



D.T1.2.4

**Methodology for stakeholders involvement
and creation of Local Mobility Forum (LMF)**

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TABLE OF CONTENTS

1. Introduction.....	4
2. Stakeholders and stakeholder engagement.....	5
2.1. Stakeholder identification and classification.....	5
2.2. What is stakeholder engagement	7
2.3. Mapping and prioritisation.....	10
2.4. Engagement techniques.....	13
2.5. Principles for Effective Stakeholder Engagement.....	16
3. Local Mobility Forums.....	21
3.1. What is a Local Mobility Forum.....	21
3.2. How to start Local Mobility Forum.....	22
3.3. Strategy definition and organisation	23
3.4. Stakeholder engagement action plan	25
3.5. Keeping momentum	28
4. SMACKER Step-by-step Local Mobility Forum creation	29
Step 1: Strategy design.....	30
4.1. Step 2: Stakeholder identification, mapping and prioritisation.....	31
4.2. Step 3: Design of stakeholder engagement action plan.....	32
4.3. Step 4: Engaging stakeholders	33
4.4. Step 5: Feedback and follow-up.....	34
5. References	35
6. Annexes.....	36
6.1. Template: SMACKER Local Mobility Forum Strategy	36
6.2. Template: SMACKER Local Mobility Forum Stakeholder List.....	37
6.3. Template: SMACKER Local Mobility Forum Engagement Action Plan	38
6.4. Template: SMACKER Local Mobility Forum Comprehensive Report	39
6.5. Local Mobility Forum - Questionnaire for Partners with Analysis	42
6.5.1. Questionnaire for Partners.....	42
6.5.2. Questionnaire Analysis.....	45



1. Introduction

Remote regions in central Europe share the same risks and issues related to being at the periphery of main transport networks. Inadequate and under-used services, excessive costs, lack of last-mile services and proper intermodality, poor communication and information to users and car commuting are the challenges that many central European regions face.

The SMACKER project addresses those disparities to promote public transport and mobility services that are demand-responsive and that connect local and regional systems to main corridors and transport nodes.

Within SMACKER mobility issues related to peripheral and rural areas, and main barriers are assessed and addressed by providing solutions that draw on the best international know-how. SMACKER promotes demand-responsive transport services to connect local and regional systems to main transport corridors and nodes: soft measures (e.g. behaviour change campaigns) and hard measures (e.g. mobility service pilots) are used to identify and promote eco-friendly solutions for public transport in rural and peripheral areas to achieve more liveable and sustainable environments, better integration of the population to main corridors and better feeding services. SMACKER helps local communities to re-design their transport services according to user needs, through a coordinated co-design process between local/regional partners and stakeholders; SMACKERS also encourages the use of new transport services through motivating and incentivizing campaigns. The direct beneficiaries of the actions are residents, commuters and tourists.

Participation reflects the overall integration of citizens and groups in planning processes and policy decision-making and consequently the share of power. In particular, transport planning and transport relevant measures are often the subject of controversial discussions within the urban community. The concept of Sustainable Urban Mobility Planning has established the principle that the public should be included from the very beginning of the transport planning process and not only when the plans are largely completed and only minor amendments can be carried out. For that reason, public authorities need to open-up debate on this highly specialised and complex subject area and make participation a part of the planning process. In order to ensure participation throughout the process, development of an engagement strategy would be necessary.

This document provides basic insight into stakeholder definitions, identification, mapping and prioritisation together with basic engagement principles. The document aims to provide the basic methodology for stakeholder engagement and is also to be used by decision makers. It provides elementary knowledge on stakeholder engagement together with guidelines for creation of Local Mobility Forum to achieve continuous engagement in mobility-related decision-making process.



2. Stakeholders and stakeholder engagement

The central focus of a stakeholder engagement initiative is, of course, the stakeholders. Hence, their identification and the moment of participation are of utmost relevance.

According to the Project Management Institute (PMI) (2008), project stakeholders are individuals and organisations that are actively involved in a project or whose interests may be affected (have direct benefits or losses) as a result of project execution or completion, they may also exert influence over the project and its results. In broad sense, stakeholders are those who are affected by the outcome or can affect the project in positive or negative way [1].

