reasons, the attendee list cannot be disclosed. The Green Business Programme engage with local business through varying methods of communications: • Coventry and Warwickshire Green Business Weekly Newsletter • Twitter - @cwgreenbusiness • Linked In – Coventry and Warwickshire Green Business Programme • Eventbrite • Database of previous attendees (from our dedicated CRM) • Partners (e.g. Coventry and Warwickshire Growth Hub, Coventry and Warwickshire Chamber of Commerce) • Dedicated website with events page – http://bit.ly/cwgreenevent • Word of mouth at Networking events and Expos
6. Analysis of transferability	
Potential for learning or transfer	High for those interested in engaging with local business to make them aware of the green business programme and encourage them to partake in an energy and environmental audit within their business processes. Social media and newsletters offer low cost energy saving measures for participants to implement in their organisations with the aim to save money and carbon. Similar programmes run outside of the region.
Prerequisites for the adoption/implementation of the GP	At all events attended or organised by the Green Business Programme, the ERDF logo and branding must be present on paperwork and all promotional material related to the event.
Challenges encountered and tips for a successful adoption	Building a network or interested organisations takes time. Eighteen months ago, the Green Business Network had 40 organisations but through marketing, a strong presence at relevant events and word of mouth from delivery partners (e.g. Coventry University, CW Growth Hub and CW Chamber of Commerce), the network now consists of over 860 organisations.

GP 16 SUITS: Sustainable Urban Integrated Transport Systems: Transferable tools for S-M local authorities

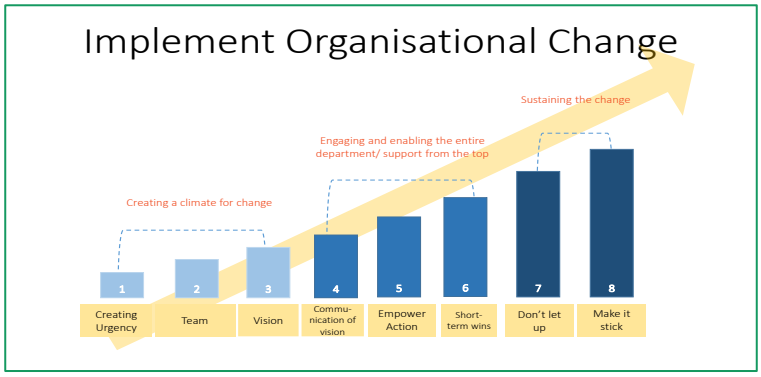
1. Author contact information	
Name	**Eleni Anoyrkati**
Email	EAnoyrkati@cad.coventry.ac.uk
Telephone	
Your organisation	
Country	UK
Region	West Midlands

City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	SUITS: Sustainable Urban Integrated Transport Systems: Transferable tools for S-M local authorities	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	UK
	Region	West Midlands
	City	N/A
4. Detailed description		
Short summary of the practice	SUITS aims to increase the capacity of local authorities to develop and implement sustainable, inclusive, integrated and accessible transport strategies, policies, technologies, practices, procedures, tools, measures and intelligent transport systems that recognize the end-to-end travel experiences of all users and freight	
Public or private driven	Public- The project is led by a University and funded by public funds (Horizon 2020 programme)	
Detailed information on the practice	The project produces and provides to small and medium-sized cities a set of tools on planning, financing and implementing sustainable transport measures and supports the enhancement of the capacity of nine cities in seven EU countries (including cities from West Midlands Region, the region of Central Macedonia and Lazio region) to address efficiently the new challenges of urban mobility and to foster investments in sustainable transport. The SUITS project develops tools for local authorities of small and medium sized cities to enhance their capacity to design and implement sustainable transport measures. These tools are: 1. A demo tool for data collection and analysis, which includes a tool for traffic data acquisition and a tool for freight data acquisition 2. Sample tools for route optimization and/or online surveys 3. data management platform for Urban Transport Management Tool (PP4Traffic-Man)	

	4. A Decision Support Tool, integrating a suite of tools on innovative financing methods, procurement of transport products and services and on business-models for transport. 5. A Capacity Building Toolbox that integrates a set of different modules covering a wide range of topics related to urban mobility and relevant training materials 6. A change toolkit, which will transform the transport departments of small and medium sized cities into learning and knowledge sharing organisations. 7. A monitoring tool to evaluate any changes in capacity and capability of local authorities to implement sustainable mobility measures. The citizens were involved through a set of Sustainable Travel and Public Awareness Surveys in seven European cities. They were asked to express their opinion about what they think about sustainable transport and mobility in their city/region and the effect of any local measures to improve it.
Elements of innovation	The innovation of SUTS involves three pillars: 1. Creation of novel data collection and analysis methodologies leading to new Data Collection Tools for LAs 2. Development of a model of innovative procurement leading to an Integrated Decision Support System 3. An homogenous Capacity Building Toolbox capable of implementation in target LAs across the EU As the main target audience of the project is the policy makers, most of the innovative elements refer to the improvement of the service that the cities offer. However, in this process the users were involved through questionnaires.
Regulatory framework	No regulation is required to be in place in order to implement surveys
Resources needed	€4,111,361.26 Person/months 505.6.
Timescale (start/end date)	01/12/2016 to 30/11/2020
Further information	https://www.suits-project.eu/
Keywords related to your practice	surveys; increase capacity; integrated decision support system; data collection tool
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	1.All local authorities (LAs) identified a change agent (which functions as the key person inside the LA). With the help of the change agent and SUITS the LAs set up a guiding team which functions as the driver for the goals of SUITS and thus, the implementation of transport strategies, policies and measures for sustainable mobility in the future. Example: The Transport of West Midlands (TfWM) created a guiding coalition. This is the search for allies. Beside key staff, TfWM stated that it is always good to involve people who are well respected by other employees and who can motivate and engage people (characteristics of a change agent). TfWM identified two change agents to drive the organisational change in their local authority (Head of Transport

	Innovation and a member of the Transport Innovation team), and also involved the Director of Policy, Strategy and Innovation. 2.All local authorities developed and agreed on one clear vision for the future! They also communicated this version internally and externally (to stakeholder and citizens, via web page etc.). Example: Five staff in the directorate attended the SUITS workshop at Transport for West Midlands' offices in November 2018, which resulted in the development of the following change vision: "sharing knowledge and expertise, continuing to learn and develop". Sharing knowledge within the directorate is essential to the successful delivery of projects. Furthermore, broader sharing of knowledge across a diverse organisation, with the seven West Midlands local authorities, and with commercial partners, is a central part of the directorate's work. 3.All LAs coped with the required internal change process successfully, becoming learning organisations and made their new thinking stuck in the organisation. That process comprised a shift of the value-system inside the LA and an employees' attitude shift (becoming more resilient towards new technologies, more open towards innovation, more trustful toward new procedures, techniques and structures. This behavioural changes required organisational restructuring processes inside the LAs. Example: Bitesize learning session at Transport for West Midlands. This is an organisation-wide initiative for knowledge sharing. They generally take the form of a presentation from an individual or team responsible for a particular project or area of service delivery. An invitation to the presentation is shared with the whole organisation and sessions can have 50 or more attendees. Most recently, the Transport for West Midlands leadership team have started to hold quarterly Bitesize learning sessions to update on progress of the key transport priorities for 2019/20. The sessions are a good way for people to learn about projects and schemes they are not directly involved in – for example, at the recent event, information was shared in relation to the Metro tram extensions and ongoing rebranding of the transport network. Building on this idea, the Policy, Strategy and Innovation directorate could seek to hold one or more bitesize learning sessions, for instance, to talk about the work of the Transport Innovation team and help to share knowledge with the rest of the organisation. 4.All local authorities shared excellent examples of the implementation of Key Performance Indicators for future sustainable mobility, which included sustainable urban policy making, citizens actively engaged, and their opinion incorporated in the policy making. An ongoing process of implementing measurable outputs/results to increase 10% shift to use of the Public Transport, which in turn would show a reduction of CO2 emissions by around the same %. As part of promoting the use of alternative modes of transport such as raid share, e-bicycles, trains and buses, an introduction of easy payment methods

	such as NFP, cash-less and payment cards have been introduced in many cities. One example by Transport for West Midlands in relation to the field of 'Interaction and cooperation with business partners' as a key area for future activities to increase the use of new was of Mobility As A Service (MaaS). Use of real-time urban traffic conditions based on crowdsourced traffic data, which LAs exploited to improve citizen mobility and reduce congestion effects in the cities. Additionally, the separation of freight traffic from citizen traffic and the intercorrelation of the two, is a unique approach that contributes to freight mobility intelligence and smart urban mobility, in general. This application can be introduced across all cities to improve all KPI's. The use of disaggregated congestion KPI can be used to inform a wide range of policy actions within the transport sector, both from the viewpoint of a city and from that of an individual actor of the transport system, such as public transport providers or logistic vehicles operators. Preliminary examples of how the aggregation of the KPI at different scales can provide insights into the transport system have been worked out, including the identification of the most critical arcs in a city for given travel purposes (parcel services, commuting) or the most congested areas in relation with specific traveller groups.
Externalities	[None
Level of citizens' and stakeholders' engagement	Citizens and stakeholder have been involved all the time. 1) LAs had to communicate their vision towards sustainable mobility to the stakeholder and citizens. 2) The dissemination of the vision and the related activities to show the new vision included always citizens or/and stakeholders e.g.). One key activity carried out by the city of Kalamaria to communicate change more widely, was the participation of the Municipality in European Mobility Week activities. Here, the three team members developed and conducted a particular activity involving children to understand what is needed to enhance their safety on the road. The major itself was giving a talk to demonstrate the urgency of this topic and run a question and answer session with the kids to understand what their requirements are when walking to school or other destinations in Kalamaria. The participation of children and adult citizens was very high and so the experience of communicating the change vision 'planning all, for all' to them was a very positive one. The Kalamaria SUITS team found taking part in this activity was very positive for the team and the authority as a whole. Kalamaria, the major, decided to increase these kind of activities in the future as outcome of this positive experience guided by the SUITS idea.

	3) During the workshops e.g. multiplier workshops – stakeholders have been of key focus.
6. Analysis of transferability	
Potential for learning or transfer	We developed a model for becoming a learning LA. That means an LA that is open to innovation, includes resilient employees, reviewing itself all the time and actively targeting a long-term strategy for sustainable mobility. This model includes 8 steps that we call an organisational change process to path the way internally (inside the LA) to allow for technical innovations to be adopted and used in the LA. That includes the development of a vision, the establishment of a guiding team, a team-based structure, short-term activities to highlight their vision and a fundamental shift of values and attitudes in the long-run. 
Prerequisites for the adoption/implementation of the GP	First we had to establish a trustful relationship towards the cities. Needs time and effort. We had to decide on an efficient way to communicate with each other. Online forum, emails and regular phone calls. Workshops for face-to face meetings are important. Base line survey to know the success in the end – when attitudes and values are compared before and after SUITS.
Challenges encountered and tips for a successful adoption	The underlying challenge in general is the building and maintaining of a trustful relationship between the project team and the local authorities. Thus, a lot of effort and time is needed to set these strong and collaborative relationships up. More specific challenges have been: (1) Identify the "correct" change agent to turn a local authority to allow for implementation of sustainable transport measures Most important for all cities has been the identification of the "ideal" change agent. A change agent may be identified internally within the local authority or coming from outside, but most important is that the identified change agent has strong relationships with the decision makers in the local authority. Based on the experiences of our nine cities, the change agent has to be internally in the local authority to be able to function as gate keeper and driver of the organisational change. The rather bureaucratic organisational structure in most of the local authorities was identified as a big obstacle to get senior management attention for the SUITS project. Thus, a change agent should have the power to get in contact with the top management in a local authority and even more important the change agent has to have the power to

	get the support of the top management when it is needed, e.g. changing organisational structures, implementing guidelines (2) Communication (understand and reflect) Once the vision for change has been developed, the big challenge is to communicate this vision to all those involved in implementing the change processes. A general awareness must be created. Everyone must understand the need for change as well as the long term target. The support of all employees is important for the definition of concrete activities aimed at achieving the big goal. Everyone is invited to participate and to consider which concrete steps can be implemented at work level to achieve the big goal. The development of mobility measures usually involves several departments in the authority, and the vision must also be communicated among them. The vision as such must be clear and transparent so that it can be easily understood. Other departments should not be expected to fully support the vision and will give priority to the goals set on their own agendas. The lack of support from other departments can become a major barrier in the change process. (3) Celebrate little steps The word change may sound very fundamental and quickly cause uncertainty, but the change will take place in small steps, all of which follow a big goal. In order to keep the motivation of all participants high, small steps that lead to short-term success are meaningful and important. The organizational change must be initiated with concrete, target-oriented activities that can achieve clear results. The goals must correspond to the capacities of the departments, they must be achievable and, above all, measurable. A sustainable mind-set is not a thing that can be dictated from leadership - it has to develop among the staff, for which time and many small impulses are needed. The topic must be given priority on the agenda and for each new project it must be examined which concrete activities can contribute to achieving the big goal. Only this way can the changes in routine ways of working, that are important for change, occur. Working with cities, it became clear that one of the biggest challenges is to keep up the momentum. Very often daily based operations overlap with the long term strategy. The implementation of sustainable transport measures requires a lot of discipline and stamina.

GP 17 CASI project citizen panel meetings

1. Author contact information		
Name	**Alba Avarello**	
Email	aavarello@cad.coventry.ac.uk	
Telephone	+44 7557425670	
Your organisation		
Country	UK	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	CASI project citizen panel meetings	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	UK
	Region	West Midlands
	City	Coventry
4. Detailed description		
Short summary of the practice	The citizen panel meetings have been organised within the CASI project, funded under the European Seventh Framework Programme. Their aim was to promote inclusiveness in the debate on sustainable innovation, by consulting citizens on their visions for a sustainable future.	
Public or private driven	The citizen panel meetings have been organised within the CASI project, funded under the European Seventh Framework Programme.	
Detailed information on the practice	The CASI project was funded by the Seventh Framework Programme and lasted for 42 months, from January 2014 to June 2017. Its main aim was to investigate the scope of sustainable innovation as a societal phenomenon and develop an assessment framework of	

	sustainable innovation practices, whose application can be successfully integrated into public policy developments. Within the project, CUE Ltd has organised two Citizen panel meetings each in order to promote inclusiveness in the debate on sustainable innovation. During the first round of citizens' panels meetings, citizens worked out their visions for the sustainable future state of the environment by incorporating their concerns and hopes for the future. Along with the environmental issues, topics including participation in the development of innovation, inclusiveness, ethics, gender and open access were included in the discussions. Then, these visions (together with the visions from other citizens' panels organised by other partners) were translated into research priorities (27 in total) on sustainable innovation, by environmental, innovation research and policy research experts during a separate workshop. Afterwards, a second round of citizens' panels was organised so the same citizens could validate the research priorities identified by the experts. Another objective of the second meeting was to produce a Top-10 of the entire list of the 27 research priorities, based on citizens' individual votes. The national Top-10s were later merged with the top-10 lists from other panels organised by other partners to create into a transnational Top-10 list of research priorities for bringing about a more sustainable future. The methodology was first developed and used in the FP7 Blue Sky research project, CIVISTI.
Elements of innovation	The practice is innovative as it consults lay people to develop visions of a more sustainable future and then convert those into research priorities. It is a way for the public to have a say on which research gets funded with public money and influence their future and can lead to better outcomes that can gain more easily public acceptance and uptake. This practice could also be valuable for decision makers who need to find the right path.
Regulatory framework	The project was funded by the funded by the Seventh Framework Programme. Therefore, the citizens' panel meetings had to follow the rules of the funding programme as well as data protection law.
Resources needed	The cost of the two citizens' panel meetings for CUE Ltd was about £2400 (for staff travel costs, catering and refreshments, venue, reimbursement of transport costs for citizens, etc.). The first meeting lasted one day and involved 19 citizens; while the second one lasted half day and 11 citizens attended. The staff cost was about £11000. This includes three people who worked at the organisation and running of the two citizen panel meetings, including preparation of the reports after the events. An additional person was also involved to facilitate the workshops.
Timescale (start/end date)	October 2014 – October 2015
Further information	http://www.futuresdiamond.com/casi2020/

Keywords related to your practice	Sustainable innovation
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The first 12 Citizen Panel Meetings produced 50 citizen visions for a more sustainable future. In the meeting organised by CUE Ltd, a total of four citizens' visions were produced. Each vision was structured in a title, a short description and a long description including benefits, negatives and what is needed. At the expert workshop, these 50 visions (together with the visions from other citizen panels organised by other partners) were translated into research priorities and ranked and a total of 27 research priorities have been chosen for further elaboration. In the second round of 12 Citizen Panel Meetings, the citizens validated and ranked the research priorities produced at the expert workshop. They also produced a Top-10 of the entire list of the 27 research priorities, based on citizens' individual votes. The national Top-10s were later merged with the top-10 lists from other panels organised by other partners to create a transnational Top-10 list of research priorities for bringing about a more sustainable future.
Externalities	No
Level of citizens' and stakeholders' engagement	Citizens are active actors in this practice as their opinion is needed in order to promote inclusiveness in the debate on sustainable innovation. For the selection of the citizens, CUE Ltd used a mixture of several methods to reach mainly people between the ages of 18 and 75 coming from the West Midlands region to reduce costs for accommodation and transport. The event was promoted to the Coventry University population, both staff and students and among other local institutions such as Coventry City Council, Warwick University, Warwickshire County Council, Coventry Chamber, schools, colleges, public libraries, companies, charities and voluntary organisations, etc., mainly through emails and flyers. The event was also advertised on several media: the Enterprise Europe Network (EEN) newsletter, the Eco Business West Midlands newsletter, the Institute of Applied Entrepreneurship (IAE) newsletter and Coventry & Warwickshire Local Enterprise Partnership website. The Stratford on Avon District Council also promoted the event by sending invitations to their Council Panel members. A total of 33 people expressed interest in participating and 23 were selected. Unfortunately, 4 of them cancelled their participation very close to the day of the citizen consultation, leaving no time to replace them. At the end, 19 people attended the first Citizen Panel Meeting organised by CUE Ltd (April 2015). The citizens who participated to the first meeting, were invited to the second one (October 2015) and 11 attended it.
6. Analysis of transferability	
Potential for learning or transfer	This is a practice that could be transferred to other regions and type of projects were a view/opinion from citizens is needed.

	In fact, the methodology was first developed and used in the FP7 Blue Sky research project, CIVISTI. After being used in the CASI project, it was transferred to the Citizen Panels organised within the Interreg Europe Pe4Trans project.
Prerequisites for the adoption/implementation of the GP	Recruitment of a panel whose characteristics in terms of gender, age, level of education, occupation, geography reflects the national population demographics. Commitment from the citizens in attending the event(s). Financial resources.
Challenges encountered and tips for a successful adoption	The biggest challenge was the recruitment of the citizens in terms of promotion of the events to be able to reach the right audience, but also selection of a panel that is representative of the population.