Stakeholders are sometimes classified as "primary" and "secondary" stakeholders. In general, primary stakeholders can be defined as those with a direct interest, either because they depend on the project or they are directly involved in its exploitation in some way. Secondary stakeholders are those with a more indirect interest, such as institutions or agencies concerned with managing the resource or those who depend, at least partially, on wealth or business generated by the resource. In transportation, examples of primary stakeholders are institutions/authorities, directly responsible for providing transportation services, economic operators (e.g. shop owners), transport operators and transport users, while local communities and unions or business associations belong to the secondary stakeholders group. For effective engagement precise stakeholder identification, mapping and prioritisation is of utmost importance. Time should be taken for adequate identification of stakeholders.

2.1. Stakeholder identification and classification

Being able to identify and select the right stakeholders is of fundamental importance. Each stakeholder has different types and content of information and perceptions of an issue and not all of them may result useful in a specific context. In order to properly identify stakeholders, the reasons for stakeholder engagement have to be pinpointed. This will enable identification of specific stakeholders that may affect or be affected by the matter in hand.

As a starting point in the identification of stakeholders, the following strategic considerations need to be answered:

- Why is stakeholder engagement needed? About what issues?
- Who needs to be engaged? On what issue?
- What is the aim of engagement?
- What is the measure for successful engagement?



Projects will typically involve a broad range of stakeholders. The stakeholder analysis needs to be initiated early to identify key stakeholder groups and individuals to be involved.

Since the full scope of project activities is not yet defined at this stage, an initial list of stakeholders should be generated. With regard to mobility issues, the following groups of stakeholders should be considered:

- Local public authorities
- Regional public authorities
- Sectoral agencies
- Infrastructure and (public) service providers
- Interest groups including NGOs
- Higher education and research
- Education/training centres and schools
- SMEs and/or Large enterprises
- Mobility Managers
- Public Transport/Mobility Operators
- Disabled people organizations, Social services
- Touristic Operators
- General public
- Other.

Special attention should be given to identifying disadvantaged and vulnerable groups. This could be based on a desk review and expert inputs. The stakeholder identification should be as broad as possible so that relevant groups are not inadvertently excluded. The initial list of identified stakeholders should be verified, modified and enhanced through interviews with key informants (e.g. Local/regional/national authorities, experts etc.), consultations with already identified stakeholders, and site visits. The list should be disseminated to stakeholders with an explanation on how other groups may be suggested or how to put themselves forward. It is important to not just rely on known entities and to reach out to groups who typically may be excluded from decision making processes, in particular women¹ and marginalized groups that can be affected by the project.

To sum-up - for identification of stakeholders two main questions need to be answered:

1. Who will be affected by the project?
2. Who can affect the project?

Then the identification process must be reran and refined as the project takes shape and the full scope of the project's activities – and range of potential stakeholders – are better understood.

¹ CIVITAS Policy note: Smart choices for cities - Gender equality and mobility: mind the gap!
https://civitas.eu/sites/default/files/civ_pol-an2_m_web.pdf



2.2. What is stakeholder engagement

Stakeholder engagement is increasingly valued and regarded as an integral part of a democracy, since it gives citizens and other stakeholders the power to influence decisions. Indeed, stakeholder engagement has many benefits, including the following [2]:

- It favours the early identification of controversial issues and difficulties.
- It improves the quality of decisions, and makes the policy-making process more representative.
- It enhances the transparency and acceptability of the decision-making process.
- It creates a sense of ownership of decisions and measures, increasing their acceptability.
- It favours the acquaintance between stakeholders.
- It is an accountability mechanism, since it obliges policy decision makers to involve stakeholders in identifying, understanding and responding to sustainability issues and concerns, and, in addition, to report, explain and answer to stakeholders for their decisions, actions and performance.
- It is inherently educational. People get involved, learn about relevant topics and, through discussion and debate, hopefully elaborate better ideas and opinions.

Stakeholder engagement can be considered as the process of including stakeholders' concerns, needs and values in the transport decision-making process. The overall goal of engagement is to achieve a transparent decision-making process with greater input from stakeholders and their support of the decisions that are taken [3]. It is a two-way communication process that provides a mechanism for exchanging information and promoting stakeholder interaction with the formal decision-makers.

Engagement of stakeholders brings in knowledge about problems and needs, allows development of alternative solutions, enables better quality of decisions, helps to overcome conflicts and increases public support and social empowerment. It increases the legitimacy of the planning and decision-making and enables stakeholders' feedback on the acceptability and usefulness of management actions.

Levels of engagement

Understanding of the reasons and means for relationship development with various stakeholders, and to what degree, is crucial for stakeholder engagement. The extent to which stakeholders are/will be affected by planned intervention may broadly vary from one stakeholder to another. This is reflected in the degree of involvement that may vary from non-existent and low to very high engagement levels where stakeholders might even take over leadership and are granted decision-making powers. It has to be highlighted that levels of engagement do not span from "bad to good" (the higher the level the better). Different groups might be engaged on different levels depending on objectives, timing or effectiveness. In the following table, the different types of involvement are shown, from more passive to more active.



Table 1: Levels of engagement (adapted from SULPiTER Project [4])

LEVEL	GOAL	COMMUNICATION	NATURE OF RELATIONSHIP	ENGAGEMENT TECHNIQUE
Remain passive	No goal. No engagement.	No active communication.	No relationship.	Stakeholder concerns expressed through protest, letters, media, websites, etc., or pressure on regulatory bodies and other advocacy efforts.
Monitor	Monitor stakeholders' view.	One-way: stakeholder to team project.	No relationship.	Media and internet tracking. Second-hand reports from other stakeholders, possibly via targeted interviews.
Inform	Inform and educate stakeholders.	One-way: team project to stakeholder, there is no invitation to reply.	Short or long-term relationship with stakeholders.	Bulletins and letters. Brochures, reports and websites. Speeches, conferences and public meeting. Press releases, press conference and media advertising.
Transact	Work together in a contractual relationship where contracting party directs the objectives and provides funding.	Limited two-way: setting and monitoring performance according to terms of contract.	Relationship terms set by contractual agreement.	Public Private Partnerships and Private Finance Initiatives, Grant-making, cause related marketing.
Consult	Gain information and feedback from stakeholders to inform decisions made internally.	Limited two-way: team project asks questions and the stakeholders answer.	Short or long-term involvement.	Surveys. Public meetings and workshops. Stakeholder advisory panels. On-line feedback and discussion.
Involve	Work directly with stakeholders to ensure that their concerns are fully understood and considered in decision-making.	Two-way between team project and stakeholders. Learning takes place on both sides. Stakeholders and team take action individually.	May be one-off or longer-term engagement.	Round tables and stakeholder advisory panels. Consensus building processes. Participatory decision making-processes.



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Collaborate	Collaborate with (or convene) a network of stakeholders to develop mutually agreed solutions and joint plan of action.	Two-way between team project and stakeholders. Learning, negotiation, and decision making on both sides. Stakeholders work together to take action.	Long-term	Joint projects, multi-stakeholder Initiatives, Partnerships.
Empower	Delegate decision-making on a particular issue to stakeholders.	New organisational forms of accountability: stakeholders have formal role in governance of an organisation or decisions are delegated out to stakeholders.	Long-term	Integration of Stakeholders into Governance Structure.

In general, a low engagement level, such as monitoring or informing, may be suitable for solving minor issues, while higher engagement levels are more suitable for addressing more important and difficult challenges. To be precise, the first three levels (Passive, Monitor and Inform) are not really engagements as a proper engagement begins where there is an involvement of the stakeholders in the decision-making process. The higher levels of engagement build on the lower levels. Stakeholders will not feel ready to make an empowered decision if they do not feel appropriately informed, consulted, involved and collaborated with. In many situations, moving from one level to the next is a voluntarily process. All stakeholders need to be informed, those who want to be consulted should be consulted, those who want to be involved should be given the opportunity and so on [5].

The level of engagement for each stakeholder group has to be planned and the appropriate method to perform it needs to be selected. For an effective stakeholder engagement, usually a combination of approaches from different levels is used. . A key difference between low and high levels of engagement is the amount of the required resources (knowledge, human resources, operational capacities, finances or influence on others) for the achievement of engagement objectives. The approach has to stem from strategic aims defined during the initial phase, and from the maturity of the issue. For example, if a matter is still “latent”, a monitoring action may be sufficient but if it is consolidated or even institutionalised, it is necessary to Involve and Collaborate with a wide range of stakeholders.