GP 18 Cycle Training in Schools (Bikeability)

1. Author contact information		
Name	**Sarah Barsby**	
Email	sbarsby@cad.coventry.ac.uk	
Telephone		
Your organisation		
Country	United Kingdom	
Region	West Midlands	
City	Coventry	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge	Country	UK
	Region	West Midlands
	City	Coventry
Main institution in charge	Coventry City Council	
3. Good practice general information		
Title of the practice	Cycle Training in Schools (Bikeability)	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	National	

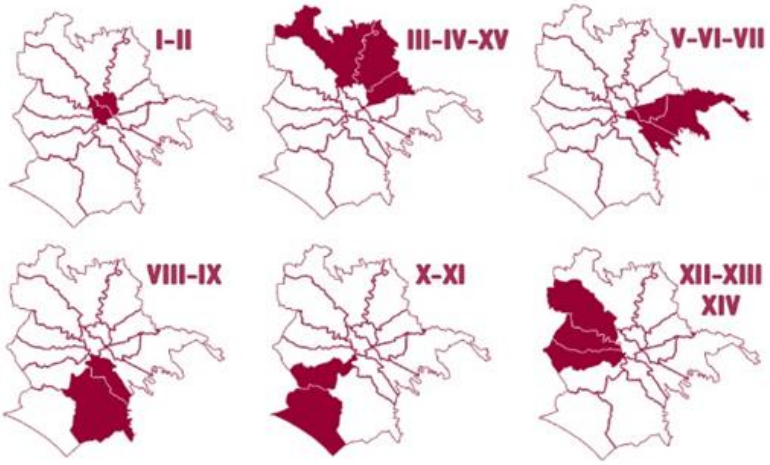
Location of the practice	Country	UK
	Region	N/A
	City	N/A
4. Detailed description		
Short summary of the practice	Bikeability a cycle training (modern version of cycling proficiency) for children is delivered in many primary schools by a cycle training team.	
Public or private driven	The cycle scheme is publicly driven through local authorities. Bikeability is administered by the Bikeability Trust; a charitable organisation aiming to advance the cycling education of the public (in particular young children).	
Detailed information on the practice	Bikeability is much more than a cycling training programme. It delivers wide-ranging and long-lasting benefits to young people, families and communities. Bikeability supports the culture, ethos and environment of a health school whilst also giving pupils. Practical skills and an understanding how to cycle on today's roads safely. Bikeability gives everyone the skills and confidence for all kinds of cycling. Bikeability courses are available throughout the year in most local authorities in England. Children and adults can be trained individually or in groups, through school, clubs or private tuition.	
Elements of innovation	The innovation element of the practice is the encouragement of children and adults to gain practical cycling skills which will give them the confidence to take more cycling journeys going forward.	
Regulatory framework		
Resources needed	Bikeability is administered by the Bikeability Trust; a charitable organisation aiming to advance the cycling education of the public (in particular young children). The majority of funding is provided by the government (Department for Transport) via a grant programme which is administered by the Bikeability Trust to local authorities across England. Further funding can be provided by local authorities, parents' contributions and other national/regional grants or local sponsorship.	
Timescale (start/end date)		
Further information	https://www.coventry.gov.uk/cycletraining https://bikeability.org.uk/	
Keywords related to your practice	cycling, sustainable innovation, training	
Upload image (optional)		
5. Results achieved and problems encountered		

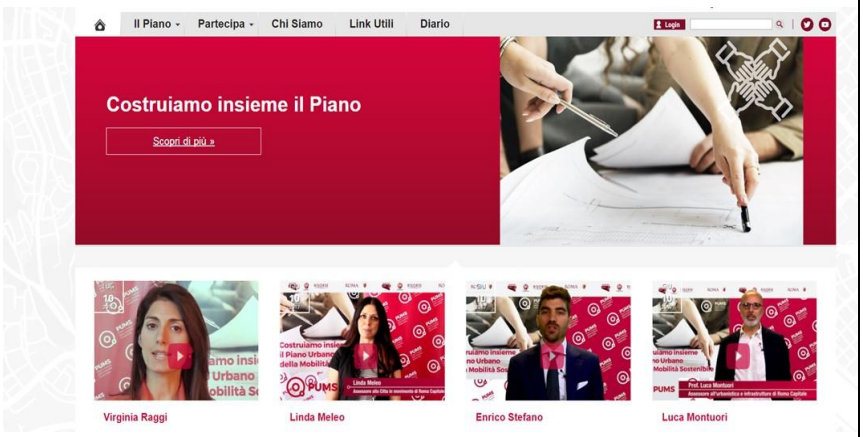
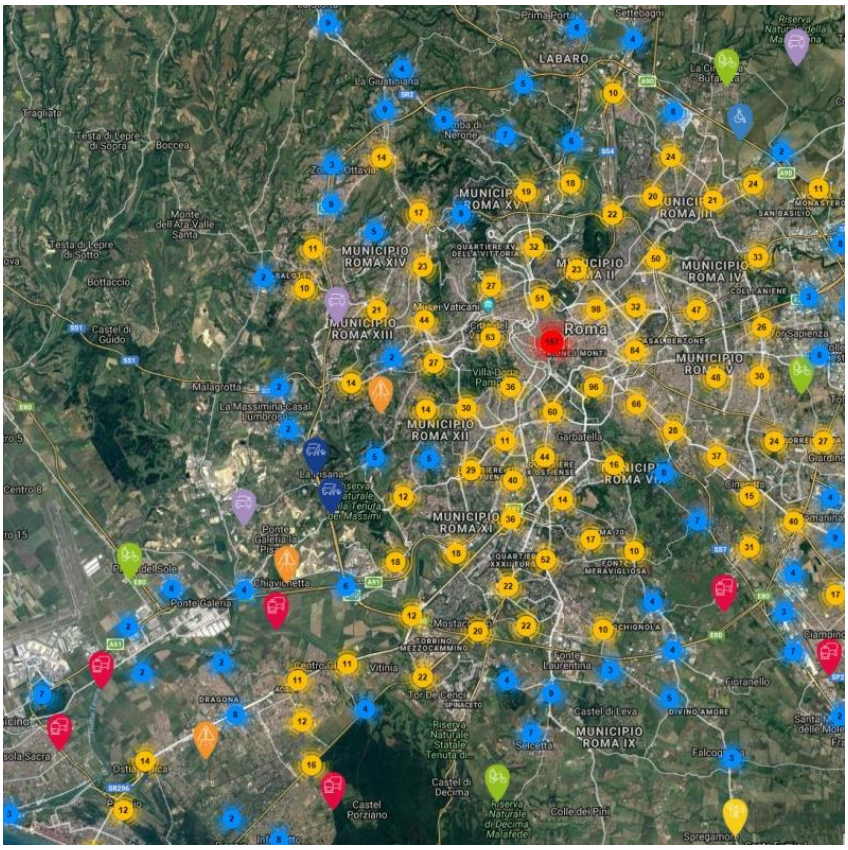
Evidence of success (results achieved)	In 2012 the government reported that nationally the scheme offered grants to 108 local authorities and 65 school games organiser host schools. The funding allowed for 275,000 pupils to be trained.
Externalities	Cycling brings many benefits, the encouragement of its uptake as a healthy and enjoyable transport choice for the individual, helps to ease congestion and cut carbon for society as a whole.
Level of citizens' and stakeholders' engagement	The citizens are the users of the scheme and they are engaged when taking part in the scheme and completing the training to allow them to travel more by cycles in a safe way.
6. Analysis of transferability	
Potential for learning or transfer	As this scheme has now been roll out in to all regions of the UK it has proven that transferability is relatively easy as long as you have the support from government and cycling organisations and the correct trainers in place to help deliver the programme of activity.
Prerequisites for the adoption/implementation of the GP	Prerequisites involve piloting the scheme initially so that the benefits can then be communicated out to other regions and allow for successful implementation in other areas. Communication of both the scheme and its successes is key.
Challenges encountered and tips for a successful adoption	Due to the success of Bikeability, the industry has reached a point where national demand for training now outstrips the level of funding from central government.

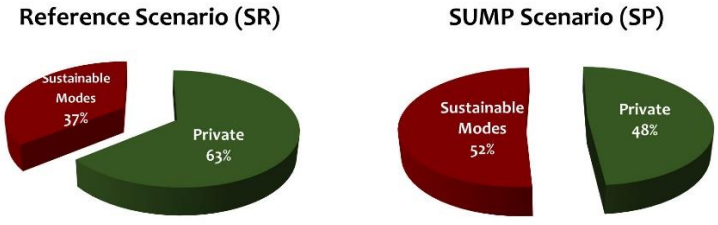
GP 19 Rome's SUMP participatory approach

1. Author contact information		
Name	**Andrea Pasotto**	
Email	andrea.pasotto@romamobilita.it	
Telephone	0039 3357042439	
Your organisation		
Country	Italy	
Region	Lazio	
City	Rome	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?*	Yes	
3. Good practice general information		
Title of the practice	Rome's SUMP participatory approach	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Italy
	Region	Lazio
	City	Rome
4. Detailed description		
Short summary of the practice	The Sustainable Urban Mobility Plan is a Strategic Plan, with long-term time horizon (10 years), designed to satisfy people and businesses mobility needs in the city and its surroundings for a better quality of life. SUMP guiding principles are integration, citizen involvement, evaluation and monitoring, therefore it builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles. Based on this core axis, Rome's SUMP was generated through an intense multilevel participatory methodology. This intense participatory approach is what make's Rome's SUMP a best practice on engagement.	

	The SUMP introduced a new participation approach, involving the citizenship through a specific open portal to allow the knowledge and voting of the sustainable proposals. At the same time, public meetings in City District took place and interviews and analysis (published on the Portal) was carried out to look into the topics regarding sustainable mobility.
Public or private driven	The practice had been driven by a public body, Rome Mobility Agency (in-house company), supported by Risorse per Roma (other in-house company) and Rome Administration
Detailed information on the practice	The process of participation and co-creation in Rome's SUMP took place through two listening phases and a consultation phase. The 1st listening phase included: • Rome PUMS guidelines adoption and publication in 2017 • "Fixed Intervention Plan": Definition of a priority list • Opening of the portal for citizen participation • Analysis of the proposals received in the listening phase The 2nd listening phase included: • Participation process with organization of events on each relevant topic • Building scenarios for each Component Plan • Checking the General and Specific Objectives Plan • SUMP Document drafting • Official Participation phase. Finally, the consultation phase involved the adoption and publication of the SUMP (08/2019) Through the portal (www.pumsroma.it) each citizen pointed out solutions to achieve a sustainable mobility: all the proposals have been examined and each one has been answered. For the first time citizens or their groups (cyclist associations, road victims' association, residents) were involved in a planning tool as the SUMP, during the different drafting phases, using different techniques as web portal, specific meetings with stakeholders (trade unions, association of traders, municipal boroughs). The ultimate goal of intensively disseminating the portal was to involve as many citizens as possible. Through the portal, each citizen was able to determine exactly his/her proposal on the municipality map, regarding a number of topics: public transport, private transport, urban logistic, cycling, environmental islands, accessibility and ITS. Further to citizens, main stakeholders that were identified and tried to be actively involved in the listening phases were: ○ Municipal boroughs ○ Association of traders ○ Local Authority ○ Association of traders ○ Cyclist associations ○ Road victims association The Technical Secretariat of the SUMP evaluated the proposals according to a multi criteria analysis methodology and based on parameters that also take into account: - effective consistency with the planning tools

	- technical feasibility - costs - effectiveness in transport terms For the different solutions submitted by citizens the analysis and evaluation phase provided the tools to elaborate the scenario design for each Plan. Once drafted the Rome SUMP, Municipality coordinated by RSM started the direct participation phase in order to build together the final SUMP Scenario. The municipal area has been divided into six territorial areas defined by the union of two or three Municipalities and, for each area, three meetings have been held in the period 18 March - 20 May. 
Elements of innovation	The innovation for Rome is the kind of citizens' involvement which represents a new element for Rome. Through media channels (tv), on the metro and on platforms the citizens were informed of the portal, in which they could share their proposal, comments and attached documents (i.e. drafts of projects). A crowdsourcing tool (portal with map visualization) has been created for collecting citizens' proposals.
Regulatory framework	The Italian Ministry Decree of August 2017 and its modifications published in august 2019 indicates for municipalities and metropolitan areas the goals' SUMP and how achieve and monitor them
Resources needed	Human resources (staff): An Organizational structure for the SUMP drafting was formed through the constitution of Interdepartmental Working Group (composed by different Departments), Technical Secretariat (composed by Rome Mobility Agency (coordination), Risorse per Roma, Roma Metropolitane) and Expert Steering Committee with a high professional profile. An average cost of the consultation and listening phases is around 200k€ including personnel costs, that means about 2% of the estimated design & implementation cost of the whole Rome SUMP (about 12 MLD€)
Timescale (start/end date)	September 2017 – August 2019

Further information	https://www.pumsroma.it
Keywords related to your practice	SUMP, crowdsourcing, intense listening; consultation
Upload image (optional)	 *The SUMP portal*  Crowd learning; a participatory approach for identifying needs
5. Results achieved and problems encountered	
Evidence of success (results achieved)	For the first time citizens were able to express their opinion on clear topics regarding infrastructural adjustments, offer PT improvement, extensions of actual PT lines and new PT lines.

	The numbers of people reached are considerably high for Rome: 1st phase of listening procedure: • Received proposals = 4,106 • Published proposals = 2,668 • Comments made = 3,132 • Contacts= 43,651 • Votes cast = 28,123 2nd phase of listening procedure: • Roman residents: 2000 were reached via phone surveys • 5415 web users • 6814 contacted people The proposals and observations have been summarized on tables and tables and classified into 5 themes detecting some macro-needs: improve the quality and supply of public transport, improve road safety, complete itineraries and routes dedicated to soft mobility, especially cycle-pedestrian in order to improve the network effect and safety. SUMP Proposal: participation path / N° Proposal / % Public Transport 135 45% Intermodality 36 12% Ciclyng 76 25% Env & pedestrian Areas 20 7% Sharing+Logistic+Safety 34 11% TOTAL Proposal 301 100% This successful approach led to a simplified approval by the City Council of the Final Rome SUMP in August 2019.
Externalities	Once the SUMP is realized, the main impacts regarding the modal change as represented by the figure below:  As a consequence, a sustainable mobility will have positive effects in terms of citizenship's health, decreasing social costs and in general better quality life. Every two years, the Municipality has to carry out a monitoring survey of all indicators set in the Plan.
Level of citizens' and stakeholders' engagement	Previous level of engagement of citizens was relatively low, which changed rapidly after the listening phases of SUMP. As described previously, citizens and stakeholders have been involved in different phases through a web platform and specific and public meetings,

	covering an active role for the future decisions by Rome Administration in the mobility sustainable field.
6. Analysis of transferability	
Potential for learning or transfer	These communication techniques are certainly transferable. The Rome Metropolitan Area has already shown its interest in the web platform set up by Rome Municipality, in order to implement its own SUMP. RSM is continuously presenting this approach to other cities or metropolitan areas. In 2019, special sessions were held in IMPACTS Conference (10/19) in London, Polis Conference (11/19) in Brussels, UITP subsector association ITXPT workshop (11/19) in Rome, UE safety conference in Brussels and in meeting with SUITS project, Chinese regions and New Zealand, where representatives of RSM shared their experience in participatory planning.
Prerequisites for the adoption/implementation of the GP	For a successful SUMP, adequate expert teams in planning transport and communication are required, as proposed by Rome Administration.
Challenges encountered and tips for a successful adoption	Common understanding of SUMP's goals as well as seamless cooperation of different department is a prerequisite for supporting also a strong engagement plan. Communication experts are also a critical component of success.

GP 20 PEDIBUS: get together to school safely and sustainably

1. Author contact information	
Name	**Andrea Pasotto**
Email	andrea.pasotto@romamobilita.it
Telephone	+39 3357042439
Your organisation	
Country	Italy
Region	Lazio
City	Rome
2. Organisation in charge of the good practice	
Is your organisation the main institution in charge of this good practice?	Yes
3. Good practice general information	
Title of the practice	PEDIBUS: get together to school safely and sustainably
Does this practice come from an Interreg Europe Project?	Yes
Please select the project acronym	e-smartec

Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Italy
	Region	Lazio
	City	
4. Detailed description		
Short summary of the practice	The PEDIBUS initiative supports primary schools' managers to encourage pupils and families to walk to school safely in organised groups following fixed routes. The PEDIBUS actively involves school management, neighbourhood committees, local authorities and parents. The main purpose of the project is to foster the relationship between parents in order to stimulate a mutual support, in accompanying the children to school as a group. This promotes socialization among children, produces physical well-being and facilitates parents in organizing the accompaniment of children to and from school.	
Public or private driven	The initiative is Public driven, it arises form an idea launched by the City Mobility Agency and spread with the word of mouth communication to encourage a bottom-up organisation between parents, school, local groups, shopkeepers etc.	
Detailed information on the practice	The aim of the project was to raise awareness on: • the culture of sustainable, responsible, soft and shared mobility: walking to school, in groups (Pedibus, Bike to School), by car in a group (carpooling organized), • the culture of road safety, emphasizing the main rules applicable also in the home-school journey; redesigning the territory for child-friendly use; • the culture of psycho-physical well-being of students by supporting and encouraging active mobility; • the perception of belonging to the territory, collaborating with the institutions, the School, the Municipality; • Active collaboration between parents-children but also between families and schools; • respect for the environment; • analysis and design of the spaces with a course supported by RSM technicians. The objectives are set within the framework of the SUMP objectives, and addresses the youngest group of student and their families, to raise awareness on what sustainable mobility can do to improve the quality of life, health, socialization and the environment. While walking together to school pupils can interact, exchange experiences, learn the rules of the "road safety", gain autonomy and raise self-confidence. Traditional methods were used for the engagement, phone calls and visits, demonstrating through printed materials that the role of the	

	School would just be institutional, that the project and the support tools were already in place. Rome Mobility Agency actively supported the initiative through the identification of safe routes in safety, and coordinated the first initiatives. In terms of numbers the initial goal was to have at least one Comprehensive Municipality Institute (Rome is divided into 15 municipalities) to have a sample case for each context. The comprehensive schools of Rome have on average 1000 students of primary and secondary schools of first degree and about 100 units of teachers and administrative staff.
Elements of innovation	The Pedibus has been an innovation as little had been done until the project start to support the active and safe mobility to school. Little initiatives had been tested in Rome with external assistance staff and not with the active involvement of parents. Mutual support, time saving, trust, active mobility, more personal interactions, change in the mobility paradigm.
Regulatory framework	Law 221 of 2015 defines the role of the school mobility manager and requires schools to name this figure who, as a referent of school mobility projects, is central to the process. Unfortunately, the schools did not proceed with the appointment because the standard does not have a sanctioning support in the case in which it is rejected. Roma Capitale, on the other hand, has included the figure of the mobility manager as strategic also within the SUMP adopted in 2019.
Resources needed	At present, no resources have been committed outside the planning commitment of the Rome technicians for mobility services, some support can arise from sponsorships.
Timescale (start/end date)	2018 - ongoing
Further information	On the Rome Services for Mobility website there is information material and communication material: https://romamobilita.it/it/servizi/mobility-manager/mobility-manager-scolastico In the site there are also interviews with the actors involved: • School manager • Representative of the neighborhood committee • Representative of the school council • School mobility manager
Keywords related to your practice	safety; walk to school; sustainable culture;
Upload image (optional)	The following pic shows a PEDIBUS route manned by the Local Police (IC Mandela)

In the following picture the President of Roma Servizi participates in an event (IC Purificato)

5. Results achieved and problems encountered	
Evidence of success (results achieved)	Once the start-up difficulties were overcome, the project was largely appreciated by the families. To date, the network of school mobility managers reaches 36,000 students and about 4.000 units of teaching and administrative staff. There are 8 Comprehensive Institutes that have started PEDIBUS projects. The beneficiaries are the families, pupils, local active committees/ associations, the School, territorial institutions (municipality, local police, mobility agency, operators etc.).

	Children, the main target of the initiative were enthusiastic, they like being in-group, and they are ethical and easily perceive the "green message". They are stimulated to walk, interact, learn from each other (they repeat lessons while walking), they learn the rules of the street, they gain confidence, they are active, and feel responsible. Parents perceive the opportunity of being leveraged of the daily duty of accompanying children to school, being aware, at the same time that other parents will take care of their children.
Externalities	Already 5 municipalities have involved schools in specific commissions aimed at stimulating the activation of these projects.
Level of citizens' and stakeholders' engagement	After a first phase of direct involvement of the schools, it was considered more effective to stimulate the individual municipalities by activating a more structured path of participation.
6. Analysis of transferability	
Potential for learning or transfer	Many areas of the city suffer from an inadequate public transport service. This involves a high use of the car for home-school trips with obvious congestion problems. The practice involves a different approach to mobility, leveraging the opportunities offered by soft mobility in the home-to-school journey and is transferable to any city/ school.
Prerequisites for the adoption/implementation of the GP	The central element is the will of the school management that must act as a flywheel to activate the project and insert it into the school's training offer plan. The school must appoint a school mobility manager who must be a proactive motivated person. Another key element is the personal motivation of a teacher or a parent to act as school mobility manager. In most cases, it is a teacher who is already familiar with school loads.
Challenges encountered and tips for a successful adoption	The practice works if the correct stakeholders/actors are duly and timely involved and if the schools perceive the practice as an opportunity, not as a new workload. The latter one was actually the main barrier for take-up of the initiative, as the school is the core stakeholder. Thus, benefits must be efficiently demonstrated by the City and perceived by the School. The "message" however, must be driven through to the "adult stakeholders" (school, parents, local authorities etc.) and has to be communicated as part of a larger mobility strategy and policy. The message was disseminated through the special events in the schools links the Pedibus to the SUMP of Rome. The SUMP has been drafted thanks to an active interaction with the citizens, engaged through different techniques and channels (web portal, phone calls, vis-s-vis meetings etc). The main stakeholder actively involved was the "Consiglio d'Istituto", the organ of the school where teachers and parents' representatives are present. Thanks to it, the first schools were progressively involved. For the principal target audience of the initiative (children and parents), the word of mouth communication is fundamental. The usage of social media (whats app mainly) is a driver to support the aggregation and the trust. It also proved important to involve the neighbourhood committees that favoured the participation process within the territory, as well as to

	finance the purchase of what is necessary to start the first initiatives in the best possible way (reflective vests, signs, etc.). Eventually, the take-up of the measure has worked out thanks to a mix between "word of mouth" communication and the "wheel of persuasion" levers on the "users' side".

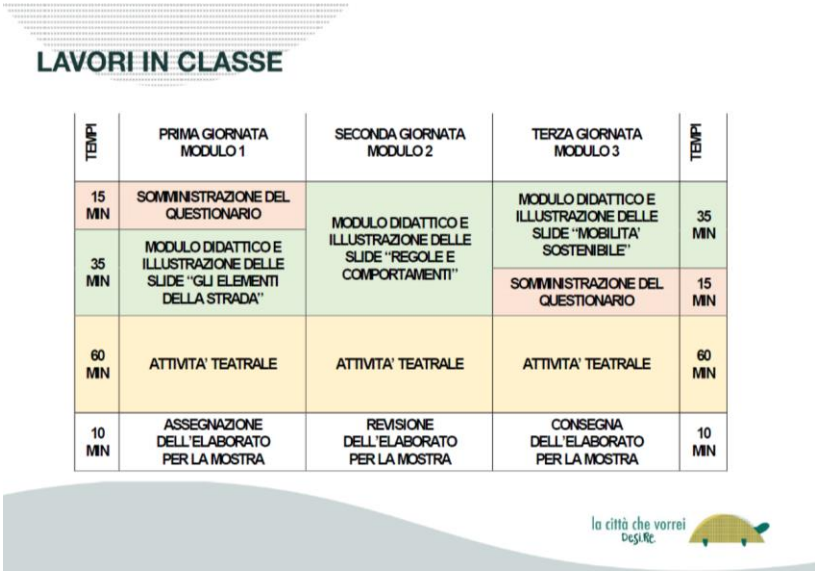
GP 21 DESIRE: training on road safety and sustainable mobility

1. Author contact information		
Name	**Andrea Pasotto**	
Email	andrea.pasotto@romamobilita.it	
Telephone	+39 3357042439	
Your organisation		
Country	Italy	
Region	Lazio	
City	Rome	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?*	Yes	
3. Good practice general information		
Title of the practice	DESIRE: training on road safety and sustainable mobility	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Italy
	Region	Lazio
	City	
4. Detailed description		
Short summary of the practice	Training and awareness activities on road safety issues, with particular regard to vulnerable users and of soft and sustainable mobility promotion.	