2.3. Mapping and prioritisation

It is one thing to identify and categorize stakeholders, but it is a different one to understand them. Stakeholder mapping facilitates the understanding of each stakeholder through parameters, like their capacity to influence/exert power and their level of interest. Once the relevant stakeholder groups have been identified, the next step is to discern their interests in the project and how their interest may be affected. Identification of stakeholder interest can help illuminate the motivations of different actors and how they may influence the project, including potential project opponents. The initial stakeholder mapping is based on what is known at the time being. It will change and evolve as soon as more is learnt about stakeholders and as the situation changes.

A simple and intuitive way to analyse stakeholders is through visualisation. The underlying idea is to identify the stakeholders according to specific variables (e.g. influences, interest, etc.) and to represent them on a chart or similar. The relative positioning of each stakeholder will provide basis for how to proceed with its engagement. There are two primary variables, which define stakeholders and how they influence the project:

- **Power (influence of the stakeholder)** is the ability of the stakeholder to change or stop the project.
- **Interest** is the amount of involvement the stakeholder has in the project. It is the size of the overlap between needs of the stakeholder and the needs of the project.

The most common stakeholder analysis technique is a power-interest matrix. This chart might seem very simple but it efficiently shows valuable information about a stakeholder and how to manage them. It contains the stakeholder's interest level on the x-axis, and the power level on the y-axis. Each of the four quadrants, where each stakeholder lies, has different management characteristics.

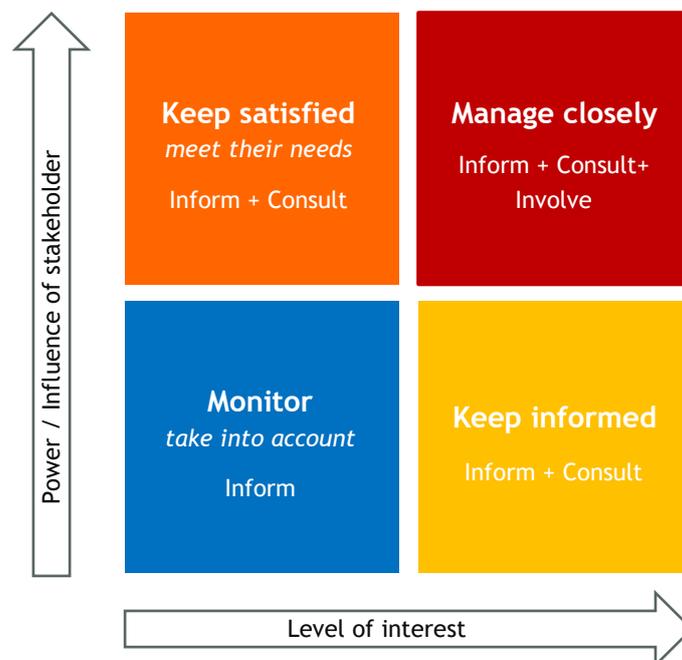


Figure 1: Stakeholder power - interest chart (adapted from Ashton, Knight [5])



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- **Monitor:** stakeholders have **no interest** and **low influential power**. They are to be **informed** to ensure that they do not feel excluded.
- **Keep satisfied:** stakeholders are not directly related with the problem, but may influence the decision-making process. They have **high power** and **low interest**; they **should** be informed and consulted.
- **Keep informed:** although not being influential, stakeholders are interested in the outcomes of the decision-making process. They have **low power** and **high interest**; they should be kept informed and consulted.
- **Manage closely:** stakeholders are directly involved in the problem and may contribute or influence the decision-making process. They have **high power** and **high interest**; they should be informed, consulted and involved.

The relationships between the stakeholders are another piece of intelligence that is important to keep in mind while designing the engagement strategy. It is known that certain stakeholders have opposing objectives and positions about a specific topic. Bringing opposing parties together may raise conflict, and consensus building becomes far more difficult to attain.

On the other hand, people can change behaviour in the presence of others, particularly with regard to disclosing sensitive information. For instance, representatives from different transport operators may prefer to play down any figures or numbers concerning operations, since it can provide valuable intelligence to competitors. The same happens when employees of the same entity (e.g.: municipality or company), but from different divisions, are invited to a common meeting or event.

All in all, knowing your stakeholders, their strength, level of influence and relationships between them will help to plan and implement activities for the effective stakeholder engagement.

Prioritisation is a tricky activity because time and resources are not unlimited and need to be well managed, so it is not possible nor desirable to involve all the actors. Stakeholders can be prioritised according to two different methods: the first is based on the social maturity of issues, while the second is connected to the power and interest of stakeholders.

Issues may be classified depending on their level of maturity, as per the table below.



Table 2: The four stages of issue maturity (adapted from SULPiTER Project [4])

LATENT	Some activist communities and NGOs are aware of the issue. There is a weak scientific or other hard evidence. The issue is largely ignored or dismissed by the business community.
EMERGING	There is political and media awareness of the societal issue. There is an emerging body of research, but data are still weak. Leading businesses experiment with approaches to dealing with the issue.
CONSOLIDATING	There is an emerging body of business practices around the societal issue. Sector wide and issue-based voluntary initiatives are established. There is litigation and an increasing recognition of the need for legislation. Voluntary standards are developed and collective action occurs.
INSTITUTIONALISED	Legislation or business norms are established. The embedded practices become a normal part of a business-excellence model.

In general, if an issue is very mature the relative people and organisations concerned need to be involved first. Despite this, high social maturity does not necessarily imply that a sustainable solution will be found nor that the current approach is acceptable to the majority of stakeholders. Therefore, an efficient process of stakeholder engagement needs to be open to constant change and to the involvement of changing stakeholder groups, even if the issue is becoming increasingly institutionalised [4].

Another way to define the level of priority is based on the power - interest matrix where stakeholders may be prioritized in three key categories:

- **Key stakeholders:** those who have **strong** decision-making **power** and major influence, priority is given to those with **high interest**, however those with low interest should not be omitted.
- **Primary stakeholders:** those who will be affected, positively or negatively, by the measure implementation of the project, with **high interest** but **low power**.
- **Other stakeholders:** those who have low power and low interest.

Priority should be given to key stakeholders (as well as to primary stakeholders), however engagement techniques and levels of engagement will differ among these two groups. In addition, stakeholders with low priority should not be forgotten, they should be kept informed and their reactions monitored.



2.4. Engagement techniques

Choosing the right approaches for the engagement process is not a technical question about one method versus another but about understanding the factors, risks and opportunities associated with the objectives of engagement process while also considering stakeholder characteristics. Stakeholders should be engaged according to their role and expected contribution. It is often not viable, necessary, or even desirable, to engage all stakeholders at the same time and with the same level of intensity. Engagement techniques need to be coupled with stakeholder mapping and prioritisation so that the right mix is chosen. Engagement techniques coupled with engagement levels (see Table 1) are shown in the table below.

Table 3: Engagement techniques by level of engagement
(adapted from European Commission [2])

LEVEL OF ENGAGEMENT	ENGAGEMENT TECHNIQUE
Inform	Letter, Leaflet, Brochure, Newsletter
	Poster and Notices
	Reports and Fact Sheets
	Web Pages
	Web based Social Networks
Transact & Consult	Surveys
	Questionnaires
	Interviews
	Smartphones or Web Applications
Involve	Public Meetings
	Information sessions
	Forums (including web based)
	Seminars and Topical Events
Collaborate	Focus and reference Groups
	Facilitated consensus building
	Workshops & Meetings
	Mobility Forum
Empower	Local Governance, Joint Planning
	Shared Projects, Capacity Building



Some engagement techniques overlap with data collection methods such as surveys, questionnaires and interviews. A brief description for the mostly deployed engagement methods can be found below² while within SMACKER, the methodology for data collection is dealt with in details in the deliverable “*D.T1.2.11 Methodology for data collection on users mobility needs*”.

Questionnaires

A questionnaire is an individual form of engagement and it consists in a set of questions for obtaining information from respondents. It is a very convenient way of collecting information from a large number of people within a definite time window. It can be delivered in many forms: postal survey, telephone interviews, face-to-face interviews and internet surveys.

Each of them requires a different design. A **postal questionnaire** is any type of questionnaire in which respondents are asked to complete it without the presence of the researcher. This typology of questionnaire should have clear instructions and questions because clarifications cannot be provided to the respondent. A **structured interview** is a type of questionnaire where respondents are asked to complete it by verbally responding to questions in the presence of the researcher.

A questionnaire should always have a definite purpose related to the objective of the research, and it needs to be clear from the beginning about how the findings will be used. Respondents should be preliminary informed on how and when they will receive feedback on the findings.