Public or private driven	The initiative is Public driven. It arises from a National funding dedicated to Metropolitan areas with the aim of increasing road safety around the schools in the peripheral areas.
Detailed information on the practice	"De.Si.Re. – La città che vorrei" (The city I dream of) is a training initiative on road safety and sustainable mobility. It is promoted by Rome Administration and implemented by Rome Mobility Service, Italian Automobile Club of Rome, Italian Cyclist Federation, in collaboration with the Local Police. The aim is to transfer from an early age the knowledge and importance of the rules to be followed on the road, together with the awareness of the consequences resulting from their transgression and incorrect behaviour. A first step was to contact the schools by phone and encourage them to subscribe to the Call launched (https://www.comune.roma.it/web-resources/cms/documents/LA_CITTA_CHE_VORREI_Bando_Concorso.pdf) for the training. Schools were stimulated by the fact that no additional costs had to be incurred, and there was no new work for the teachers. Children were involved through dramatization, training, events/entertainment with entertainers and a competition for the best art craft produced. The objectives were: • Transfer basic knowledge on the correct use of the road (in children between 6 and 7 years) • Strengthen these elements through the representation of the rules highlighting the main risk factors (in children between 8 and 10 years) • Consolidate models of safe and sustainable mobility During the training course, the trainers introduced three modules concerning the road elements (junction, pedestrian crossing, sidewalk, etc.), rules and behaviour (road code, pedestrian's rules, car passenger's rules, on public transport and cyclist's rules) and sustainable mobility (air pollution, road accidents, soft mobility measures). Furthermore, for each class-room, two booklets have been distributed, one more simple addressed to the first three primary classes, the other, more articulate, addressing the fourth and fifth class. At the end of the 3 modules in the classroom, children were involved in a 4th "Games in the courtyard" module. Italian Cycling Federation members show bike knowledge and maintenance, correct and incorrect behaviour; follow bicycle rides on a predefined route with the road's elements. The goal is to understand what the children have learned. As evaluation tool, two questionnaires have been proposed for two class ages: the first one for pupils of first, second and third class and the second one for children of fourth and fifth class. The stakeholders involved in the initiative include: - The City of Rome administration and its Boroughs; - Rome Mobility Agency

	- The City Departments for: Mobility, Education and Infrastructures. - The City Forum on Road Safety (Consulta cittadina sulla sicurezza stradale) - School managers and teachers - Families - Local Police - ACI (Automobile Club Italia)
Elements of innovation	The ex-ante and ex-post surveys on the training represents the new element in this kind of initiative.
Regulatory framework	Law 221/2015 defines the role of school mobility manager and requires schools to appoint this figure who, as the contact person involved in the school mobility projects, has central a role to the process. Unfortunately, not many schools have proceeded to the appointment, as the rule does not have sanctioning support in the event that it is disregarded. Rome Administration has included the role of the mobility manager as strategic also within the SUMP Sustainable Urban Mobility Plan, the programming tool approved in 2019. For DESIRE, the head of school mobility identifies and coordinates the teachers participating in the project.
Resources needed	For the “soft” part (training, communication and gaming) 100k€ were dedicated. The project was developed with a funding designated to “suburban areas”, funded by the Presidency of the council of Ministers, dedicated to improve road safety.
Timescale (start/end date)	2018 – ongoing (the project has been refinanced for other schools)
Further information	https://romamobilita.it/it/progetti/sicurezza-stradale/la-citta-che-vorrei-invito-201920 https://www.comune.roma.it/web-resources/cms/documents/LA_CITTA_CHE_VORREI_Bando_Concorso.pdf
Keywords related to your practice	road safety: school training; awareness raising; vulnerable users; gaming
Upload image (optional)	 *The logo of DESIRE*

Example of the training tool: 2nd module (rules and behaviour)



TEMPI	PRIMA GIORNATA MODULO 1	SECONDA GIORNATA MODULO 2	TERZA GIORNATA MODULO 3	TEMPI
15 MIN	SOMMINISTRAZIONE DEL QUESTIONARIO	MODULO DIDATTICO E ILLUSTRAZIONE DELLE SLIDE "REGOLE E COMPORTAMENTI"	MODULO DIDATTICO E ILLUSTRAZIONE DELLE SLIDE "MOBILITA' SOSTENIBILE"	35 MIN
35 MIN	MODULO DIDATTICO E ILLUSTRAZIONE DELLE SLIDE "GLI ELEMENTI DELLA STRADA"		SOMMINISTRAZIONE DEL QUESTIONARIO	15 MIN
60 MIN	ATTIVITA' TEATRALE	ATTIVITA' TEATRALE	ATTIVITA' TEATRALE	60 MIN
10 MIN	ASSEGNAZIONE DELL'ELABORATO PER LA MOSTRA	REVISIONE DELL'ELABORATO PER LA MOSTRA	CONSEGNA DELL'ELABORATO PER LA MOSTRA	10 MIN

School work module scheduling

5. Results achieved and problems encountered

Evidence of success (results achieved)

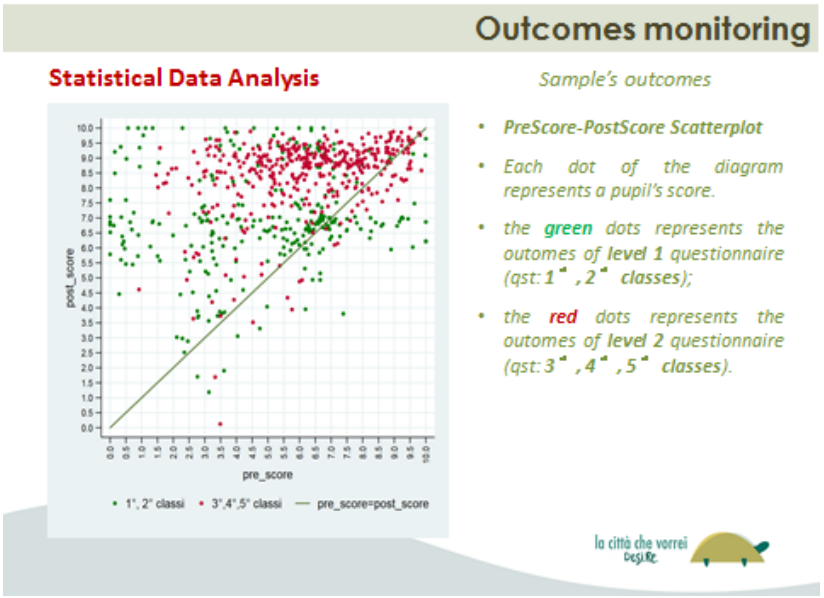
The initiative is already carried out in Rome in 2018 in 14 primary school institutes located in 12 municipalities. From January to June, 4,300 pupils were involved, in 200 classes, for a total of 2,000 hours of training. The initiative, was proposed again in the new school year 2019-2020 and extended to the pupils of the first grade secondary schools.

The training method was very effective. The pupils run a survey to assess the level of awareness raised during the training modules. The analysis of the questionnaires submitted to the children ex-ante and

ex-post the training highlighted the actual effectiveness, in terms of understanding of safe behaviours on road.

The following two figures are provided to prove the success.

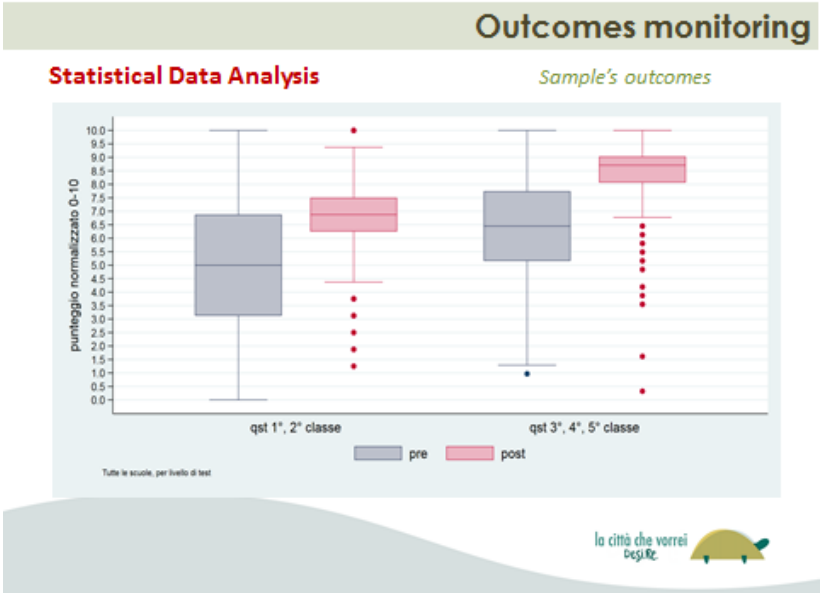
In the first one a scatterplot gathers the pre and post scores gained by the pupils in the two following trials.



Each dot represents a pupil of a random sample (700 units) drawn from a pupil population of 4.200 units (14 schools). The coordinates of every dot pick out the pre-score - in the horizontal axis - and the post score – in the vertical axis.

The graph shows most of the dots are placed over the bisector line. This means that most of the pupils have improved their safety road knowledge, especially the 2° level pupils (3°, 4° and 5° classes of primary schools).

In the following figure, instead, it can be seen, with four boxplots, the shape of the score's distributions. The blue boxplots represent the outcome univariate distribution of the pre-trials (before the training modules), the red ones the outcomes of post-trials.

	 As in the previous figure it is easy to see the score's improvement, which is related to the distance, along the vertical axis, between the blue and the red boxes. In the case of the 2nd level (the older pupils), it is easy to observe a space between the two boxes (between the 75° percentile of the blue box and the 25° percentile of the red one), which makes it clear that the older students have achieved the wider improvement.
Externalities	No
Level of citizens' and stakeholders' engagement	The schools involved in the project were selected by the Administration privileging those located in the peripheral areas of the city. Afterwards, the involvement of all primary schools in Rome continued to make them candidate for training activities for the year 2019-2020.
6. Analysis of transferability	
Potential for learning or transfer	The technique is certainly transferable. The Rome Metropolitan City is interested in involving schools in the provincial area by using specific funds from the Environment Ministry. The DESIRE project has been extended for the second year to involve a larger audience.
Prerequisites for the adoption/implementation of the GP	For a successful project, adequate training of the training staff is required. For the case of Rome, the ACI (Italian Automobile Club) and the local police were involved as well as the staff and organization of Rome Mobility Agency.
Challenges encountered and tips for a successful adoption	The practice is successful as the audience involves children that normally are open to learning new things. However, the preliminary preparation phase must be very well structured, as it involves different aspects:

	• Training material preparation • Identification of the training personnel • Surveying (ex-ante and ex-post) • Data analysis • Gaming • Events organization • Procurement of gadgets • Communication campaigns And last but not least the cooperation between the stakeholders in an effective manner.

GP 22 VIA LIBERA: car-free streets

1. Author contact information		
Name	**Andrea Pasotto**	
Email	andrea.pasotto@romamobilita.it	
Telephone	+39 3357042439	
Your organisation		
Country	Italy	
Region	Lazio	
City	Rome	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	VIA LIBERA: car-free streets	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Italy
	Region	Lazio
	City	Rome

4. Detailed description	
Short summary of the practice	#vialibera is an initiative supported by the city to incentivize a new approach to car-free mobility. Once a month, on Sundays, 15 km of streets around the city center are banned to cars and citizens can freely take advantage of this opportunity (walking, cycling, neighborhood parties, events, etc.).
Public or private driven	The initiative is Public driven, promoted by the major and coordinated by the City Mobility Councillor. In addition, it is supported and implemented with the Rome Mobility Agency, ATAC (PTO), the Local Police, and the City Departments for: Mobility, Environment, Culture, Sports, Trade, Tourism, and School. The associations are also involved, such as the City Forum on road safety. Also the private sector has been addressed, involving shopkeepers, restaurants, gyms, libraries, museums along the route.
Detailed information on the practice	The initiative was promoted in the Framework of the SUMP; in fact, it has arisen from a proposal made during the SUMP consultation/ participation phase. The initial goal was to verify the impact of transitory and definitive pedestrianizations, already being studied by the PUMS within the different city boroughs. This will allow the promotion of new ones, by involving citizens in planning. For one day each month 15 km of streets are made available for free initiatives. The initiative has a visual identity, a communication plan has been designed and all the media of the Mobility Agency are involved in disseminating it. Internet, newspaper, the metro TG and the #vialibera YouTube channel have been involved in the promotion and the "storytelling" of the initiative. A "Call for initiatives" is launched one and a half month before the car free day, through RSM website (for private and associations). Citizens are also stimulated to be more active with a photo contest promoted by the City. Shopkeepers are invited to download a poster to put on the shop window in the occasion of the #vialibera day. ATAC (the public transport operator) informs the citizens on the bus line deviations and published a specific map. Stakeholders involved in the initiative include: The City and its departments (mobility, environment, tourism, culture, commerce etc), local police, the in-house companies of the City (RSM, ATAC, and Zetema culture), associations, social partners, schools. Beneficiaries are the citizens (children in particular) cyclists, shop keepers, artists etc. The communication and marketing campaign was designed to raise the interest of citizens and private operators.
Elements of innovation	#vialibera is a free space. This is the main innovation. The stakeholders and the citizens can reinterpret the urban space for one day.

	The other innovation is the flexibility of the practice, as it can be adapted to the season, to a specific target group, linked to a specific message or promote other mobility initiatives (e.g. a national PEDIBUS event is being planned during a #vialibera day). The “car free” route pattern is also flexible and can change according to specific needs.
Regulatory framework	There are no specific constraints apart the rules defined by the Municipality on traffic and usage of public sole. A specific City deliberation supports the initiative.
Resources needed	The main cost of the practice involves the hours worked by the offices that plan the routes, the communication campaigns, the agreements with association etc. Sponsorships are welcome within the spirit of the #vialibera.
Timescale (start/end date)	June 2018 - ongoing (annually)
Further information	https://romamobilita.it/it/progetti/mobilita-sostenibile/10giugno-parte-vialibera
Keywords related to your practice	car-free day; redistribute public space;
Upload image (optional)	#vialibera riprendiamoci la strada *#vialibera logo*

Example of promotional material of the first #vilibera day

#vialibera promotional campaign example dedicated to children

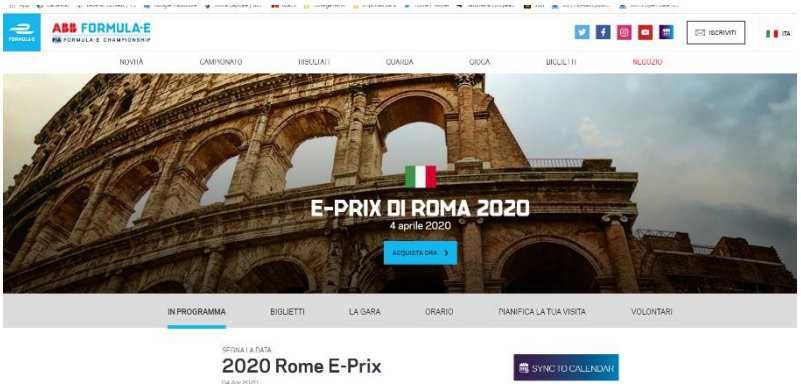
	 #vialibera promotional campaign example
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The #vialibera has demonstrated to be a successful initiative, as after the first two experimental editions where a large participation has been noted, it has been repeated on a monthly basis, with a high and continued participation by the citizens and stakeholders. It is being reinforced and re-promoted for the last couple of years. It is an "empty box", and the private sector considers it as an opportunity (walking encourages shopping, going to bistrots, bringing children outside, playing sports).
Externalities	None
Level of citizens' and stakeholders' engagement	Citizens are both users and planners of #vialibera. They have been engaged initially through the Participation Portal of the SUMP, where they proposed to have free streets as in the framework of a mobility planning exercise and, afterwards, they became users of their own project. Stakeholders have welcomed and implemented citizens' suggestions and turned it into an opportunity for all.
6. Analysis of transferability	
Potential for learning or transfer	The practice can easily be transferred. The secret of its success lies in the active involvement of all in the "value chain".

Prerequisites for the adoption/implementation of the GP	A good level of cooperation at local level is fundamental. A strong communication campaign must accompany the measure.
Challenges encountered and tips for a successful adoption	A strong organization must be in place for ensuring the success of the practice. Many stakeholders have to be coordinated and motivated. The support of social associations (vulnerable users, cycling, disabled etc.) helps foster the take up and continuation of the initiative. The segmentation of the audience is important to target efficiently the message and the communication campaign. Opportunities for all (public and private sector) have to be highlighted, such as advantages on the quality of life and on changing mobility habits.

GP 23 FORMULA E ROME E-PRIX: An event's campaign supporting shift to sustainable mobility

1. Author contact information	
Name	**Andrea Pasotto**
Email	andrea.pasotto@romamobilita.it
Telephone	0039 3357042439
Your organisation	
Country	Italy
Region	Lazio
City	Rome
2. Organisation in charge of the good practice	
Is your organisation the main institution in charge of this good practice?	*Yes*
3. practice general information	
Title of the practice	FORMULA E ROME E-PRIX: An event's campaign supporting shift to sustainable mobility
Does this practice come from an Interreg Europe Project?	Yes
Please select the project acronym	e-smartec
Thematic objective of the practice	Improving low-carbon economy policies
Geographical scope of the practice	Local

Location of the practice	Country	Italy
	Region	Lazio
	City	Rome
4. Detailed description		
Short summary of the practice	During the E-prix of formula E Championship, RSM draw up a communication plan mainly addressed to citizens and employees living and working in the EUR borough, close to the circuit, to discourage the private vehicle use in favour of public transport for the whole event period, suggesting the choice of alternative road routes, in particular on the closing days of via C. Colombo.	
Public or private driven	The practice had been driven by a public body, Rome Mobility Agency (in-house company)	
Detailed information on the practice	Before the event, RSM has set up an information campaign to the citizenship, indicating the closing days of the area and modification of the PT network. Through this event and relative communication campaign Rome Administration wants to raise citizens' awareness towards sustainable mobility. All information on the changes to public and private mobility provided for in the Mobility Plan are disseminated and updated through the Rome multimedia platform for mobility services. Coordination and integration of information is also provided through: • the information circuit of Roma Capitale which relaunches through the website and social media, Roma Capitale radio newsletters and from this year also emails to Capitoline employees and of the group companies • the information channels of Public Transport Company (Atac), website and social networks, which also offer real time info mobility on public transport • the coordinated info mobility activities of the operations centre and the information channels of Local Police, and motorway companies For the next years, the information campaign is estimated to be more intense: - For the E-prix 2020, the information campaign will be enhanced, to involve more people (residents and employees and spectators) using the whole multimedia platform composed by: ○ digital channels ▪ institutional website romamobilita.it ▪ moversiaroma.it portal ▪ social media @ mobility ▪ mail to 120 thousand users of mobility services ○ information on the subway ▪ 'Transport and mobility' - daily insert of the Leggo and Metro free press ▪ TV monitors on the metro platforms and on board that publish sliding messages, slides ▪ information, TV news, information spots ▪ the radio on the dock with radio news every half hour	

	▪ info mobility through messages on 300 electronic poles at bus stops and on 70 road panels, notices and news via public and private mobility apps (Waze, Moovit, Google) - Dissemination in EUR district: The distribution of materials has been carried out in the area through: o posters in the company shuttles stopping to the Eur metro stations o brochures and posters in the Pentagon Eur at condominiums, company offices, shops, offices and places of public interest o posters on the entire Public Transport network, buses, metro stations, ticket offices o leaflets for motorists at the main traffic light junctions in the Eur district The goal of the campaign for shifting to public transport during the event is a type of familiarization with the idea of adopting sustainable mobility choices. Stakeholders involved are: - Citizens - Employees - Spectators - Mobility Manager - Drivers - Public Transport users
Elements of innovation	The joint actions of informing people to leave their cars while in parallel familiarizing them with electro mobility through a very famous event is undoubtedly an element of innovation. The information campaign, year after year, has included increasingly components and stakeholders, through a greater number of communication media.
Regulatory framework	Not available
Resources needed	
Timescale (start/end date)	Yearly, since 2018, from January to April
Further information	https://www.fiaformulae.com/it/championship/19-20-race-calendar/2019-2020/rome
Keywords related to your practice	sustainable mobility; E-vehicle; Formula E; communication campaign
Upload image (optional)	

5. Results achieved and problems encountered	
Evidence of success (results achieved)	The campaign to promote sustainable transport during the Formula E event has been on RSM's web platform for about a month, producing 130.260 hits. The campaign was launched on social networks: 41 posts/ tweets were published on RSM channels, producing 7.364 entrances to the page with all the info. To evaluate the impacts of the communication campaign, the trends of the validations at the turnstiles of Metro B in the Marconi, Magliana, Eur Fermi, Eur Palasport and Laurentina stations were analysed between 1 March and 30 May 2018. From the comparison of the Fridays and Saturdays of the period, in order to identify the differences in user behaviour in the week of the event (race) and in the immediately preceding and subsequent weeks - pre and post-race) it emerged that on Friday's race the increase was + 17% compared to the average for the period and that this increase on Saturday of the race rose to + 73%. These results testify to the effect of the communication plan on a more rational use of the private car in favour of the collective vehicle.
Externalities	None
Level of citizens' and stakeholders' engagement	As describe in previous citizens and stakeholders have been involved only as users through web platform and media.
6. Analysis of transferability	
Potential for learning or transfer	These communication techniques are certainly transferable to other cities for similar events.
Prerequisites for the adoption/implementation of the GP	For a successful communication plan, adequate expert teams in planning transport and communication are required. It is also necessary to have a mobility plan in place (i.e. re-directing private cars to avoid congestion, providing increased public transport supply to address the increased demand, etc.) for addressing such wide events.
Challenges encountered and tips for a successful adoption	The management of mobility was particularly difficult for companies and entities located in the area of the Circuit. A table was opened with these companies in full collaboration with the companies' mobility managers, in order to solve specific problems such as access for the disabled to offices, privileged information channels, special passes for

	employees who need to access the area for mandatory needs (services, staff of data centres, etc.). The participatory approach of the first year (2018) gave excellent results for the following year 2019. Unfortunately, an additional day of sporting events was experienced in 2019 resulting in a significant impact on the mobility of access to the area. For the 2020 edition, it was planned not to repeat this choice, learning from experience.