Questionnaires are restricted to two basic types of questions:

- “closed question” is a question for which a researcher provides a suitable list of responses (e.g. Yes/No, Likert scale); this produces mainly quantitative data;
- “open question” is a question where the researcher does not provide the respondent with a set of answers from which to choose but the respondent is asked to answer “in their own words”; this produce mainly qualitative data.

Questionnaires and surveys have advantages and disadvantages. They are useful for contacting a large number of people, but there is little control over who completes the questionnaire. The respondents might not form a representative sample so results can give a false picture, questionnaires are also time consuming for respondents, which results in low response rates. On the other hand, structured interviews provide much more accurate results; however, they are time consuming and require an interviewer that is very familiar with the topic. Still questionnaires, survey and interviews are appropriate options for lower levels of engagement.

² adapted from Di Laurea [7]



Focus groups

Focus groups are a special type of group used to gather information from members of a clearly defined target audience. They are characterised by being composed of six to twelve stakeholders who are similar in one or more aspects and are guided (through a discussion) by a facilitator on a clearly defined topic, in order to gather information about the opinions of the group members. In other words, a **focus group is a qualitative interviewing technique** used to explore people's beliefs, attitudes and opinions. The dialogue tends to take shape on its own because stakeholders are encouraged to comment and add richness to the answers given by the members of the group. This would not be possible in a one-on-one interview. One-on-one interviews focus on individuals, while focus groups put their attention on a specific group that makes it more interactive and discursive.

Again, it is important to keep in mind that the purpose of a focus group is to gather information needed for the decision-making process, not to make a decision or complete a task. Focus group methodology stands alone or works in tandem with surveys and questionnaires, individual interviews or other methods as part of mixed or multi-method studies.

Focus groups and surveys: a mixed method approach

A common practice is to use focus groups in combination with other methods. One of the most common pairings is with questionnaires. Most commonly, the survey serves as a primary method and the focus group serves a secondary, yet it has a preliminary role. The focus groups are used to assist the development of effective survey questions. The items gathered through the focus groups (terminology used, new ideas, specific issues of interests, etc.) can help a survey to better interact with a specific group of stakeholders and subsequently yielding data of higher quality.

Workshops

A workshop is a meeting during which experienced people in positions of responsibility come together with experts and consultants to find solutions to problems that have emerged in the course of their work and that they have had difficulty in dealing with on their own. One of the most common methods used in workshops is group discussion of selected problems. The group must be small enough to encourage full participation by each member and large enough for each member to gain from the experience of the others. They are usually undertaken with small (6-15 people) or large groups (15-35 people, as people can be subdivided into smaller groups). The workshop method makes everyone (organisers and participants) responsible for helping to find solutions to the selected problems.

The primary difference between focus groups and workshops are that focus groups are grouping stakeholders with homogeneous attitude towards the discussed topic, while workshops consist of cross-functional stakeholders who can define cross-functional requirements. As with focus groups, the analysis needs to focus on the group interaction data and responses, rather than on single individuals.



2.5. Principles for Effective Stakeholder Engagement

For stakeholder engagement to be effective, the initiator has to carefully consider several aspects of engagement that will have to be clearly communicated to stakeholders. It has to be very clear why and to what extent stakeholders are expected to engage (purpose and scope), the engagement process and timeline, expected contributions from stakeholders, benefits for the stakeholders, practical information about the engagement process and any additional information that could ease the process. Fundamental principles to keep in mind in engagement process are:

- plan the engagement,
- communicate and consult,
- build relationships,
- provide feedback and communicate follow-up actions.

The key to effective stakeholder engagement is two-way communication - it has to be clearly communicated what and how is expected from stakeholders and how their feedback will be considered and implemented. If stakeholders do not feel that they are contributing and that their opinion really matters, they will not actively participate in engagement activities.

It is not always easy to engage stakeholders, sometimes it might be even downright difficult but it can also be very rewarding at the same time, as it enhances the decision-making process. The engagement of stakeholders is a process that has to be carefully planned before implementation. The following scheme represents the phases of the engagement process:

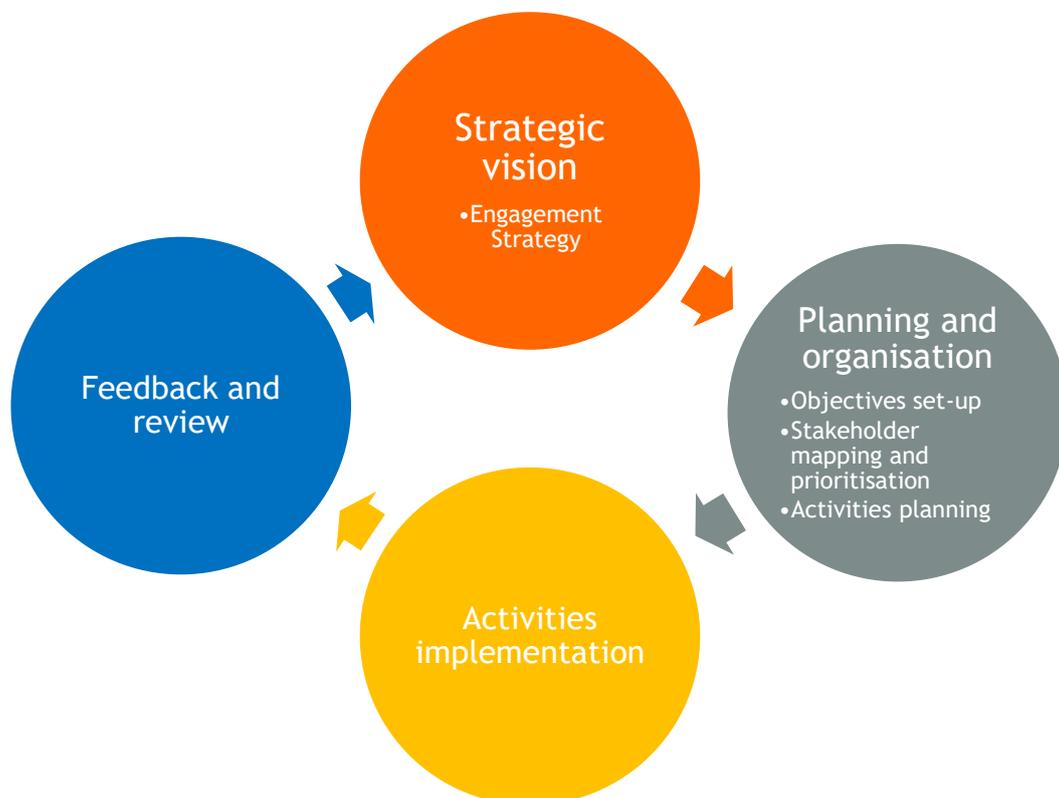


Figure 2: The process of stakeholder engagement (adapted from SULPiTER Project [4])



a) Strategic vision

A stakeholder engagement strategy should establish the objectives of stakeholder engagement through the plan preparation process and indicate how the involvement of stakeholders is achieved at each stage. It should indicate how the process of policymaking will be undertaken and transparency delivered. As part of achieving transparency, the strategy should be made publicly available. The strategy should include the vision for stakeholder engagement and the details of purpose, players, methods and responsibility. The vision should provide an overview of how stakeholder engagement is to be undertaken. Important key issues to be considered in this phase include the purpose of the engagement process - i.e. the reasons why a stakeholder engagement process should be undertaken and how this will be achieved.

b) Planning and organisation

Objectives set-up

Before starting a stakeholder engagement process it is important to outline the purpose and topics of engagement (objectives), and define who needs to be involved. Appropriate planning can help maintaining the direction as well as speeding up the process.

The first step in planning is establishment of a project team with clear organisational structure - i.e. defined roles, responsibilities, and decision-making powers. As the team needs to access to resources, the project organisation is usually linked to an existing organisation (e.g. municipality's administration). The main role of the team is to manage the whole process of stakeholder involvement. The project team has to have clear understanding of the objectives to be reached through the process of stakeholder engagement. These objectives had to already been specified in the strategic vision.

Stakeholder mapping and prioritisation

Identifying urban mobility stakeholders and understanding their potential role and position in the process is important for achieving the overall goals of sustainable urban mobility planning. The first step in any stakeholder engagement plan is the stakeholder identification - i.e. the formation of Stakeholder list. The Stakeholder list has to be exhaustive and has to include every stakeholder group and sub-group identified as relevant. It is important to be thorough because it is easy to underestimate the ability of minor stakeholders to impede the project when they are not adequately communicated with.