GPs coming from Bratislava Self-Governing Region

GP 24 Transdanube Pearls: Network for Sustainable Mobility along the Danube

1. Author contact information		
Name	**Eva Malichova**	
Email	eva.malichova@fri.uniza.sk	
Telephone	+421 910 923 471	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Austria
	Region	Vienna federal province
	City	Vienna
Main institution in charge	Environment Agency Austria	
3. Good practice general information		
Title of the practice	Transdanube Pearls: Network for Sustainable Mobility along the Danube	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Slovakia

	Region	Bratislava self-governing region
	City	
4. Detailed description		
Short summary of the practice	The practice concerns the creation of a network, involving actors along the Danube, committed to the promotion of sustainable mobility in tourism. The practice included the creation of a team of experts, who identified the potential members of the network and analysed the current situation of sustainable mobility along the Danube. The practice deployed engagement techniques (network seminars, assemblies, etc.) in order to bring the potential network members together and engage them to eventually participate.	
Public or private driven	The practice was driven by the cooperation of several public bodies within the region.	
Detailed information on the practice	The main problem addressed by the practice is the dominance of private car used by the tourists visiting the Danube region. This fact does not contribute to the desirable sustainable approach to mobility of the regional public institutions because it has a negative impact on both the environment and the local population. So, the multiple international public institutions decided to create network of destinations committed to sustainable mobility along the Danube. The role of the created network is to support cooperation between stakeholders and increase the visibility of the participating destinations offering sustainable means of transport. A team of experts travelled from the source of Danube to its delta in order to investigate whether it is possible to travel the Danube only by the use of sustainable means of transport. At the same time, the experts identified 13 destinations as a potential “Danube Pearls”. An external expert analysed each potential network partner from an organizational point of view and elaborated a business plan. The experts had to find In the destinations a suitable organisation, which would be willing to commit to be a Danube.Pearl and fulfil Danube.Pearls common standards, as these defined in the project. The standards served as a general guideline for making destinations more sustainable, from multiple perspectives and for the cooperation of the stakeholders within and between the pearls. The standards are divided into 2 parts: the first part contains the basic requirements to become a member of the network of Danube.Pearls. The second part consists of additional services to achieve the status of a so called Danube.Pearl+. After finding the organizations a network implementation seminar was organized. This was the first time all the potential network members met. After the seminar, each potential network member elaborated a business plan. After the final meeting each member signed the letter of intent during a general assembly and the network was founded. Project partners had to find management organizations in every potential destination. The channels for promotion the opportunity to become Danube.Pearl were e-mails, Facebook, meetings, presentations, flyer/brochures. The individual partners interested in becoming a member of the network dedicated to establish a sustainable mobility in tourism, were awarded the title Danube.Pearls. Tourist can travel in the scope of the network	

	from one Pearl to the other by a more sustainable way of transport. This means for example a train, bus, bike or a ship. An effective utilization of more sustainable mobility options motivates the tourists to leave their cars at home. An important aspect for the long-term functioning of the concept of sustainable mobility is to have sufficiently trained people with the required know-how. After finding organizations interested in becoming Danube.Pearl the training of their representatives in the topic of sustainable mobility was organized. Their training was utilized in adding new sustainable mobility services such as bike rental services in Romania, Croatia and Bulgaria, bike carriage services in Slovenia, Croatia and Serbia and flexible transport services (call-a-bus system for the last mile between existing railway and bus stations and the destination of the tourists (hotel, touristic attraction) in Austria and Serbia. To efficiently promote the new services to the tourist the following steps were taken: local mobility information centres were established, the Danube bike path was assessed, and both its app and website were updated and a comprehensive travel guide promoting sustainable mobility was created and distributed.
Elements of innovation	The practise is innovative in using cooperation and synergy principles to connect 15 partners from international and multicultural environment to provide all the public institutions and their inhabitants and visitors with socially fair, economically viable, environmentally friendly and health promoting mobility. Innovative aspects can be also seen in the systematic view of the problem. Practice implements the sustainable mobility not only in transport between the Pearls but also inside the individual partners to the cultural and natural sights, hotels and so on.
Regulatory framework	The regulatory references applying in the context of the practice include: Act No. 528/2008 coll. on the Help and support provided by EU funds Act No. 539/2008 coll. on the Support of the Regional Development as amended Act No. 91/2010 on the Support of Tourism as amended EU Cycling Strategy
Resources needed	Primarily 25 sustainable managers were qualified. Then they passed on the knowledge to other local participants by training sessions. Also 10 fully staffed local information centres were established. Total project budget: 2 937 908,99€
Timescale (start/end date)	January 2017 – June 2019
Further information	http://www.interreg-danube.eu/approved-projects/transdanube-pearls
Keywords related to your practice	sustainable mobility, regional development, tourism, international collaboration
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The mobility experts personally took the bike road between the Pearls and defined the problematic sections. Thus, concrete steps were taken

	like putting a bike carrier on a bus in the most dangerous sections, which has and action appreciated by locals. In total, 25 partners were trained in the topic of sustainable mobility. The updated app focusing on the bike road has been installed more than ten thousand times on android devices and has an above three-star rating. Positive feedback from tourists, locals, public authorities, business owners and other stakeholders has been shown.
Externalities	The transport studies done in the scope of Transdanube. Pearls practice were provided to the local public authorities, which can use the research to improve their infrastructure beyond the scope of common touristic destinations. For example, the representatives of Bratislava self-governing region were impressed by the idea of transforming the unused railroads and field roads into bike roads and are discussing the implementation. The same is true about the bike parking analysis.
Level of citizens' and stakeholders' engagement	Local business owners are important actors in the practice success. For example, local accommodations providers have been directly approached and given an opportunity to take training sessions with the sustainable mobility managers. Thanks to the both theoretical and practical training, can they better inform their customers about the transports options and show them the brochure, websites and app.
6. Analysis of transferability	
Potential for learning or transfer	The practice represents a significant learning potential for both other regions and other projects in the same region. Aspects seen as beneficial can be modified and implemented in other situations. One of the main aspects that was necessary for the project's success is a clear and early setting of rules and standards for the potential individual participants. This way the partners can clearly see what they need to achieve. Another element to learn from is the utilization of a vast network of external partners. While the Pearls were the internal partners on the regional level of the practice, the desired effect would not be possible without the cooperation with external partners. The Pearls cooperated with organizations on the national level such as the environmental agency, ministry of transport, ministry of agriculture and environment protection, ministry of tourism and so on. They also cooperated with partners on local level and with private or stated owned companies.
Prerequisites for the adoption/implementation of the GP	The practice is special in simultaneously bringing benefits to many stakeholders from national level to the individual inhabitant level. Thanks to this prerequisite such a wide network of participants could be created and thus a bigger synergic effect could be created. The already existing infrastructure and app also made the practise more possible. With the existing infrastructure partners were trying to find a more sustainable way of mobility. This would be much more difficult without the already existing infrastructure. The geographic conditions and the closeness of natural and cultural sites is also an important prerequisite.
Challenges encountered and tips for a successful adoption	The personal participation and analysis can help to find problems that a theoretical analysis and document analysis cannot. Thanks to this the practice could help both tourist and local inhabitants. The active participation of local inhabitants and business owners can also help to bring more benefits to everybody.

	In scope of the practice the local inhabitants saw that when tourist travel more sustainably, they roads are less crowded, and they can also use the new infrastructure. The accommodation providers saw that going to training is not just a waste of time but will help their customers and give them a competitive advantage. Other projects can learn that promoting the direct benefits of the project to the local stakeholders can increase their interest and participation.

GP 25 BA.cycloportal: engagement of users via online interactive portal for cyclists

1. Author contact information		
Name	**Martin Hudak**	
Email	martin.hudak@erachair.uniza.sk	
Telephone	+421 915 179 443	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Slovakia
	Region	Bratislava self-governing region
	City	Bratislava
Main institution in charge	Bratislava self-governing region	
3. Good practice general information		
Title of the practice	BA.cycloportal: engagement of users via online interactive portal for cyclists	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Slovakia
	Region	Bratislava Self-Governing Region
	City	

4. Detailed description	
Short summary of the practice	Offering an interactive experience to bike the community, either to recreational or professional cyclists, by exploiting the online portal providing important information about bike lanes.
Public or private driven	The practice is driven by a public institution cooperating with a civil association.
Detailed information on the practice	BA.cykloportal offers a combination of an interactive map of bike lanes in the Bratislava self-governing region and a new communication channel of the municipality to reach the population interested in biking. One of the main reasons for implementing such practise was a communication gap between the municipality and the target segment. The citizens and visitors interested in the recreational or professional biking were not sufficiently informed about the current bike lane infrastructure or about the activities of the municipality aimed to help them. The basic marketing communication channels used by the municipalities in Slovakia are often overlooked by the citizens because they are perceived as boring or badly targeted. So, the municipality utilized the initiative of the civil association called Slovak bicycle club and partner with them to add the Bratislava region on the Cykloportal platform. The association has already established communication channels with the target segment and a very active relationship with bikers in Bratislava region and the whole Slovakia. The portal provides a very clear interactive maps of bike lanes in the region but also gives the municipality a chance to directly engage the biking community, as they can plan their trip on the portal and download the map into the smartphone. The news and calendar section inform the viewers about the newest steps of the municipality to improve the bike infrastructure or about the events taking place, which can be found on http://ba.cykloportal.sk/kalendar. This way the communication isn't lost in the vast amount of municipality news not concerning biking.
Elements of innovation	The use of modern technology to make the biking information more accessible and interactive can certainly be considered as an innovative tool in Slovak condition. But from the marketing point of view the most innovative element is the direct approach to the target segment. And even more importantly the use of already established marketing channel that the target audience already wants to be voluntarily involved in.
Regulatory framework	The regulatory references applying in the context of the practice include: Act No. 543/2002 coll. on the Protection of Nature and Country as amended Act No. 50/1976 coll. on Land-use Planning and Building Order as amended Act No. 539/2008 coll. on the Support of the Regional Development as amended Act No. 91/2010 on the Support of Tourism as amended Act No. 56/2012 on the Road Transport as amended EU Cycling Strategy

Resources needed	Bratislava self-governing paid the association 4 896.00 € for the establishment of the portal. Also, human resources were needed to check the lanes and make visual documentation to make the map interactive.
Timescale (start/end date)	June 2019 – ongoing
Further information	http://ba.cykloportal.sk/
Keywords related to your practice	Interactive experience; building a community; involvement of stakeholders
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	When the budget of the project is taken into the consideration, the results of the practice are quite interesting. Since the launch of the project in June the views of all the bike lanes in the region together are in thousands and the most popular one alone was viewed almost a thousand times.
Externalities	Since the communication between the municipality and the bikers was very important for the project, another potential benefit can be seen. Since the news on the portal directly link to the website of the municipality, the municipality can use the new web traffic and inform the viewers about other important topics. This way the communication is much less forced, and it can help the municipality to better engage its citizens.
Level of citizens' and stakeholders' engagement	The association took most of the responsibility for the launch and operations of the project. The citizens are mostly users of the practice, but since they care about the topic and are already active in the communication with the association, they provide valuable feedback about the bike lanes. This means information like broken road, broken signs or just the ideas for improvement.
6. Analysis of transferability	
Potential for learning or transfer	Subjects trying to reach a target segment who is currently insufficiently following their basic communication channels can learn a lot from this practice. Especially when the target segment represents a very clearly defined niche. While citizens often ignore news from their municipality, they actively search for information they care about and are passionate about. Public institutions should look for potential partners who already have an active relationship with the target audience. Also, the municipality saved a lot of resources by transferring most of the responsibility on the association. This way they didn't have to create they own website from a scratch but could use the already established and tested Cykloportal platform. Bratislava region also wasn't the first to use the Cykloportal platform and had the possibility to learn from the mistakes of previous regions.
Prerequisites for the adoption/implementation of the GP	The most crucial component of success in similar situations is the existence of potential collaboration partner. In this case the NGO in form of the Slovak cycling association. The big help for the budget point of view was that the association is not a private company and it does not seek profit but the improvement of cycling infrastructure.

	It is not always possible for public institutions to find a partner full of passionate people who do not seek profit and have an established communication channel with the target segment. But looking for some and analyzing the situation shout always be on the mind of the public institution when starting a public project.
Challenges encountered and tips for a successful adoption	Thanks to the previous experience from other regions, the launch of the practice was relatively smooth. On the other hand, some members of the public criticized that the region around the capital city is a follower and not the leader and innovator when it comes to the project. This is in important feedback and it raises a big question: is it better to lead the progress and encounter a lot of implementation errors or to wait a little and learn from the experiences of other regions and save resources by building an already built infrastructure? Every region must take this question into consideration when starting the project based on their growth and budget priorities. Also, the expected feedback from citizens must be taken into consideration.

GP 26 eGUTS: innovative ways to engage the people towards sustainable and green transport

1. Author contact information		
Name	**Martin Hudak**	
Email	martin.hudak@erachair.uniza.sk	
Telephone	+421 915 179 443	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Slovakia
	Region	Bratislava self-governing region
	City	Bratislava
Main institution in charge	Citizens´ Association No Gravity	
3. Good practice general information		
Title of the practice	eGUTS: innovative ways to engage the people towards sustainable and green transport	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	

Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	Senec
4. Detailed description		
Short summary of the practice	Engagement of people towards the sustainable and green transport. The intention was to improve the utilization of e-mobility in the Danube region and the individual towns participating on the project.	
Public or private driven	The practice is led by a non-profit organization. Other partners also come from both public and private sector.	
Detailed information on the practice	The negative impact of the currently most common ways of mobility on the environment is one of the most important social issues. The new technological trend of e-mobility has an incredible potential of lowering the carbon footprint of transport and thus help the environment. Unfortunately, the real-life utilization of e-mobility is on a relatively low level in Slovakia and in other European countries. This is the main problem addressed by the eGUTS project. The chosen practice focused on improving the current e-mobility infrastructure in eight towns located in the Danube region. Practice tried to achieve its goal not only by improving the e-mobility conditions on the local level of the individual towns but also on the much broader international level of the Danube region. The international level is being addressed by defining universal standards allowing the full vertical integration on all geographic levels. One of the important aspects of the communication on international and local levels is a mobile app developed by the practice. The app provides the information about the charging infrastructure for e-vehicles in the focused region and helps the users with renting and charging e-bikes. Public events were also held to promote the topic of e-mobility to the citizens of the individual towns. National eMobility Week Events in 7 cities and areas were organised in September 2018 to enhance the large number of participants of European Mobility Week During this events, citizens of the cities had the opportunity to try new e-vehicles (cars and bicycles). Organised by the Slovak partners, the event entitled “Car Free Day” in Senec was contributing to limit the use of passenger cars, promote the benefits of more environmentally friendly modes of transport and to draw attention to the negative effects of car traffic on the environment and the resulting harmful effects on human health.	
Elements of innovation	The practice can be perceived as innovative thanks to the utilizations of modern technologies like the mobile app in conjunction with more common marketing channels like public events. This course of action can potentially increase the reach of the marketing campaign. In Slovak conditions this is quite uncommon and innovative action by the public sector. Especially when it comes to small towns like Senec.	

Regulatory framework	The regulatory references applying in the context of the practice include: Act No. 528/2008 coll. on the Help and support provided by EU fonds Act No. 539/2008 coll. on the Support of the Regional Development as amended Regulation (EU) No. 1299/2013 of the European Parliament and of the Council of 17 December 2013 on specific provisions for the support from the European Regional Development Fund to the European territorial cooperation goal.
Resources needed	The budget of the project was 1,819,075.00 €.
Timescale (start/end date)	January 2017 – September 2019
Further information	http://www.interreg-danube.eu/approved-projects/eguts
Keywords related to your practice	E-mobility promotion, innovative tools, sustainable transport, green solutions.
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Thanks to the practice, the public perception of Senec citizens has changed in regard to e-mobility. This can be attributed not only to the promotional activities (events where hundreds of people could try the new e-vehicles), but also thanks to providing the real infrastructure much needed in countries like Slovakia. The city of Senec also received 1 electric charging station for the public. It is also installed with parking spaces for 2 electric cars in the city centre. Thanks to all of this, Senec, being the 42nd largest town in Slovakia, is being mentioned as an e-mobility friendly city.
Externalities	The positive steps taken to reduce the carbon footprint have earned the town some free press praising. The articles can be seen as an additional and unintentional promotion channel for e-mobility and thus another step to achieve the main objective of the project.
Level of citizens' and stakeholders' engagement	The citizens are mainly the users of the project's outputs. As mentioned, they were approached by events, the app, the independent news coverage and the common and already established town communication channels. The active stakeholders in the project were the NGOs comprised of citizens enthusiastic about the topic and the private companies with self interest in the topic of e-mobility.
6. Analysis of transferability	
Potential for learning or transfer	When taking into consideration topics like e-mobility, it is necessary to realise that simply raising awareness may not be enough for helping the environment. Citizens must be also provided with available and affordable options to take advantage. The events where citizens gain important information and simultaneously can try the new ways of transport like e-scooters, e-bikes etc. have a cumulative effect and can help create a much more integrated e-mobility platform than simply pushing people to buy electric cars. These are still quite unaffordable for majority of population in countries like Slovakia even with the government subsidies. On the other hand, while other types of electric vehicles can help on the local level, electric cars are more practical on the wider national or

	international level. Therefore, the practice also focused on the charging infrastructure and tried to create a denser charging network in the Danube region. This was communicated both locally to the citizens of the individual towns and regionally by the app designed to inform and help the population in the Danube region.
Prerequisites for the adoption/implementation of the GP	Working with small towns to promote e-mobility is in important step to create a successful international e-mobility platform. On the other hand, it would be pointless if the towns were not in the region that is relatively densely populated. In this case we can see a clear geographic prerequisite in the selection of the Danube region. The region is densely populated and has several larger towns and cities which are already working on their own e-mobility infrastructure. This way it is very beneficent to include the surrounding smaller towns and thus create effective synergy and a much more convenient network for the population interested in e-mobility. If the individual towns were in remote locations, the resulting effect might be much less satisfactory.
Challenges encountered and tips for a successful adoption	The practice includes stakeholders from public, private and non-profit sector. It presents a good example in utilizing passionate citizens who already have awareness about the subject to address the less informed and less passionate public. Non-profit organizations are very important and sometimes underestimated players in working with the public's opinion. Especially when it comes to topics with such a great importance like improving the carbon footprint. Their passion about the topic and knowledge can help inform both the people from the public institutions and the public itself. Citizens are more likely to be persuaded by non-profit then by private company with self-interest like electricity providers of by public institutions which can be also perceived as acting only in their self-interest.

GP 27 Promoting the implementation of a new sustainable mode of transport in city of Bratislava

1. Author contact information		
Name	**Eva Malichova**	
Email	eva.malichova@fri.uniza.sk	
Telephone	+421 910 923 471	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
	Country	Slovakia

Location of the organisation in charge:	Region	Bratislava self-governing region
	City	Bratislava
Main institution in charge	Slovnaft	
3. Good practice general information		
Title of the practice	Promoting the implementation of a new sustainable mode of transport in city of Bratislava	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	Bratislava
4. Detailed description		
Short summary of the practice	The practice involves the creation of a marketing strategy, implementing a massive marketing campaign (including a wide media and social media coverage), for the promotion of a new sustainable mobility product (bike sharing). A marketing research has been conducted, as part of the strategy, to investigate the most promising potential customers of the new product. The practice aims at informing people about the new sustainable possibility of traveling in the city - bike sharing, creating a habit for people to use this service and getting feedback for further improvement of the offered transport service.	
Public or private driven	The practice is led by a private company with help from the municipality of Bratislava.	
Detailed information on the practice	The good practice accompanies the bike sharing project of the private oil company Slovnaft and the capital city of Slovakia to create an effective bike rental platform. The project originated from the long-term strategy of Slovnaft (the biggest oil refinery in Slovakia) focusing on diversifying the company's portfolio with more sustainable products and services and thus improving the company image. The municipality of Bratislava welcomed the idea and the funds allocated by Slovnaft and helped by cofounding the project and providing the locations for rental stations. Ninety bike sharing stations with 750 bikes were installed. The promotion of the product was done through a massive marketing campaign. Before the start of the project, Slovnaft conducted a market research by asking the public to find out if there is interest in bike sharing and who is the core market segment to use the service. They found out that young working people under the age of thirty-five who use the public transport for short distance travels regularly are the most promising potential customers. Other segments include students and young people	

	who currently use cars to travel. For the purpose of trying out the service and then creating the habit Slovnaft decided to set up lowest prices in the testing period and then increased prices but with an explanation. The launch was accompanied by a massive news coverage in print and television medias. Slovnaft used social media to promote the project and developed bike sharing app, announced contests and published info and promo videos. It also uses social media and website to get feedback from the citizens. Municipality conducted bicycle safety training for citizens and its public transport company provided telephone info line.
Elements of innovation	While the use of bike sharing to improve the traffic situation in cities is not new, there are some innovative aspects in the practice. Slovnaft conducted a vast analysis of past bike sharing programs in the world and used this information to innovate. The innovation comes in the special use of modern technology to track the bikes. The tracking data are analysed to improve the network of stations in the city which will help to attract new users. Intensive communication with users via social networks can be considered as another element of innovation. Facebook page was initially managed by a professional online dispatching. The service provider communicates with users not only about problems but also about possible improvements and feedback regarding bike sharing not only via Facebook page but also via the web application. The last element of innovation is the promotion of the product first with a lower price for the need to create a habit for users.
Regulatory framework	The regulatory references applying in the context of the practice include: Act No. 56/2012 on the Road Transport as amended Act No. 40/1964 Coll. Civil Code as amended Act No 250/2007 Coll., Consumer Protection Act
Resources needed	Information not available
Timescale (start/end date)	January 2017 – continuous
Further information	https://slovnaftbajk.sk/en
Keywords related to your practice	Marketing campaign, social sites, segments, citizens feedback
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	While there were some problems with the implementation of the bike sharing system, the public perception of the project was vastly positive. By June of 2019 around 44 600 users have used the bike sharing and they made altogether 275 thousand journeys with more than half a million kilometres. The amount of saved CO2 emissions is roughly estimated on 60 000 kilograms. Slovnaft was also awarded many awards for the project like the Smarthead award and the Via Bona award.
Externalities	While the accidents caused by cyclist in Bratislava have slightly risen, the number of mortal accidents has decreased. This could be potentially explained by the bicycle safety campaign conducted by the municipality. The image of the private company has also improved in the eyes of the locals.

Level of citizens' and stakeholders' engagement	The main idea of the marketing strategy was to classify citizens mainly as users of the practice. Some of the citizens using the service have created, on their own initiative, a very loyal and active group focused on improving the bike sharing by providing info about missing bikes, broken bikes, errors in the app and so on. Local companies have also become active participants in the practice by working with the city to put bike sharing stations close to their offices.
6. Analysis of transferability	
Potential for learning or transfer	The practice is highly transferable to any city/region that wants to implement and promote similar sustainable mobility products. One of the most important lessons from the practice is to not underestimate the planning stage and use both the primary and secondary sources of information. Slovnaft analysed the past bike sharing projects and tried to learn and improve. It also conducted a thorough survey with citizens to find out how big is the interest in the project and who the most important target group is. This information helped both in the design of the service by choosing the location for the stations and in better targeting of the marketing activities. Another thing to learn from the practice is the pricing policy and its promotion. Slovnaft has chosen to put the prices very low in the testing period of the service and then increase them with a thorough explanation. This step may have brought some negative feedback, but it gave the customers the possibility to see the advantages of the service and created a group of loyal customers. This makes sense in the long-term marketing point of view.
Prerequisites for the adoption/implementation of the GP	The most important prerequisite for similar project is the interest from both the private and the public sector. If the municipality wouldn't provide the locations and the infrastructure, the implementation would be much harder for Slovnaft. On the other hand, if Slovnaft wouldn't bring the idea, provided most of the funds and taken the managing role in the project, it is unprobeable that there would be some bike sharing in Bratislava.
Challenges encountered and tips for a successful adoption	One of the biggest challenges during the implementation of the practice was surprisingly caused by its success. Thanks to the intensive marketing campaigned tied to the launch of the bike sharing service the initial public interest vastly outperformed the capacities of the station network. Even though Slovnaft did an analysis researching the interest in bike sharing, in the first week after the launch, many potential customers couldn't find any bike to share. This problem was even more exacerbated by minor technical problems following the implementation. Thanks to the mentioned situation, unhappy customers started to provide the negative feedback on the internet. Thanks to the very active and very personal social media management by the marketing team and a quick response to the problems in technology and the bike sharing stations, the reputation of the project did not suffer too much and with time it even improved.

GP 28 EdTWINL (Education Twinning): multicultural marketing as a tool for sharing the knowledge and best practises in international environment

1. Author contact information		
Name	**Martin Hudak**	
Email	martin.hudak@erachair.uniza.sk	
Telephone	+421 915 179 443	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Austria
	Region	Vienna region
	City	Vienna
Main institution in charge	The European Office of the Vienna Board of Education	
3. Good practice general information		
Title of the practice	EdTWINL (Education Twinning): multicultural marketing as a tool for sharing the knowledge and best practises in international environment	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	Bratislava
4. Detailed description		
Short summary of the practice	Promotion of multicultural marketing to create a new collaborations and international ties and to open up new opportunities for learning abroad.	
Public or private driven	The project is driven by the cooperation of multiple public institutions.	

Detailed information on the practice	The goal of the practice was to prepare the students and teachers for a complete European life in their region by promoting and communicating both the cultural uniqueness of the countries in the region and their common traits. This represents the key principle of multicultural marketing. The goal has been approached by the special curriculum on schools by special trainings for the teachers, by organizing special multicultural events and providing possibilities for multicultural visits and information exchange. To enable the students and teachers to effectively communicate and take advantage of the given possibilities' language courses were established. Activities were aimed to cross the international boundaries, improve the learning potential of the students and to connect the cultures and create a single central European identity. To make the practice even more enriching for the participants and to enrich the education for both students and teachers, many workshops, project days, conferences and learning literatures were provided. To prepare students for their work life, internationals internships were provided.
Elements of innovation	The education in central Europe and especially in Slovakia can be very rigid and old-fashioned. That is the reason why practices like this one are clearly seen as innovative by the local education community. Using multicultural marketing to promote the other culture and create interest in schools, teachers and student is not an easy task and needs a very creative and innovative approach. Also, the idea of connecting school with internship abroad is certainly not standard in Slovakia.
Regulatory framework	Act No. 101/1963 coll., The international trade code Act No. 545/2010 coll., about providing subsidies in the area of the Ministry of foreign affairs of Slovak republic
Resources needed	The overall budget of the project was: 677,730.00€ (European Union funding: EUR 576.070,00)
Timescale (start/end date)	May 2008 – December 2011
Further information	https://edtwin.ssr-wien.at/index.php/de/ https://www.keep.eu/project/15120/edtwin-education-twinning-for-european-citizenship-heading-for-excellence-in-the-centrope-region?fbclid=IwAR1xTfA9s9S1yuwMHTyb_mGTjMJgMLdo-efiVDbsxp8D-zyqR7kYtoE4W54 https://www.sk-at.eu/sk/#!periode-2007-2013/r9qxv
Keywords related to your practice	Multicultural education, multicultural marketing, event marketing.
Upload image (optional)	
5. Results achieved and problems encountered	

Evidence of success (results achieved)	The utilization of international and multicultural marketing and its aspects led to the creation of many collaborative relationships and collaborations. The communication of the desired message went without large problems and addressed the right segment. The desired outcomes of the practice were reached. The desired marketing goal was also reached by organizing campaigns, stand-ups and actions both in Vienna and Bratislava. The success of the learning literature, workshops, learning courses and conferences also indicates the results of the practice.
Externalities	When we look away from the contributions to the originally desired areas like education, international collaboration and multicultural understanding and cohesions, there are some other benefits. The funds provided to schools and the skills and knowledge learned from the colleagues abroad trickled down to other areas of schools and student's lives. This help both the financial situation of participating schools and the learning potential of students. Introducing and promoting Slovak culture in other countries may bring a new visitors and travellers into Slovak republic and in such way to increase the tourism.
Level of citizens' and stakeholders' engagement	The public institutions like the Bratislava self-governing region were providing the funding and the guidelines for the practice. The participating schools were the main place where the practice was actually implemented. The students mostly acted as users but could become more active by providing feedback and taking the internships. Businesses providing the internships also represented an important stakeholder segment along with the parents and other members of the public.
6. Analysis of transferability	
Potential for learning or transfer	The main idea of the practice that is being promoted to all the stakeholders is that to successfully create a European or central European identity, an active meeting between the cultures with positive experiences must be encouraged. When done right, this process can be achieved with relatively small costs in border region and create a positive synergy for the whole central European region. The practice shows how the right multicultural cooperation can be created by combining the multicultural aspect with other aspects such as education, language skills or bringing real working experience for students.
Prerequisites for the adoption/implementation of the GP	The necessary prerequisites for a successful implementation of practice like this are: - willingness to cooperate from all the stakeholders, - communication competencies, - strategic competencies, - social competencies, - sufficient knowledge of the targeted topic, - historic and social relationships between countries, regions and stakeholders - Competent marketing team capable of promoting the idea of multicultural cooperation and to reach the desired segment.
Challenges encountered and tips for a successful adoption	The right selection of the main players in the practise and then the additional stakeholder is a key component of success. Especially when the international and multicultural component is present. This idea taken from the practice is universal and can be clearly applied also to the area od mobility. All the potential stakeholders who can be beneficial must be

	considered in the planning stage and be incorporated into the strategy. Then the promotion and marketing activities must efficiently target the desired segment and persuade it about the desired idea. The creation of tangible list of activities that is constantly being checked a potentially updated based on the feedback is also crucial for the overall success.

GP 29 Silver Economy: creation of cross-border cooperation

1. Author contact information		
Name	**Eva Malichova**	
Email	eva.malichova@fri.uniza.sk	
Telephone	+421 910 923 471	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Hungary
	Region	Central Transdanubia
	City	Tatabánya
Main institution in charge	Rába-Duna-Vág Korlátolt Felelősségű Európai Területi Társulás	
3. Good practice general information		
Title of the practice	Silver Economy: creation of cross-border cooperation	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	Senec
4. Detailed description		

Short summary of the practice	The practice aimed to create an effective cross border cooperation in order to bring new possibilities to citizens above fifty years old.
Public or private driven	The practice is driven by cooperation of several non-profit organizations closely tied to public institutions of regional governance.
Detailed information on the practice	The citizens above fifty years old are often overlooked, even though their share of overall population keeps growing. This is the problem that the studied practice is trying to address. The growing older generation represents a very big opportunity bot as a customer base and also as potential working force. The practice tries to seize the opportunity in the region located close to the border between Slovakia and Hungary. The practice can be divided into two parts. First part focuses on attracting businesses or organizations that produce products or services to people above the age of 50 and operate in border counties. Benefits such as new market and free marketing tool, B2C surface, where they can exhibit products, labour market tool, possibility to be an exhibitor on an organized professional fair free of charge, printing and spreading a paper based product catalogue and other were provided for the companies involved in the project. The exhibit put together the local companies from both countries who created the substance and local older population who were the visitors. The second part is aimed at educating people above the age 50. The courses tried to enrich the life of citizens by teaching them languages, technology skills or other skills important for job hunting. To promote the project, right marketing channels must be chosen. The practice chose more standard and conventional communication tools. The decision can be easily justified by the target audience. Some of the promotion tools include an exhibit, articles in local media and official municipality communication channels. The project's actions with the biggest promotion were the exhibit and educational courses.
Elements of innovation	The project is special in innovative in bringing together two nations and stakeholders from public, private and non-profit sector all at once. It uses the close ties of the citizens of both countries in the targeted region to achieve both economic and social benefits. It ties to enrich bot areas in a sustainable way and thus help the region. The idea of international exhibit is also quite innovative for Slovakia. Especially when the audience is the older generation.
Regulatory framework	The regulatory references applying in the context of the practice include: Act No. 528/2008 coll. on the Help and support provided by EU funds Act No. 539/2008 coll. on the Support of the Regional Development as amended Act No 250/2007 Coll., Consumer Protection Act
Resources needed	The total budget of the project was 334,236.80 €.
Timescale (start/end date)	September 2017 – April 2019
Further information	http://skhu-silver.cic.kva.hu//#/about
Keywords related to your practice	Silver generation, cross-border development, silver economy

Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Over 120 companies took part in the exhibit, seeing it as an excellent way to gain new and free marketing tool and also potentially hire new employees. The vast number of local companies that decided to be a part of the project can be clearly seen as one of the most important results. Since one of the main goals was to bring together companies from both countries and citizens above fifty years old, the interest from both groups shows significant potential. The number of participants in the educational courses can also be seen as promising.
Externalities	The better integration of silver generation into the economic and social aspects of the region can help promote a better and more sustainable development of countries on both sides of Danube. Introducing Slovak companies to the Hungarian market and vice versa brings advantages to the targeted group but also potentially to other generations.
Level of citizens' and stakeholders' engagement	Both the companies and addressed members of silver generations were the important active participants in the project. While some citizens only gathering the information and visiting the exhibit can be seen as passive users, the others partaking on the provided learning courses and subsequently using the skill in job communication with the companies can most definitely be seen as active actors. They also became active by providing feedback for improvement to the project and companies.
6. Analysis of transferability	
Potential for learning or transfer	The practice comes with a very unique proposal to achieve more sustainable economic and social development in any region. The practice is also very special in the selection of two main target groups: the silver generation and the local companies both provide important resources for one another and together they can help the economy grow. This growth can then be subsequently seen and utilized by all age categories in the region. The introduction of the companies into the other country can also help the innovation capacity of the region and the region's business competitiveness. The right selection of more traditional marketing channels is also important for reaching this very particular segments.
Prerequisites for the adoption/implementation of the GP	The most important prerequisites for implementation of international projects trying to bring citizens and companies of two or more countries together are demographic and historic. Because of the historical development, the citizens near the Slovak-Hungarian border are well acquainted and mixed. More than 10% of Slovak citizens near the border identify as Hungarian. The knowledge of the other country's language is also quite extensive. All these factors significantly improve the chances of a project trying to bring people and companies from two countries together.
Challenges encountered and tips for a successful adoption	The generation of people above fifty is very often overlooked. Even though its share of the total population is rapidly grooving and will continue to grow. When bringing the question to mobility and thinking about, i.e. implementing new technology trends into the mobility planning, it is necessary to take into considerations all the groups of people that the changes will influence. The presented practice shows

	one of the possible ways of how to reach the silver generation. This could be used to promote the most important changes for them also in the field of mobility.

GP 30 SacraVelo: Combination of two different aspects in one product to attract a broader group of people

1. Author contact information		
Name	**Ghadir Pourhashem**	
Email	ghadir.pourhashem@erachair.uniza.sk	
Telephone	+421 905 181 590	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Hungary
	Region	Győr-Moson-Sopron County
	City	Győr
Main institution in charge	Self-Government of Győr-Moson-Sopron County	
3. Good practice general information		
Title of the practice	SacraVelo: Combination of two different aspects in one product to attract a broader group of people	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	
4. Detailed description		

Short summary of the practice	The practice aims at promoting the active transport and the sacral tourism by combining them to a single product. The aim is to reach a wider range of users at local, regional and international (cross-border) level
Public or private driven	The practice was driven by the cooperation of several public bodies within the region.
Detailed information on the practice	Nowadays, many people spend their free time in an active way. People consider cycling as a form of transport where they can relax and also discover new places in their region. The practice aims to create added value for users of cycling routes, by introducing sacral tourism to the cycling routes, which can contribute to increasing their interest in active transport. In most cases, cycling routes are connected with the natural beauties of the region. In this practice the added value is created by adding sacral tourism to the concept of active transport in the cross-border region. People can visit pilgrimage sites during their trips, enjoy rich cultural heritage of the Hungarian-Slovak border region and combine this experience with the beauties of the natural environment and an active leisure time activity. The concept is perceived as an undercover marketing tool to increase the use of the bike routes. The new combined "product" has been promoted by traditional communication tools (i.e. information tables with maps, brochures in different languages, events) and modern ones (i.e. mobile app, website). The nature of the project makes it targeted at cyclists, people with religious values or people admiring the sacral heritage. The stakeholders and beneficiaries of the practice include the bodies of local public administration, people living in the region enjoying cycling, tourists, and the members of the Church.
Elements of innovation	The practice bears an element of innovation in the created concept that links active relaxation in the form of cycling with the sites of sacral heritage and pilgrimage sites. In the majority of cases, the previous concepts of cycling routes were rather focused on the natural beauties, traffic infrastructure or cultural sites.
Regulatory framework	The regulatory references applying in the context of the practice include: Act No. 543/2002 coll. on the Protection of Nature and Country as amended Act No. 50/1976 coll. on Land-use Planning and Building Order as amended Act No. 539/2008 coll. on the Support of the Regional Development as amended Act No. 91/2010 on the Support of Tourism as amended Act No. 56/2012 on the Road Transport as amended EU Cycling Strategy
Resources needed	No information is available for the cost of the communication actions. In terms of infrastructure needed for the creation of the new "combined" product, the cost is estimated to approximately 2,8 million for building new parts of cycling infrastructure (new parts of the routes, resting places, camps).
Timescale (start/end date)	November 2017 – October 2019

Further information	https://www.keep.eu/project/18701/network-of-cross-border-bicycle-pilgrim-routes-in-the-danube-area
Keywords related to your practice	Sacral tourism, active transport, Improving transport connections
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The practice is seen as successful since it improves the cross-border integration in the specific region. The improvement of the integration is related to economic, touristic, human, traffic as well as environmental aspect. The project is perceived positively by the engaged representatives of local government. The project included one of the affected stakeholder groups – members of the Churches.
Externalities	The representatives of local governments emphase the project help for the support of further cooperation of smaller regions and the positive impact on the culture, sport, ecotourism, and healthier lifestyle of citizens.
Level of citizens' and stakeholders' engagement	The members of the Churches, as stakeholders, were engaged in the project. They were consulted to cooperate during the selection of sacral sites and objects, and the preparation of information materials. The engagement of the stakeholders in this case improves the chances of acceptance of the project and supports the project's promotion via the members of the Churches.
6. Analysis of transferability	
Potential for learning or transfer	The particular aspects considered as interesting and suitable for replication within different, specific conditions include the creation of a unique, novel combination of several aspects in one solution. In this case it was the combination of cycling as a recreational activity, leading to healthier lifestyle as well as to the protection of the natural environment, with valuable pieces of local sacral heritage. The potential for transfer of this practice is in its applicability to numerous other aspects, values that are usually being approached separately, but that can work well together to create synergy in their effects. Another well-transferable point is the building upon previously realized projects and solutions. Developing and broadening the previous successful solutions and adding new values leads to higher utilisation of individual parts.
Prerequisites for the adoption/implementation of the GP	The prerequisite for the adoption of this practice is existing and developed cooperation of the stakeholder groups engaged (in this case the cooperation of different local governments and the cooperation of local governments with the members of the Churches).
Challenges encountered and tips for a successful adoption	To make the practice be adopted successfully, the resulting solution needs to be appealing to several groups of citizens (in this case the solution intrigues the people enjoying cycling as a recreational activity or as an ecologic way of transport, people admiring sacral as well as natural heritage of the region). This way a broader audience is interested in the solution which makes it better utilised and more effective.

GP 31 Promotion of the implementation of new unified tariff system

1. Author contact information		
Name	**Ghadir Pourhashem**	
Email	ghadir.pourhashem@erachair.uniza.sk	
Telephone	+421 905 181 590	
Your organisation		
Country	Slovakia	
Region	Bratislava self-governing region	
City	Žilina	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Slovakia
	Region	Bratislava region
	City	Bratislava
Main institution in charge	Self-Governing Region of Bratislava	
3. Good practice general information		
Title of the practice	Promotion of the implementation of new unified tariff system	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	Bratislava
4. Detailed description		
Short summary of the practice	The main objective of the practice was to promote the improved tariff system which has been implemented in the city of Bratislava and should lead to gradual increase in the number of passengers in the means of public transport in the Bratislava region.	
Public or private driven	Public driven effort.	

Detailed information on the practice	The project was realized for the regional and city public transport in the Bratislava region, therefore the main marketing objectives were as follows: - sufficient promotion of the project among the broad public; - provision of positive acceptance of the changes; - suitable utilisation of advertisement for the support of the purpose. The main marketing channel in this practice was in the form of online articles published on several different websites, which were promoting the new unified tariff system. Content of the communicated message (marketing communication): New card readers and marking devices for the one-time tickets will enable, in cooperation with the existing board computers, gaining data needed for the accounting of the revenues and optimal modelling of transport outputs in the region. The devices also enable visual and acoustic marking of the one-time ticket as well as evaluation of the validity of earlier purchased electronic tickets. The main idea of the promotion (advertisement): Increasing the number of passengers who can easily buy one ticket for all the types of public transport in the region.
Elements of innovation	Technical aspects, digitisation in transport
Regulatory framework	Act n. 56/2012 Coll. on road transport Act n. 377/1990 Coll. on the capital city in the Slovak Republic
Resources needed	No information is available for the cost of the promotional actions. The tariff system itself costed around 400k euros.
Timescale (start/end date)	05/2011 - 03/2012
Further information	https://www.bratislavaregion.eu/sk/stranka/92/realizovane-projekty http://www.region-bsk.sk/clanok/integrovany-dopravny-system-v-bratislavskom-kraji-je-opat-o-krok-blizsie-k-realite-913146.aspx https://www.partnerskadohoda.gov.sk/nove-oznacovace-vo-verejnej-doprave-a-na-zeleznici-zvysili-komfort-cestovania-verejnosti/
Keywords related to your practice	Communication with the public, public relation, citizens' feedback, public transport.
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The realization of the project as well as its promotion brought: - improvement of the tariff system of the carrier, - creation of a prerequisite for unified tariff system at all the providers of transport in the Bratislava region, - increase in the competitiveness and attractiveness of public transport in relation to individual car transport, - increase in the number of passengers in the improved public transport, - increase in the revenues of the carriers. Estimated benefits of a suitably set marketing communication: - increased comfort of the transport,

	- increase of the number of passengers in the public transport, - the instalment of the new system will decrease the operating costs, - provision of higher level of financial sustainability, - possibility of using one ticket gradually in all types of transport in the Bratislava region.
Externalities	Thanks to the promotion of this unified transport system in Bratislava it is possible to attract more visitors coming to the city, especially from countries as Austria, Hungary or Czech Republic. Another side effect is that after the increase of passengers using the public transport should the number of travellers using cars be decreasing and it will have less impact on environment.
Level of citizens' and stakeholders' engagement	Stakeholder involved in the practice are: - operator (active actors) - drivers (active actors) - Bratislava region (active actors) - public (users)
6. Analysis of transferability	
Potential for learning or transfer	The same approach of marketing strategy could be used for other similar projects. For example, it happened in the project which was executed for the Railways of Slovak Republic. It was the case of purchasing and installing the devices for marking one-time tickets and ticket machines at the platforms of railway stations and stops. The future plans include the possibility of using once purchased ticket in all means of transport within the existing operators in Bratislava region. This includes: - establishment of unified tariff system at the operators operating in Bratislava region, - establishment of unified tariff system BID at the administrator of the railway infrastructure – Railways of Slovak Republic.
Prerequisites for the adoption/implementation of the GP	Necessary knowledge: - technological knowledge, - marketing knowledge – setting the communication with the public, - presentation skills, - diplomacy - reputation management knowledge.
Challenges encountered and tips for a successful adoption	It is substantial to have: - suitable marketing communication, - carefully picked content of the message being communicated, - interconnection of marketing objectives with the objectives of other fields, - application of the project management principles.

GP 32 Creation of a unified image of tourist destination

1. Author contact information	
Name	**Ghadir Pourhashem**
Email	ghadir.pourhashem@erachair.uniza.sk
Telephone	+421 905 181 590
Your organisation	
Country	Slovakia
Region	Bratislava self-governing region
City	Žilina

2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Slovakia
	Region	Self-governing region of Banská Bystrica
	City	Banská Bystrica
Main institution in charge	Ekonómia, o. z.	
3. Good practice general information		
Title of the practice	Creation of a unified image of tourist destination	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Slovakia
	Region	Bratislava self-governing region
	City	
4. Detailed description		
Short summary of the practice	The practice focuses on a creation of unified image of cross-border destination providing services in the field of tourism, culture, relaxation and sport in the area along the river Small Danube.	
Public or private driven	The practice was driven by the cooperation of several public bodies within the region.	

Detailed information on the practice	The good practice is related to the area of the Small Danube, which has the conditions for the development of tourism, but it does not have a unified image. It is not being presented as one whole, the current situation in the supply and demand in tourism was not analysed. This represented the problem. Via analyses (SWOT, analysis of competitiveness) and questionnaire survey focused on visitors' satisfaction and motivation, it was possible to identify the uniqueness of the area, which was incorporated in the design of the vision and objectives. Specific objectives: (1) Create conditions for sustainable development of tourism in the destination, (2) Provide the building of cycling routes, additional infrastructure and improve the orientation on cyclists in the area with the connection to main centres of local services, (3) Specify suitable cycling routes, provide additional infrastructure and labelling, (4) Provide coordination of activities of the stakeholder groups during the implementation of the strategy, (5) Create conditions for the development of cross-border cooperation with Hungary, (6) Provide effective marketing of the destination towards the targeted markets. The objectives from the perspective of marketing were fulfilled via the marketing strategy. The overall concept of the marketing strategy as a starting point for marketing activities includes the formulation of goals and of ways for their attainment. The strategy has three main parts: (1) determination of the target markets, (2) product lines, (3) distribution and communication strategy. To create community, events, like collecting garbage from the water and the shore of the small Danube, were organized. People could also participate in competition to win an e-bike. They were asked to send a photo from some place on the small Danube. Also other events were organized as well, e.g. Solstice on the Danube and paddling marathon, workshops, conferences and summer camps.
Elements of innovation	The innovative elements include the unified image of destination for the support of tourism in the selected destination in Slovakia; aspects of marketing communication with the use of online elements in the promotion of the natural environment; implementation which includes all the stakeholders as well as the cross-border cooperation; coordinated development of the area following the interests of all the stakeholders.
Regulatory framework	Connection to the strategy: of the development of tourism until 2020; cycling transport and cycling tourism in the Slovak republic; tourism in the Bratislava self-governing region until 2020; tourism in the area of the Trnava self-governing region 2008 – 2013; cycling routes and cycling transport in the Trnava self-governing region 2018 – 2022. Other documents: Strategic and marketing plan for the development of tourism in the Nitra self-governing region 2014 – 2020, TRANSDANUBE, The concept of the territorial development of the cycling routes in the Bratislava self-governing region. **Act. N. 91/2010 coll. on the support of tourism**
Resources needed	The Danube fund identifies and coordinates financial, human and other available resources enabling the attainment of the objectives of the Danube Fund Charter (www.dunajskyfond.sk); regional resources for the support of tourism; resources of business entities in the area; public

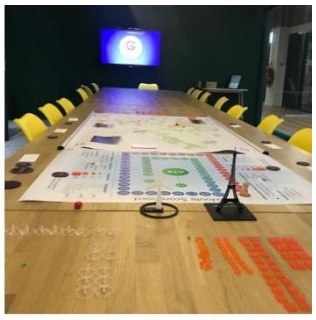
	resources; the creation of the coordination committee (10 persons). The budget of the project is 2,863,279.37 EUR.
Timescale (start/end date)	2018 – 2020
Further information	The strategy for the development and the marketing strategy for the touristic destination of the Small Danube is a part of the project Discover the Small and Moson Danube by bike and boat.
Keywords related to your practice	strategy, development, tourism, marketing, marketing strategy
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The determination of the target markets was based on interests and requirements of visitors. Subsequently, 2 products' topics were identified – bike and boat. In each topic, product lines were defined (bike – water mills, history, aqua & thermal, flora & fauna, boat – flora & fauna, active, relax) and linked to target segments. In the part focused on distribution and communication the most important tools were identified according to target segments. The chosen tools are website of destination with recommender system, websites of stakeholders, social media – Facebook, Pinterest, trip advisor, Instagram, twitter, YouTube, mobile marketing, exhibitions and fairs. The practice implemented and effective marketing of the destination (towards the target markets), creating, eventually, a brand of the destination – Danube islands – which became highly recognizable. As a result: • Citizens benefit from the provision of touristic services • Sustainable development of the area is achieved • Services for the customers are improved (i.e. online transactions)
Externalities	Via the development of cyclo-tourism, the project also affects the mobility of local citizens; the development of recreational, ecologic, cultural – educational, and sport tourism is supported (cycling and water tourism). The project supports: the protection of nature and water sources (rare species in the protected area of Dunajské luhy), health of the citizens (cycling, water tourism, sport), education in the field of nature protection, cross-border cooperation (destination of Szigetköz in Hungary), cultural activities (organization of events).
Level of citizens' and stakeholders' engagement	Interconnection of destination management and marketing within the development of tourism in the area intersecting with three different self-governing regions and, at the same time, is a subject of nature protection and water sources protection. Therefore, there are three self-governments participating (active actors), together with nature protection organizations (active actors) as well as business entities

	(active actors), tourists (users), and the citizen living in the area (active actors, users). This points out to the necessity of creating a coordination committee. Support of local citizens – provision of touristic services and accompanying services.
6. Analysis of transferability	
Potential for learning or transfer	A detailed analysis and proposals with the connection to the stakeholders identified could be considered as key elements of success. The area belongs under multiple administration bodies – coordination mechanism for the implementation of the marketing strategy. The main aspects that could be adjusted for similar conditions are related to the elements of the marketing strategy: - the created unified image for the different categories in transport (e.g. public transport – unified image for public transport modes), - identification of target markets and orientation on them, - website – requirements for the design according to the phases of purchasing behaviour, easily remembered domain, optimisation (SEO) for the internet browsers, inclusion of recommender system, - using social networks according to the phases of the purchasing behaviour, content with the same topic – „#“, and paying for advertising on them - integrated booking system, - blogs, microblogs, video blogs - gathering the customers' opinions – review sites, - mobile apps and QR codes, addition of games to the mobile app (gamification), - tourism information offices, - visiting fairs and exhibitions.
Prerequisites for the adoption/implementation of the GP	The necessary prerequisites are the knowledge, skills and experience in the field of designing and implementation of marketing strategy. The individual activities need to be planned within the set period and then the focus needs to be put on their achievement – application of the principles of project management. The key is the coordination of individual activities, since many stakeholders participate in the project. Therefore, it is necessary to build an able, qualified and responsible coordination committee. Experience with diplomacy and international relations – cooperation with Hungary. Acquisition of funds is a very complicated process in this case, but it is a fundamental step for the whole project.
Challenges encountered and tips for a successful adoption	Especially the cyclo-tourism and water tourism are related to mobility – creators of the project revealed which type of transport is specific for the studied area and they decided to focus on it. Communication with the stakeholders is substantial, which enables understanding and presentation of the benefits for each entity separately. Communication is the most vital process and it should be continuous, being performed during each project's phase. The individual participants engaged in the project should put an emphasis on this process so that no unnecessary misunderstandings and mistakes occur.

GPs coming from North - Limburg Region

GP 33 Energy transition game

1. Author contact information		
Name	**Lieke Potten**	
Email	l.potten@venlo.nl	
Telephone	06-18760685	
Your organisation		
Country	The Netherlands	
Region	North- Limburg	
City	Venlo	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	Energy transition game	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	The Netherlands
	Region	North- Limburg
	City	Venlo
4. Detailed description		
Short summary of the practice	The Energy transition game is a game played on a map – searching for potential locations for windmills and solar fields - that guides an informal discussion about the energy transition in a municipal level.	
Public or private driven	The initiative is from a private partner named “Driven by Values”. Together with the municipality of Venlo they develop a custom-made game.	
Detailed information on the practice	The region North- Limburg is working on a “Regional Energy Strategy”. Part of this strategy is to define potential areas for wind and solar energy. In the process to define these areas, participation from local council and stakeholders is necessary to get support for the realisation of your plans for wind and solar energy projects.	

	This game enables players to start with an open map and discus about the potential location for windmills and solar fields. The game starts with the assignment that each player has on generating renewable energy. Then players start together around the map with some scale made windmills and solar fields. Every participant can put a windmill or a solar field on the map and motivate his/her choice for the location. The map shows also the distribution stations from the energy supplier, the zones which are not able to put windmills or solar fields by legal requirements. This means that this game gives a good view on the potential areas for wind and solar energy. And by playing the game each participant gets a good overview from the opinions of the other participants (local council, energy cooperation's, energy suppliers, farmers, industry, citizens and other environmental organisations). This information gives the opportunity to work with stakeholders on a common view on the potential areas for wind and solar energy, which, afterwards can be translated into policy for wind and solar energy projects.
Elements of innovation	Gamification of the policy making process.
Regulatory framework	N.A.
Resources needed	App. €5.000 to develop the specific game for the municipality.
Timescale (start/end date)	September 2019- November 2019
Further information	https://www.drivenbyvalues.nl/project/climate-chase-game-de-awareness-game-voor-de-ruimtelijke-impact-van-de-energietransitie/
Keywords related to your practice	Gaming; gamification; co-planning;
Upload image (optional)	
5. Results achieved and problems encountered	

Evidence of success (results achieved)	The game has been played several times in the Municipality of Venlo, reaching in total around 50 stakeholders. It is very important that stakeholders are a part of the process to come to policy for wind and solar energy. This game enables an informal discussion on the possibilities, which later can be used in the formal policy making process. The game is based on real facts, so it gives the opportunities to create game situations which is very close to the real situation.
Externalities	Venlo created awareness among its stakeholders, but also gave inhabitants insight into the task of the municipality in the context of climate. Awareness of the climate challenges has certainly grown, thus making the conversation over the subject easier. There is also more understanding for solutions, which are often very far-reaching.
Level of citizens' and stakeholders' engagement	In this game the stakeholders are active users. We invited them to play with us. And together with them we are able to specify the game for the next time.
6. Analysis of transferability	
Potential for learning or transfer	These types of games are used by different municipalities in the Netherlands to prioritize the formulation of policy on wind and solar energy.
Prerequisites for the adoption/implementation of the GP	- A good map with familiar legal requirements - Scale made windmills and solar fields
Challenges encountered and tips for a successful adoption	- Start with a good introduction on what you understand by energy transition and what the possibilities are in your municipality. - Take enough time to play the game. - Make a good summary of the decision making process during the game.

GP 34 Trendsportal card game

1. Author contact information	
Name	**Schepers Dieter**
Email	d.schepers@venlo.nl
Telephone	06-55325627
Your organisation	
Country	The Netherlands
Region	North-Limburg
City	Venlo
2. Organisation in charge of the good practice	

Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	Trendsportal card game	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	The Netherlands
	Region	North- Limburg
	City	Venlo
4. Detailed description		
Short summary of the practice	Card game to specify the main goals for the Sustainable Urban Mobility Plan (SUMP) of the Municipality of Venlo.	
Public or private driven	Public body	
Detailed information on the practice	The Municipality of Venlo has composed 26 goals for its SUMP, in the process together with the stakeholders. To prioritize these goals, the municipality created this game with all the 26 goals on a separate card. The attendees must select 8 of the 26 cards they think that were the most important for the region/city and they must write down their substantiation at the back of the card with also a measurement or opportunity to reach this goal. There are also a green and red card for the goal that players think is the most important or the most undesirable. Furthermore, there is a Joker card (what have we missed) and a “talk further” card where the participants can leave their contact details, so that the municipality can contact for a meeting. Each game session starts with showing the animation movie about Venlo’s SUMP Vision: https://youtu.be/aRjXtyso61M. Afterwards, the game starts (of course with a short intro and explanation of the 26 goals). When everyone has made his/her selection the game master collects the cards, puts them on big main boards and starts the discussion about the notable results (why are some goals chosen by lots of players or why is a green or red card).	

	At the end, a good overview of the goals that the stakeholders value as the most important one is provided (along with the measurements/ opportunities they see).
Elements of innovation	Gamification of the policy making process
Regulatory framework	n.a.
Resources needed	App. € 1500,- to develop the specific card game
Timescale (start/end date)	December 2018 – February 2019
Further information	
Keywords related to your practice	stakeholders' engagement; gaming; gamification; co-planning; co-creation; SUMP vision;
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The game helped a lot in the smooth running of the SUMP decision-making process in the Municipality of Venlo. In total, around 100-150 stakeholders participated in the game. During the game sessions held, the goal "support the environment and energy transition" got the most attention, so this confirms that the stakeholders think this should be the most important subject in the municipal mobility policy.
Externalities	By involving the stakeholders in determining the priorities, a lot of support has been created to make financing available for mobility projects within other disciplines as well.
Level of citizens' and stakeholders' engagement	This GP is completely based on engagement and co-creation. Stakeholders' participating included: • staff members of the Municipality • entrepreneurs • citizens • teachers/pupils/students • cyclists' • people with disabilities • members of the town council
6. Analysis of transferability	
Potential for learning or transfer	The game has been used in several municipalities to prioritize the formulation of new policies. It is easily accessible and understandable for every individual and can be easily adopted by other authorities for co-planning.
Prerequisites for the adoption/implementation of the GP	For the successful adoption of the practice it is recommended to have: • clear simple cards • already a vision of the future in which priorities must / can be made • extensive network of stakeholders with input from all critical sectors
Challenges encountered and tips for a successful adoption	It is important to provide enough time to discuss the results of the game with the participants

GP 35 Cargobike Trendsportal – Competition

1. Author contact information		
Name	**Schepers Dieter**	
Email	d.schepers@venlo.nl	
Telephone	06-55325627	
Your organisation		
Country	The Netherlands	
Region	North-Limburg	
City	Venlo	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
3. Good practice general information		
Title of the practice	Cargobike Trendsportal – Competition	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	The Netherlands
	Region	North- Limburg
	City	Venlo
4. Detailed description		
Short summary of the practice	Competition with an electric cargo bike to create attention and involvement in policy making	
Public or private driven	Public body (Municipality of Venlo)	

Detailed information on the practice	The Municipality of Venlo purchased an electric cargo bike and have it labelled in the Trendsportal house style. This electric cargo bike was then used during the entire policy-making process to create attention and involvement with the citizens so that a first contact moment was created. The municipality discussed mobility issues with people in various ways and how they could make their own mobility more sustainable (for example by using the bicycle more often). People were invited to take a picture of themselves by bicycle and share it on social media with the remark how they envision mobility in the region in 2040. This generated traffic on social media, so the awareness grew and the municipality was able to reach and inform more people about Trendsportal. At the end of the policy-making process the municipality awarded the bike among the participants of the photo contest.
Elements of innovation	Use a competition to reduce the communication gap between the municipality and the target group and to start a conversation on mobility in an attractive way
Regulatory framework	N/A
Resources needed	App. € 5000,- to buy the (electric) cargo bike
Timescale (start/end date)	2017 – 2019
Further information	
Keywords related to your practice	contest; co-planning; sustainable mobility
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Thanks to this promotion, at least 400 people have provided more input for the Sustainable Urban Mobility Plan of the municipality.
Externalities	n.a.
Level of citizens' and stakeholders' engagement	Very high, this was the most effective way to activate the stakeholders and citizens to deliver input.
6. Analysis of transferability	
Potential for learning or transfer	The practice can be easily adopted by other regions/ cities, as it generates great results in citizens' engagement with a small investment.
Prerequisites for the adoption/implementation of the GP	For the successful adoption of the practice it is recommended to have: • an attractive incentive • many moments and events to make physical contact • time to have the conversation

	• keep up the social media • follow up from first contact moment
Challenges encountered and tips for a successful adoption	Keep the first contact moment simple and accessible

GPs coming from State of Hessen

GP 36 Active Mobility Check for Municipalities in Hessen

1. Author contact information		
Name	**Jens Vogel, Simone Fedderke, Nils Böttge**	
Email	sump@fz-num.htai.de	
Telephone	+49 69 8700 433 62	
Your organisation		
Country	Germany	
Region	Hessen	
City	Frankfurt am Main	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Wiesbaden
Main institution in charge	Ministry of Economics, Energy, Transport and Housing, State of Hessen AGNH office Kaiser-Friedrich-Ring 75 65185 Wiesbaden Germany agnh@wirtschaft.hessen.de	
3. Good practice general information		
Title of the practice	Active Mobility Check for Municipalities in Hessen	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	

4. Detailed description	
Short summary of the practice	The Active Mobility Check (AMC) is a marketing tool to promote a better environment for active mobility in municipalities. It combines different marketing techniques for awareness raising among stakeholders and creating a culture of walking and cycling in an urban community with an efficient, short and participatory planning process. All stages of the AMC are targeted towards a strong public perception.
Public or private driven	The practice is publicly driven by the organisation AGNH, a partnership to promote active mobility in Hessen. The partnership is carried by the Hessian Ministry of Economics, Energy, Transport and Housing based on the Integrated Climate Protection Plan Hessen 2025 and the Hessen Mobility Strategy 2035 Members are stakeholders in active mobility such as municipalities, universities and transport authorities and other associations and organisations.
Detailed information on the practice	The Check is embedded in a structured, standardised six-month integrated and participatory process with standardised tools to safeguard both efficiency and comparable quality of results. In all stages the involvement of politicians, administration, experts and local stakeholders are required, e.g. • Local parliament has to agree to start AMC process to acquire funding • Public is informed about funding, input is being asked from administration, organisations, institutions, political parties etc. • Politicians and administration work together in workshops where they discuss the status-quo and possible measures for improving active mobility (depending on the local situation, also associations, organisations and selected citizens can be involved) • During city walks the explore the municipality together and are visible for citizens • As a result, the action plan comprises of a few, but significant measures only which are developed according to their suitability but also to their communication potential for responsible politicians • The plan and the measures have to be agreed on by the local parliament in order to get funding for the measures • Accompanying public relations work (esp. Local press) throughout the whole process, at each major step Generally, the practice addresses the problem, that municipalities with a low financial potential often do not have the resources or knowledge to provide active mobility awareness raising and planning for their citizens. The tool was created to strengthen active mobility culture and planning on all municipal levels and provide the opportunity for political authorities to present outputs specifically in a media attentive way. The tool addresses the needs of diverse public bodies, from villages in rural areas to counties. The methodological framework is well structured and standardised, hence provides great flexibility in order to meet technical, organisational and spatial requirements. The check-up will provide results in different aspects such as infrastructure, strategic-organisational embedding of active mobility, connections between active mobility modes and public transport and is presented in an understandable and marketing-related approach. It is possible to either review all aspects of active mobility in a

	county/municipality/area or to focus on (a) certain aspect(s) such as walking, cycling and mobility for kids and young people, traffic safety, accessibility or design of public spaces.
Elements of innovation	• Combined marketing and planning instrument to support and inform about active mobility • standardised working process with clearly defined steps and timeline (6-9 months) from analysis towards an active mobility action plan, each step creating awareness among stakeholders • standardised tools, instruments and templates provided in a handbook (e.g. for process, tender documents, letters, analysis, workshops, action plan) • flexibility to adapt to different prerequisites, needs and requirements of municipalities (e.g. large/small, beginner/active mobility specialist, overview/specific problems) • different stakeholder in a municipality (baseline: administrational and political level) work together throughout the whole process • tailored and marketing-oriented action plan: short and medium-range measures and measures which gives local politicians the opportunity to communicate their work accordingly • the whole check-up process is being funded by the State of Hessen under its Active Mobility Funding Scheme • the implementation of measures defined action plan is also being funded under this scheme, additional funding schemes from federal level may also be used The instrument is comprehensively described in a handbook available for download and as printed version (in German).
Regulatory framework	Mobility planning in Germany is a municipal task. In general, setting up strategic mobility plans or concepts is voluntary. The State of Hessen actively supports active mobility with its active mobility law. This includes the AGNH partnership to promote active mobility, a comprehensive funding scheme as well as numerous standardised instruments and tools for high quality planning and promoting active mobility measures.
Resources needed	The different steps of the process are funded by state and federal level by up to 70 percent. The development of the planning framework is funded by the state-based funding scheme “active mobility”. Specific measures can be funded though several federal and state-based funding programs, which grant financial support of up to 70 percent.
Timescale (start/end date)	March 2018 - ongoing
Further information	www.nahmobil-hessen.de, /www.nahmobil-hessen.de/unterstuetzung/planen-und-bauen/nahmobilitaets-check/
Keywords related to your practice	Active mobility, municipality, cycling, walking, funding, mobility planning, participation

Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	• used by about 20 municipalities of different size and character, for different aims and objectives • extensive test phase including by 5 varying municipalities supported development of standardised instrument before being officially launched as funding scheme • used and supported by politicians of all political parties and levels: in all municipalities the topic of active mobility got set, politicians and administration often worked together on the same topic/in planning for the very first time, the parliaments agreed on the setting-up of the plane as well as on the final measures • Marketing, participation, planning and funding connected in one short process with clear result, measures are being incorporated into the municipalities' budgets • Tool is used by several mayors as a marketing instrument

	• three years of good experiences • Growing amount of municipal memberships in the AGNH partnership
Externalities	A good environment for active mobility isn't just an improvement of the attractiveness of public spaces, furthermore it improves the economic situation for local retailers, through higher pedestrian frequency. A better environment for active mobility can make an improvement for the health conditions in municipalities in general. Cleaner air and more exercise improve the health of all citizens. The direct impact of the funded measures on CO2-Emissions is difficult to quantify, nevertheless is active mobility key to sustainable mobility. Supporting cyclists and pedestrians means changing the modal split and reducing the trips made by individual motorised traffic modes.
Level of citizens' and stakeholders' engagement	The plan is elaborated in a standardised process. As mentioned above it is structured in 5 main working steps and 7 thematic focuses. Within the thematic focuses there are 7 working fields to be addressed. Communication, information, stakeholder identification and their cooperation are core aspects of those working fields. Within that proceeding citizens and stakeholders can participate and influence their public spaces and mobility opportunities actively.
6. Analysis of transferability	
Potential for learning or transfer	The Active Mobility Check tool has a universal layout and can thus be generally transferred to and applied in any other (European) municipality.
Prerequisites for the adoption/implementation of the GP	• translation of handbook and standard instruments to local language • adaption of tender documents to local (national) requirements • check of documents for including/adapting to specific local/national requirements and conditions
Challenges encountered and tips for a successful adoption	Mayors are key to success: incorporation of check-up process as well as defined measures into funding schemes

GP 37 School Bike Route Planner (internet/smartphone app)

1. Author contact information	
Name	**Jens Vogel, Simone Fedderke, Nils Böttge**
Email	sump@fz-num.htai.de
Telephone	+49 69 8700 433 62
Your organisation	
Country	Germany
Region	Hessen
City	Frankfurt am Main
2. Organisation in charge of the good practice	

Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Frankfurt am Main
Main institution in charge	ivm GmbH (Integriertes Verkehrs- und Mobilitätsmanagement Region Frankfurt RheinMain) Fachzentrum Schulisches Mobilitätsmanagement der AGNH Bessie-Coleman-Straße 7 60549 Frankfurt am Main Germany	
3. Good practice general information		
Title of the practice	School Bike Route Planner (internet/smartphone app)	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	
4. Detailed description		
Short summary of the practice	The School Bike Route Planner App has been developed as a communication tool to promote more and safer cycling to and from school. It has been designed for use at home or in school for teaching. As an easy entry instrument for mobility management in schools, it supports the development of the School Bike Network of Hessen in a participatory process with pupils and other stakeholders. It is also used as basis for the annual School Biking competition (Schulradeln) and for promoting complimentary awareness raising measures.	
Public or private driven	• developed and operated by ivm, a public institution of the Frankfurt RheinMain region to establish mobility and traffic management • part of “Better to School” programme of Centre of Competence for Mobility Management for Schools, under the roof of the AGNH active mobility partnership of Hessen	

Detailed information on the practice	The School Bike Route Planner App is a key communication instrument to foster bicycle use to school, to make it safer, reduce potential fear among pupils and especially parents, but also teachers. It can be used for teaching during lessons and at home to prepare for cycling to (a new) school. It aims in incorporating daily mobility behaviour and knowledge of pupils in the planning process of the dedicated school bike route network and thus gives insight in the field of traffic. General objectives of the planner also target the long-term perspective and should sustainably counteract the growing lack of physical exercise among pupils and encourage a healthier lifestyle in general. Hence, pupils become multipliers towards school staff and family in promoting cycling. The school bike route planner is based on a specifically developed and coordinated school bike route network. Originally focussed on secondary schools in the Frankfurt RhineMain region, it is currently being extended to the whole State of Hessen step-by-step. The network is open for all schools wanting to promote cycling for their pupils. The routable network is being developed by professional planners under intensive participation of pupils and stakeholders, and is published digitally as internet and smartphone app, integrated in the Hessen Bike Route Planner. The app is easy to use, works like other familiar routing apps, and provides not only information on the routes itself but also on points of interest such as exact location of schools as well as points with recommendations for best behaviour in complex situations in traffic. The results from the participatory planning process are not only used for compiling the routing network itself but also by the municipalities and other relevant authorities to adjust and further develop infrastructure planning. By discussing the results altogether in dedicated workshops (pupils, administration, politicians, police, schools etc.), quite often decisions on changing infrastructure or traffic management can be made right away, especially for low-cost and low-effort measures. It also fosters the implementation in current bicycle infrastructure planning.
Elements of innovation	• routes developed by professional planners together with pupils in school and all other relevant stakeholders in an intense, participatory and multi-level, hence compact process, with direct results for infrastructure planning and traffic management • first interactive tool to find best route to school rather than finding own route on an (old) paper map, suitable as communication tool for promoting cycling as well as teaching • development, operation and actualization in one hand as well as close cooperation with all municipalities ensures up-to date information in the planner in the long term (e.g. construction, new routing possibilities), ensures the continuing establishment as communication platform for many topics and campaigns around cycling to school
Regulatory framework	Not applicable. Pupils in Hessen are encouraged to bike to school starting year 4. The application is free-to-use. The networks are based on official networks from on and are agreed with municipalities an all relevant stakeholders. The participatory process of development and

	operation of the network is being fully funded by the "Better to School" programme of Centre of Competence for Mobility Management for Schools at ivm, under the roof of the AGNH active mobility partnership of Hessen.
Resources needed	• For schools and municipalities: no resources except time and personnel • From public side: for long-term project management, professional planners, development and operation • Main effort: participation (mainly with pupils), promotion (various communication channels)
Timescale (start/end date)	2012 - ongoing
Further information	https://www.schuelerradrouten.de/
Keywords related to your practice	mobility planning, active mobility planning, cycling, pupils, school mobility, traffic education
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	• covers the whole Frankfurt RhineMain region with a network of almost 4000 Kilometers connecting 240 secondary schools • currently being extended to cover whole Hessen step-by-step • routes had been drafted by support of planning professionals according to previously developed common quality criteria, before they were thoroughly checked and reworked by pupils during 110 school projects (developed according to age, school type and previous knowledge of the participating pupils) • outcome of 33 workshops (School Bike Route Supervisory Boards) caused immediate implementations of several infrastructure and traffic management measures, or adaption of measures planned for short and midterm realization • more awareness for bike use • bike users, less "parent taxis", with positive effect on the emission of carbon-dioxide, on performance in school and health • Installation of more and/or better-quality bike facilities at schools (racks, repair station
Externalities	None
Level of citizens' and stakeholders' engagement	In 33 successful, so called School Bike Route Supervisory Boards, representatives of pupils, schools, parents, local administration, police and politicians discussed and finalized the routes, ensuring a common agreement to the results and a high quality of planning. Moreover, the results of the whole process (e.g. to bike parking situation) were documented in school factsheets, enabling schools and municipalities to use them for future work (e.g. plans for better bike facilities).
6. Analysis of transferability	

Potential for learning or transfer	The School Bike Route Planner, especially the participatory process of developing and finalising the bike routes can be easily transferred to other municipalities or regions, esp.: • The way pupils participated in the route planning during dedicated school projects. • The criteria for suitable bike routes on existing infrastructure. • The way to discuss the route and reach agreement among all relevant • Stakeholders such as parents, pupils, politicians, administration, police etc. • The use of the process and bike routes as a communication tool for discussing mobility issues and promoting sustainable transport binging the school and municipal 'worlds' together. The routes should ideally be implemented in a routing planner (either using an own or suitable third-party app). The key design and functionalities are transferrable. If not (yet) available, the network can be displayed on classical maps. A guidebook is available (in German).
Prerequisites for the adoption/implementation of the GP	• (public) institution to take over the lead to coordinate and operate the project with a long-term perspective • Adoption of process and steps according to resources available
Challenges encountered and tips for a successful adoption	• 'outside' access to schools for such projects remains difficult - better understanding of different 'mobility cultures at schools is necessary • a lack of resources and interest and competition with other topics • constant and increased communication and approach, using politicians as leading figures • promotion activities within existing networks • incorporating a large bandwidth of possible local and regional stakeholders, especially pupils in planning activities

GP 38 "Better to school"

1. Author contact information	
Name	**Jens Vogel, Simone Fedderke, Nils Böttge**
Email	sump@fz-num-htai.de
Telephone	+49 69 8700433 62
Your organisation	
Country	Germany
Region	Hessen
City	Frankfurt am Main
2. Organisation in charge of the good practice	
Is your organisation the main institution in charge of this good practice?	No

Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Frankfurt am Main
Main institution in charge	ivm GmbH (Integriertes Verkehrs- und Mobilitätsmanagement Region Frankfurt RheinMain) Bessie-Coleman-Straße 7 60549 Frankfurt am Main	
3. Good practice general information		
Title of the practice	"Besser zur Schule" ("Better to school")	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	
4. Detailed description		
Short summary of the practice	"Better to school" is a comprehensive service which bundles all consulting activities of the Hessian Centre of Competence for Mobility Management for Children and Young Adults.	
Public or private driven	The practice is publicly driven. The ivm GmbH is owned by several municipalities in the southern Hessian region, the regional public transport authority RMV and the state of Hessen. The Centre of Competence is operated together with the Department of Active Mobility of the Hessian Ministry of Economy, Energy, Transportation and Housing.	
Detailed information on the practice	"Better to school" is the umbrella brand for all Hessian activities focusing mobility at schools as a target group. It bundles several offers for schools, municipalities and politicians. Heart piece is the Competence Centre of School Mobility operated by the ivm GmbH, which offers consulting services to support municipalities, schools and public authorities to improve their mobility situation. The aim is to influence the mobility of children and young people in a positive way. The entire process is embedded in a diverse offer of coordinated modules. The Competence Centre offers more than just advisory services. Among other things, the school cycling competition and the school cycle route planner are integrated into the overall process. The program in general helps implementing and establishing measures which improve the mobility situation for schools and pupils.	

	Furthermore, school mobility plans should be developed and implemented. The school mobility plans are comprehensive mobility concepts for school sites and municipalities. They are dealing with all activities, responsibilities and processes related to traffic, mobility and their improvement. The elaboration of the school mobility plans is structured by several working phases which are elaborated with all important local stakeholders. Starting with the analysis of the current situation to the presentation of the concept, schools and authorities are participating during the whole process and are free to choose which school mobility plan they need. Dependent on the technical depth of the plan the elaboration phase takes several days or a couple of months.
Elements of innovation	There are several elements of innovation. The website and whole campaign “Better to School” collects all offers on mobility management and traffic education under one umbrella brand in an understandable way. All offers and the whole communication is structured and organized by the responsible Competence Centre. Beyond that it gives schools and municipalities the possibility to work on a tailored and resource efficient planning process with countable outcome.
Regulatory framework	Like “active mobility plans”, “school mobility plans” are no mandatory planning frameworks on a municipal level. However, the State of Hessen encourages Mobility Management for Schools by its Active Mobility funding framework.
Resources needed	The consulting services for schools and municipalities provided by the Competence Centre are free of charge and provided by the state. Is a “school mobility plan” needed the costs depend on the level of involvement of further planning offices and on the scale of the plan.
Timescale (start/end date)	ongoing
Further information	http://www.besserzurschule.de/; https://www.ivm-rheinmain.de/
Keywords related to your practice	Mobility, mobility management, traffic education, school, municipalities

Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	There are several examples of success. Right now, eighteen municipalities (by German law villages, cities and counties all are municipalities) are attending in multiple way the “better to school” program. Furthermore, more than fifty schools have been counselled and qualified on their mobility situation.
Externalities	Beside the effects on a more sustainable traffic behaviour which have a positive effect on the emission of carbon-dioxide there are direct on positive effects on education and health. Constant movement during all day life has a positive effect on children’s health and their performance in school. Supporting active mobility habits through traffic education in a young age can have a positive on all named effect in the long run.
Level of citizens’ and stakeholders’ engagement	Due to the multitude of actors in the field of schools and mobility, contacts among each other are often limited in practice. As important stakeholders the participation of following parties is important: politicians, municipal planning- and traffic departments, regulatory agencies, providers of the public sector, associations, school and education departments, school deputies (pupil and parent representatives).
6. Analysis of transferability	
Potential for learning or transfer	In principle, the applicability and transferability to other regions are positively. Depending on the political will to shape such processes, enough financial support must be ensured from a higher political level to make programmes such as "Better to School" attractive for municipalities and schools. The fact that schools and municipalities usually do not have a budget for mobility plans of this kind, show that an attractive framework is essential for the success of campaigns like

	"Better to School". It is important that organisational units such as the "IVM" that can implement such projects flexibly are present. Despite its good applicability, "Better to School" can be further developed and improved by other regions. They can learn from the numerous experiences in Hessen. Until now the tool has not been transferred to other regions.
Prerequisites for the adoption/implementation of the GP	Central to the successful implementation is the willingness of local communities and school authorities to seriously tackle the process and actually implement it. It is crucial that standardised instruments are integrated into a goal-oriented process and that there is overarching coordination. This can be done by a body such as the competence centre. School mobility plans must be developed together with schools, municipalities and pupils, whereby the inclusion of pupils is essential for the quality of the plans.
Challenges encountered and tips for a successful adoption	In addition to the necessary prerequisites for successful implementation, one challenge is the dissemination of the offer in the area. For a comprehensive picture, which also achieves the necessary political scope, it is important that the offer and mobility plans are not limited to just one location. Only in this way it is possible to provide a comprehensive technical picture and develop a higher political weight. This approach is decisive for general acceptance. Sustained political support is also important for the overall success.

GP 39 Active Mobility Marketing Toolbox

1. Author contact information		
Name	**Jens Vogel, Nils Böttge, Simone Fedderke**	
Email	sump@fz-num.htai.de	
Telephone	+49 69 8700 433 62	
Your organisation		
Country	Germany	
Region	Hessen	
City	Frankfurt am Main	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Wiesbaden
Main institution in charge	Ministry of Economics, Energy, Transport and Housing, State of Hessen AGNH office Kaiser-Friedrich-Ring 75	

	65185 Wiesbaden Germany agnh@wirtschaft.hessen.de	
3. Good practice general information		
Title of the practice	Marketing Toolbox Active Mobility Hessen	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	
4. Detailed description		
Short summary of the practice	A selection of standardised materials for awareness raising and advertising on active mobility gives local authorities the possibility of promoting active mobility in different formats with a high publicity effect at low costs and efforts. It especially seeks agreement for a cultural change.	
Public or private driven	The practice is publicly driven by the organisation AGNH, a partnership to promote active mobility in Hessen. The partnership is carried by the Hessian Ministry of Economics, Energy, Transport and Housing. Members are stakeholders in active mobility such as municipalities, universities, transportation authorities and other associations and organisations.	
Detailed information on the practice	Active mobility is an important part of the strategy “Hessen Mobility 2035” to enable the mobility change in traffic. Hessen offers the municipalities targeted assistance in the area of active mobility and the communication process between local authorities and citizens. In addition to numerous guidelines, which give municipalities practical advice on the implementation of active mobility and supporting workshops, extensive materials for advertising are provided in a "marketing toolbox". This is intended to give local authorities and politicians the opportunity to discuss active mobility issues in public without having to use their own, usually scarce resources. Especially the production of technically sound and comprehensible guidelines can usually not be achieved by municipalities. In order to make these topics appealing and understandable, press texts, posters and flyer templates are made available for free. These exist for various topics such as active mobility on holiday, in bad weather or for local material. Municipalities can also receive instructions on how to use the press kit free of charge. Print products, posters and advertising material can be ordered at low cost. For better advertising in the municipal sector, photo and video material is free. In order to be able to present active	

	mobility more effectively within the framework of municipal events, municipalities can order an exhibition counter, roll-up displays, tables and photo walls.
Elements of innovation	Municipalities are deprived of a decisive part of their work from the state side. Many of the social debates of the time revolved around mobility, and local authorities rarely had the opportunity to do justice to this dynamic on their own and to steer it through suitable marketing instruments. By making these available at low cost or free of charge, the AGNH partnership enables cities to discuss active mobility with their citizens without tying much ressources in an participatory marketing approach.
Regulatory framework	There is no regulatory framework. The State of Hessen actively supports active mobility with its active mobility law. This includes the AGNH partnership to promote active mobility, a comprehensive funding scheme as well as numerous standardised instruments and tools for high quality planning and promoting active mobility measures.
Resources needed	• Local resources for coordination • Materials and templates are provided • Print products and giveaways at low cost
Timescale (start/end date)	2018 - ongoing.
Further information	https://www.nahmobil-hessen.de/
Keywords related to your practice	active mobility, marketing
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The materials offered by the AGNH partnership are well received and advance registration is now required for the larger offers such as the exhibition stand. The photo canvas was on a Hessian tour all year round. The AGNH partnership continues to enjoy a growing number of municipal members in total, which meets regularly at the Active Mobility Congress Hessen and is organised by a steering committee and working groups.
Externalities	A good active mobility environment isn't just an improvement of the attractiveness of public spaces, furthermore it improves the economic situation for local retailers, through higher pedestrian frequency. Using advanced marketing techniques helps to implement the importance of sustainable mobility in the common mind-set. Better air and more activity improve the health of citizens.
Level of citizens' and stakeholders' engagement	Citizens are directly addressed by the varied offer and have the opportunity to obtain specific information about active mobility. They can obtain information directly about all areas and enter a direct exchange with politicians or professionals within the framework of the

	events. By better marketing and making the topic of active mobility more visible, citizens can form an opinion and actively participate in the discourse.
6. Analysis of transferability	
Potential for learning or transfer	The possibility of using the toolbox in another context and drawing further learning effects from it is estimated as high, since the dialogue with the citizens can always be different.
Prerequisites for the adoption/implementation of the GP	The prerequisite is that there is the political will to support the project and that there is a central contact point, which takes care of the provision of the material.
Challenges encountered and tips for a successful adoption	Heart piece of the practice is the provided material. Even though, the practice is seen as transferable to other regions, for a successful adoption local specification must be elaborated. The whole practice as to be centrally organised.

GP 40 Reporting platform for cycle traffic

1. Author contact information		
Name	**Simone Fedderke, Jens Vogel, Nils Böttge**	
Email	sump@fz-num.htai.de	
Telephone	+49 69 8700 433 62	
Your organisation		
Country	Germany	
Region	Hessen	
City	Frankfurt am Main	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Frankfurt am Main
Main institution in charge	ivm GmbH (Integriertes Verkehrs- und Mobilitätsmanagement Region Frankfurt RheinMain) Bessie-Coleman-Straße 7 60549 Frankfurt am Main	
3. Good practice general information		
Title of the practice	Reporting platform for cycle traffic (Meldeplattform Radverkehr)	

Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	
4. Detailed description		
Short summary of the practice	The reporting platform for cycle traffic gives cyclists the opportunity to report defects and opportunities for improvement directly to the public authorities.	
Public or private driven	Publicly driven. The reporting platform is operated by the ivm GmbH, which is organised as a private company. However, the shareholders are exclusive public authorities such as administrative districts/counties or the City of Frankfurt. The reporting platform was developed on behalf of the State of Hessen.	
Detailed information on the practice	The reporting platform for cycling gives cyclists the opportunity to report defects, obstacles and damages of the cycle path network directly. The reporting platform for cycling can be used by cyclists throughout Hessen and is made available free of charge to Hessen's municipalities by the state. In just a few steps, a report can be created and forwarded to the right place in the municipality. This saves cyclists from time intensive searching of the right place in the administration themselves. The report thus has an official character and can be edited. After the cyclist has marked the address on a map or entered the address, he or she can submit a description of the situation and a report. There is also the possibility to attach photos. The cyclists leave their personal contact details and can be contacted in case of doubt. This is done in a few steps and in a user-friendly way with an attractive design. The reporting platform is an instrument of direct participation and co-planning. Inquiries are forwarded directly to the responsible person in charge, who communicates with the responsible municipal office. As a result citizens are take an active role in the planning process.	
Elements of innovation	This gives cyclists a direct opportunity to help design cycle paths and report problems from their own perspective. It's a direct step towards participation. While it has been difficult for citizens to address a report to the right place and to be heard there, the reporting platform simplifies the direct communication between authorities and citizens, who are given a direct opportunity to exert influence. The improvement of the cycling infrastructure can be much more user oriented.	

Regulatory framework	The reporting platform is a voluntary service for municipalities and citizens. It is based on the political agenda of the state and supports the municipalities in their obligation to secure their traffic routes.
Resources needed	Municipalities do not need additional resources for this. The reporting platform is operated by the state and made available free of charge.
Timescale (start/end date)	April 2010 - ongoing
Further information	www.meldeplattform-radverkehr.de/index.html; www.ivm-rheinmain.de/
Keywords related to your practice	Mobility management, cycling, cycling infrastructure, participation
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The reporting platform is used by numerous cyclists and local authorities, and there have been thousands of reports since work began.
Externalities	The reporting platform is an instrument of the mobility management efforts of the state. The possibility of exerting direct influence and direct contact with the official side should encourage cyclists to actively improve and use the infrastructure they use. These motivating factors and the improved infrastructure should encourage more citizens to use the bicycle and to positively influence land and climate problems on a local level.
Level of citizens' and stakeholders' engagement	Participation and involvement of citizens is a central approach of the reporting platform for cycling. With the reporting platform, both are possible directly and immediately, as direct communication is considerably simplified.
6. Analysis of transferability	
Potential for learning or transfer	The potential of the transfer is given. The decisive factor is an existing cycle path network and a financial arrangement of the project from a higher administrative level. Municipalities do not have the resources to develop a reporting platform on their own; if they are to use the service, it must at best be free of charge. Furthermore, an appealing, comprehensive solution is necessary for user-friendliness if the registration platform is to be positively accepted by citizens. For the municipalities, there is a learning potential in the area of direct contact with citizens. In this case, infrastructure can be improved from the perspective of the end user. This will make the future development of

	cycle paths much more user-oriented, infrastructure will be better accepted.
Prerequisites for the adoption/implementation of the GP	For success it is crucial that the reporting platform is used throughout an extensive area. Different platforms in different municipalities weaken the acceptance of the reporting platform among citizens. For user-friendliness, it is crucial that cyclists are provided with a uniform, easily understandable offer everywhere. A clear responsibility is important for the overall success; a central contact person in the municipality who is responsible for the reporting platform is crucial.
Challenges encountered and tips for a successful adoption	For an effective implementation, active communication from as many bodies as possible and the municipality itself is a key factor of success. The better known the reporting platform is, the more intensively it is used. For a good implementation process, it is crucial to consider the platform within planning processes. For example, considering the platform within a cycling strategy as a concrete measure can significantly increase the value of the reporting platform.

GP 41 Mobilfalt: campaign promoting combined transport

1. Author contact information		
Name	**Jens Vogel, Simone Fedderke, Nils Böttge**	
Email	sump@fz-num.htai.de	
Telephone	+49 69 8700 433 62	
Your organisation		
Country	Germany	
Region	Hessen	
City	Frankfurt am Main	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Kassel
Main institution in charge	Nordhessischer VerkehrsVerbund Verkehrsverbund und Fördergesellschaft Nordhessen mbH Rainer-Dierichs-Platz 1 34117 Kassel	
3. Good practice general information		
Title of the practice	Mobilfalt:campaign promoting combined transport	

Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	
4. Detailed description		
Short summary of the practice	Mobilfalt is a combination of individual transport with the offers of local public transport authorities in rural areas.	
Public or private driven	Mobilfalt is supported by the northern hessian public transport authority, which is organised under private law. It plans and finances the regional transport services in cooperation with the State of Hessen. It fulfils the matters laid down in Hessian law as the regional authority.	
Detailed information on the practice	Mobilfalt is a practice that aims to combine public transport and individual transport. On the one hand, this is intended to ensure efficient public transport and, on the other hand, to respond to the financial challenges of public services. By supplementing the existing regular transport, call-collecting taxi and community bus services, private journeys can provide better mobility for citizens in rural areas. They are implemented in the existing fare and interval offer. Private journeys, whether regular or irregular, can be posted via an online portal. The driver receives a flat rate per kilometre, while a trip is charged according to distance. Participants can register by phone or online, verification takes place at the town hall, at a local department or at the tourist information office. If a ride is not available, it will be replaced by a taxi or community transport. Each trip is supplemented online in the regular timetable; sometimes a 10-minute interval can be reached. The participation process has taken on a special significance in the implementation. In selected pilot communities, local politicians and opinion leaders were recruited and trained as "start helpers". These were to promote the project and remove and overcome barriers. Furthermore, locally limited cinema advertising was placed.	
Elements of innovation	Two innovations are central. On the one hand, the implementation of motorised individual transport in the operation of public transport is innovative. This is not simply an additional service but is integrated into the timetable and the network. Furthermore, the participation procedure is innovative because it consistently focuses on local anchoring. Local retailers continued to serve as multipliers. Obstacles to use were to be reduced before they could arise during the trial.	
Regulatory framework	Mobilfalt is characterized by a transparent pricing system. Drivers are remunerated with 30 cents per kilometre driven. Depending on the distance, the ride costs 1-2 Euros for the passenger. Drivers must be	

	activated by the public authorities before offering their services. Before the introduction, tax, insurance and concession law assessments must be made.
Resources needed	A good participation process is crucial for Mobilfalt. On-site help and a high level of acceptance before the start of operation are important to ensure that trips are available and Mobilfalt can be used. A legal coordination is still necessary.
Timescale (start/end date)	April 2013 – ongoing
Further information	https://www.mobilfalt.de/
Keywords related to your practice	Paratransit, flexible public transport, rural regions, ridesharing,
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	After one year, in 2014 Mobilfalt had 700 participants and 100 drivers. Altogether 4000 rides with 4600 passengers were completed. Until then, the share of private journeys had been around 10 percent; in the long term, up to 30 percent is targeted. In some areas, a 10-minute cycle can be achieved. To date, 2291 trips with 2073 passengers have been completed in the city of Witzenhausen alone.
Externalities	With Mobilfalt a supply and mobility problem can be solved. While on the one hand a continuous regular service in rural areas with decreasing population is becoming increasingly expensive, it is part of the provision of services of general interest and social equality to provide them. With a flexible mode of operation both can be provided. At the same time, a further mobility offer in the sense of mobility management can promote sustainable and resource-saving mobility behaviour.
Level of citizens' and stakeholders' engagement	Public participation is a crucial factor. A high level of acceptance was important for the attractiveness of Mobilfalt, as a sufficient number of trips had to be available at the beginning of the trial phase in order to provide the necessary attractiveness. This could only be achieved by attracting local multipliers who supported the project. The transport authority also trained so-called start helpers, who were responsible for questions and advertising on site.
6. Analysis of transferability	
Potential for learning or transfer	As many rural regions are struggling with increasing urban sprawl or migration, the potential for more flexible modes of operation embedded in a participatory process seems to be trying out. A direct comparison of different regions can be of great interest. Under which aspects ridesharing models are successful and how they are accepted is of central interest to sharpen the offer and the participation process.
Prerequisites for the adoption/implementation of the GP	The campaign is transferable to other cities or counties with similar conditions. It is conceivable that it could be applied to other planning measures. For details, the implementing agency must be consulted.

Challenges encountered and tips for a successful adoption	Due to the multifaceted participation process involving local advocates, the campaign is complex in many ways on several levels.

GP 42 "365" Flatrate Ticketing

1. Author contact information		
Name	**Jens Vogel, Simone Fedderke**	
Email	sump@fz-num-htai.de	
Telephone	+49 69 8700433 62	
Your organisation		
Country	Germany	
Region	Hessen	
City	Frankfurt am Main	
2. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Frankfurt am Main
Main institution in charge	Hessian Ministry of Economy, Energy, Transport and Housing Kaiser-Friedrich-Ring 75 65185 Wiesbaden Germany	
3. Good practice general information		
Title of the practice	'365' Flat rate Ticketing	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Regional	
Location of the practice	Country	Germany
	Region	Hessen
	City	
4. Detailed description		

Short summary of the practice	With a '365' flat rate ticket, Hessian pupils and trainees can use public transport except long-distance trains for one Euro per day all over the state of Hessen.
Public or private driven	The practice is publicly driven by the Hessian Ministry of Economy, Energy, Transport and Housing in cooperation with Hessian public transport authorities.
Detailed information on the practice	The "Schülerticket Hessen 365" for 365 euros per year replaced all public transport tickets for trainees and pupils, which were previously considerably more expensive depending on the price level. The '365' concept has recently been extended to senior citizens as well. This reduces the transport costs for most pupils and trainees and extend the mobility offer to all over the state of Hessen at the same time. It can be used in all means of transport of the hessian public transport authorities, whether train, RegioTram, S-Bahn, tram or bus, around the clock and every day. The ticket can be purchased from all public transport authorities by indicating age and place of residence. This makes the offer both simple and inexpensive. The expectation: students become aware of the benefits of public transport at an early age and that young people will increasingly stay with public transport and not switch to their own car. The campaign aims for providing an attractive offer in public transport for a certain target group and is a marketing tool itself. The marketing message of an affordable and unlimited use of public transport stands for itself. The message "one Euro per day" for unlimited use of public transport makes the offer accessible and bolsters sustainable mobility habits in an attractive way.
Elements of innovation	The ticket is an easy-to-use flat rate ticket. It is used to accomplish the common target to achieve acceptance for public transport among pupils (and specific target groups in general: next step will be a senior's ticket; long-term objective is a citizen's ticket).
Regulatory framework	The practice is embedded in specific German legislation: • Passenger transport act (PBefG). • Public transport act Hessen (ÖPNVG). • Regionalisation Act (RegG).
Resources needed	In order to compensate for the loss of revenue for the local transport associations, the state provided 20 million euros per school year during the first three-year trial operation. • Ticket revenues • Subsidies of the Pupil's ticket by the State of Hessen • Under certain circumstances: pupils get reimbursed
Timescale (start/end date)	2015 - ongoing
Further information	https://www.schuelerticket.hessen.de/
Keywords related to your practice	Mobility, intermodal, traffic education, school, students

Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	The '365' flatrate ticket is an innovative model for success and ensures environmentally friendly mobility for more and more target groups. By the end of 2019, over 425,000 365-tickets for pupils are in use. This means that the number of students travelling by public transport has increased by 67% since 2015.
Externalities	The ticket can be used for other purposes in the pupil's spare time. It supports sustainable mobility habits in all day life.
Level of citizens' and stakeholders' engagement	There has been an intense preparation phase with multiple stakeholders.
6. Analysis of transferability	
Potential for learning or transfer	Flat rate, easy to use offers.
Prerequisites for the adoption/implementation of the GP	Without the cooperation, support and commitment of the public transport authorities, the "Schülerticket Hessen 365" could not have been implemented.
Challenges encountered and tips for a successful adoption	Reach an agreement with all stakeholders in terms of financing from public side.

GP 43 City cycling competition

1. Author contact information	
Name	**Jens Vogel, Simone Fedderke; Nils Böttge**
Email	sump@fz-num-htai.de
Telephone	+49 69 8700433 62
Your organisation	
Country	Germany
Region	Hessen
City	Frankfurt am Main
2. Organisation in charge of the good practice	

Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Frankfurt am Main
Main institution in charge	Klima-Bündnis der europäischen Städte mit indigenen Völkern der Regenwälder | Alianza del Clima e.V. Galvanistr. 28 60486 Frankfurt am Main	
3. Good practice general information		
Title of the practice	City Cycling Competition (Stadtradeln)	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	National	
Location of the practice	Country	Germany
	Region	
	City	
4. Detailed description		
Short summary of the practice	CITY CYCLING offers municipalities tried-and-tested, easy-to-implement measures to advocate sustainable mobility actively through marketing/PR activities.	
Public or private driven	CITY CYCLING is driven publicly, as the Climate Alliance is a large network of cities, municipalities and rural districts committed to protecting the world's climate with some 1,700 members in 27 European countries.	
Detailed information on the practice	The campaign contributes to climate protection and sets an example to promote cycling in municipalities. As the local decision-makers for cycling infrastructure, local politicians should experience first-hand what it means to cycle in their own municipality and help to initiate and implement measures to improve the situation for cyclists. The CITY CYCLING campaign is designed as a competition to promote cycling. The most active local parliaments and municipalities are sought – as are the most active teams and cyclists in the municipalities themselves. Members of local parliaments are invited to form teams with citizens and to compete to top the leader board. Ideally, they should act as team captains for CITY CYCLING teams to set a positive example to encourage citizens to cycle more. During the 21 consecutive days, as many journeys as possible should be covered by bike – for both private	

	and professional purposes. School classes, clubs, organisations, companies and local inhabitants are also all invited to form teams. During the three-week campaign period, cyclists record the kilometres they cover in an environmentally friendly manner in their online cycling log, a web-based database for logging the kilometres cycled.
Elements of innovation	The CITY CYCLING campaign can be complemented with a variety of measures to draw attention to the advantages of sustainable mobility. By organising activity days with cycling tours, information stands, podium discussions, etc. municipalities can raise awareness among citizens and promote cycling with the support of additional stakeholders.
Regulatory framework	The regulatory framework is set by the Climate Alliance. The municipality sets the dates for the local campaign between the 1st of May and the 30th of September. Anyone who lives, works, belongs to a (sporting etc.) club or attends school or university in a participating municipality is allowed to participate. The municipality (i.e. town, city, municipality, rural district/region) first needs to register for CITY CYCLING. The local coordinators are responsible for preparing and running the campaign.
Resources needed	In principle, no financial means or resources are required, except for a participation fee depending on the size of the municipality. Apart from a designated coordinator, no human resources are tied up. Citizens, politicians and municipal employees can participate in the programme with their mobile phones or existing Internet access or even with pen and paper.
Timescale (start/end date)	ongoing
Further information	https://www.city-cycling.org/home
Keywords related to your practice	Cycling, mobility management, active mobility, modal split, competition
Upload image (optional)	CITY CYCLING Cycling for a better climate
5. Results achieved and problems encountered	
Evidence of success (results achieved)	A total of 1127 municipalities took part in the urban cycling programme in 2019. More than 400,000 cyclists registered, 7,000 parliamentarians of various levels participated and almost 77,800,000 kilometres were cycled through all participants. In total, more than 11,000 tons of CO2 could be avoided.
Externalities	In several cases, the measure has had positive effects. In addition to an obvious improvement in mobility behaviour, it also has positive side-effects in the area of health and quality of life. While the competition system rewards the enjoyment of cycling and encourages participants to cycle distances that would normally be covered by less sustainable modes of transport, the option to address schools and clubs highlights

	its broad spectrum of feasibility. Furthermore, there is an opportunity to have an educational impact on younger road users.
Level of citizens' and stakeholders' engagement	Overall, a high degree of citizen participation results from the measures described. On the one hand, the data collected allow local authorities to gain insight into the strengths and weaknesses of their cycling infrastructure. Citizens can actively participate with their smartphones, collect kilometres and report damage or dangerous spots directly.
6. Analysis of transferability	
Potential for learning or transfer	The potential for transferability to other regions is estimated to be high. Replication of this Climate Alliance campaign is inherent in its concept: the participating municipalities replicate CITY CYCLING at the local level. Overall, municipalities can draw a lot of lessons from city cycling as how to engage people into cycling and therefore, to advocate mobility change and climate protection. With the use of the CITY CYCLING-App, coordinators receive an anonymised profile of their citizen's mobility use and can therefore use these dates to plan their infrastructure.
Prerequisites for the adoption/implementation of the GP	Up to now, city cycling has been regarded as an international measure that connects municipalities throughout Germany as well as in Luxembourg and Brazil. All in all, an application in other countries or also in other European regions is conceivable. A similar digital infrastructure can be used everywhere, if it is legally compatible in the area of data protection. As with other measures, the political will is decisive for this approach. Without political attention and the participation of politicians, "city cycling" cannot have the same effect. Even the effort for smaller municipalities can be considered low.
Challenges encountered and tips for a successful adoption	The campaign should be institutionalized within the municipality, meaning a certain department/position should be responsible in order to guarantee continuity over the years. Also, the coordinator needs to fulfil the function as motivator for all the teams within a municipality.

GP 44 Frankfurt Green City

1. Author contact information	
Name	**Simone Fedderke, Jens Vogel, Nils Böttge**
Email	sump@fz-num.htai.de
Telephone	+49 69 8700 433 62
Your organisation	
Country	Germany
Region	Hessen
City	Frankfurt am Main
2. Organisation in charge of the good practice	

Is your organisation the main institution in charge of this good practice?	No	
Location of the organisation in charge:	Country	Germany
	Region	Hessen
	City	Frankfurt am Main
Main institution in charge	Stadt Frankfurt am Main Römerberg 23 60311 Frankfurt am Main	
3. Good practice general information		
Title of the practice	Frankfurt Green City	
Does this practice come from an Interreg Europe Project?	Yes	
Please select the project acronym	e-smartec	
Thematic objective of the practice	Improving low-carbon economy policies	
Geographical scope of the practice	Local	
Location of the practice	Country	Germany
	Region	Hessen
	City	Frankfurt
4. Detailed description		
Short summary of the practice	"Frankfurt Green City" is a platform and communication strategy at the same time. It is an umbrella brand for all activities in the field of sustainability.	
Public or private driven	The platform and homepage are operated by the City of Frankfurt. The city's environmental office with its department "Environmental Communication and Public Relations" is responsible for the platform and homepage.	
Detailed information on the practice	"Frankfurt Green City" bundles all activities in the field of sustainability of the city's authorities. Citizens can obtain information on five main topics, which also lead to the responsible city administrative units. Here, the City of Frankfurt gives an account of the status, trends and interim results in the areas of "Business and Consumption", "Planning and Building", "Education", "Climate and Open Spaces" and "Mobility". Thus, possible solutions to the challenge of the growing city and climate change are presented. Topics will include re-densification, new quarters and future land use, as well as adaptation strategies financially supported by the city. Frankfurt's high degree of compactness intensifies the prevailing conflicts of objectives. Frankfurt applied for the "European Green Capital Award" in 2014/2015 and was among the finalists. The background was the acceleration of Frankfurt's development into a more sustainable city in strategic,	

	communicative terms. In the field of mobility, the site provides information on the urban mobility strategy, the expansion of local transport, the promotion of local mobility and an improvement in traffic safety and noise emissions. In addition to projects, citizens have the opportunity to find out about events, advisory services, funding and more sustainable lifestyles.
Elements of innovation	"Frankfurt Green City" is Frankfurt's comprehensive information and marketing strategy to provide information on the subject of sustainability and place political projects. The decisive factor is that information is provided here on various topics that are otherwise often only presented separately in public. This reflects the close interlocking of the areas of urban development, mobility and climate protection.
Regulatory framework	"Frankfurt Green City" provides a free information opportunity for citizens that goes beyond political accountability.
Resources needed	
Timescale (start/end date)	ongoing
Further information	https://www.frankfurt-greencity.de/
Keywords related to your practice	Sustainability, Transport, Mobility, Planning, Energy, Efficiency, Marketing
Upload image (optional)	
5. Results achieved and problems encountered	
Evidence of success (results achieved)	Frankfurt has received numerous awards in recent years. The GreenBelt in Frankfurt has been awarded by UNESCO. With the "Frankfurt - 50% climate bonus" support programme, the city is one of the winners of the "Climate-active municipality 2019" competition. Frankfurt is also one of the most sustainable cities according to the Sustainable Cities Index. Frankfurt has applied for the title of "European Green Capital 2014" in 2011/2012 and, with Copenhagen and Bristol, made it to the final round.
Externalities	The campaign can lead to a more sustainable awareness of citizens through information and education. Through education and support services, citizens can be indirectly encouraged to adopt a more climate-friendly lifestyle. This happens across the board, as "Frankfurt Green City" sets thematic priorities that correlate with each other. It is important that the campaign addresses different areas of life such as mobility, consumption and others.
Level of citizens' and stakeholders' engagement	Citizens can find all information about sustainability and all strategic papers of the city centrally here. Furthermore, invitations to municipal and private events are issued. At the sustainability forums and the idea cooperation exchange, citizens are invited to participate directly and present their ideas for a more sustainable Frankfurt.
6. Analysis of transferability	
Potential for learning or transfer	The potential of the transfer exists. The financial and personnel costs could prove to be an obstacle. Not all municipalities have the resources to develop and maintain a comparable platform. There is learning potential in the area of direct contact with citizens. Forums in which

	citizens can express their ideas are a central element in sounding out the political acceptance of political decisions by the city. The opportunity to obtain comprehensive information about sustainability seems to be a positive effect in all regions.
Prerequisites for the adoption/implementation of the GP	The main prerequisite was the merging of the city's authorities in the field of sustainability for the interdisciplinary collaboration. For the visibility of the progress the stakeholders developed mutual publications and the website. Furthermore regularly dialogs and events are offered for the citizens within the five main areas ("Business and Consumption", "Planning and Building", "Education", "Climate and Open Spaces" and "Mobility").
Challenges encountered and tips for a successful adoption	At the beginning the main challenges were to establish the brand "Frankfurt Green City" and to define common goals. Since then the challenges are the level of awareness and visibility of the progress. Therefore it is necessary to build a versatile network with regular exchange opportunities for the stakeholders. Also the importance of synergy effects between projects and topics shouldn't be underestimated and therefore extended.

e-smartec

Interreg Europe

Partners

CERTH
CENTRE FOR RESEARCH & TECHNOLOGY HELLAS

POLIS
CITIES AND REGIONS FOR TRANSPORT INNOVATION

CENTRE OF COMPETENCE
SUSTAINABLE URBAN MOBILITY
STATE OF HESSEN

Regional Development Fund of Central Macedonia

mobilità
ROMA

venlo

ŽILINSKÁ UNIVERZITA
UNIVERSITAS SOLNENSIS

Coventry University
Enterprises Limited

Low-carbon economy

€ 1.37 M
ERDF

1 Aug 2019
31 Jul 2022

European Union
European Regional Development Fund

This leaflet material the author's views only and the Interreg Europe programme authorities are not liable for any use that may be made of the information contained therein.