Next comes the mapping of stakeholders - each stakeholder on the list should be assessed in relation to their objectives, expectations and requirements. Furthermore, their power and capacities influencing mobility have to be identified together with their level of interest. Part of the stakeholder mapping is also the assessment of level of support together with classification of each stakeholder. Stakeholders are usually classified into several types³ in order to make specification of engagement activities easier (the identification/definition of a set of engagement activities for each stakeholder type is recommended, bearing in mind that not all engagement

³ Categories used in SMACKER questionnaire to pilot regions: Local public authority, Regional public authority, Sectoral agency, Infrastructure and (public) service provider, Interest groups including NGOs, Schools, Higher education and research, Education/training centre and school, SME and Mobility Managers, Public Transport Operators, Disabled people organizations, Touristic Operators, General public, Other.



activities are appropriate for all stakeholder groups). The stakeholder communication needs are itemized and the engagement technique is specified.

Stakeholder mapping helps in understanding of each stakeholder according to several parameters like influence/power capacity and interest level. Sometimes, stakeholders with high interest have little to no influence among their peers. Nevertheless, they have to be engaged. More time and efforts should be spent engaging with the stakeholders who have a lot of influence.

The mapping exercise provides a comprehensive picture of stakeholders and enables their prioritisation on basis of power, interest and level of support (existing and desired). Prioritization effectively defines efforts to be invested into engagement of each stakeholder and defines to what extent the stakeholders need to be involved.

Activity planning

The aim of this phase is development of an action plan based on the strategic engagement priorities. Without good planning, stakeholder engagement processes are unlikely to deliver results. Instead, it may result in disappointment and damaged relationships.

Within activity planning, the engagement techniques and measures should be selected. To ensure efficient utilisation of available resources and time, and to achieve the best results, it is important to select the appropriate level of involvement for each stakeholder (see Table 1). Identification of strategic goals, stakeholders mapping and prioritization provide a basis for what needs to be achieved and identification of the expected levels of stakeholder engagement into the decision making process. In order to achieve these purposes in the most efficient way, including a rationalisation of resources, the activity-planning phase has to take into consideration the following aspects [2]:

- available resources and time frame - each technique/tool requires a specific amount of resources and time, which must be compatible with the decision-making process schedule and respective budget;
- understanding of the values and culture of stakeholders - in many cases the general views of stakeholders is known in advance. Therefore, it has to be made clear what is expected from the engagement process when choosing the most appropriate technique. This is particularly important when involving private stakeholders, since issues such as confidentiality and trust play an important role. (For instance, bringing to the same table employees from different transport operators may cause them to refrain from speaking about certain matters considered confidential.);
- technical complexity - some issues are relatively easy for stakeholders to understand, while others are extremely complex. Technically complex issues require a careful selection of the appropriate engagement technique. It is then fundamental to choose a technique that allows communicating the key messages stakeholders and also provides them with the ability to give feedback;
- adaptability and flexibility of the engagement techniques - if an engagement technique has been successful in one project, this does not automatically ensure its success in another. Both the projects and stakeholders to be engaged differ from project to project. Also, it is important to be open to innovative or new methods while keeping in mind that sometimes the most effective methods are the most traditional ones;



- specific experiences - it could be useful to consider hiring an expert to deploy certain techniques. For example, engaging a population may require someone knowledgeable in managing expectations, tensions, timings, etc.

A wide range of engagement techniques is available (as shown in Table 3). Each technique offers specific characteristics that make it more suitable for the use in one or another type of engagement. Although the proposed categorisation is not strict, it provides guidance on the choice of the more appropriate techniques. For instance, a poster contains a limited amount of static information and its number of potential readers depends on the location. Yet, it is relatively inexpensive and it can potentially reach a wide audience. It is most commonly for providing information to general public. In this context the Local Mobility Forum is seen as a long-term partnership between mobility stakeholders who, on a formal or informal basis, meet regularly to discuss (and sometimes find solutions to) mobility problems and issues that occur in a specific area. Local Mobility Forums represent a good opportunity to achieve worthwhile results at a relatively limited cost.

Activity planning must ensure that necessary conditions are met for stakeholders (people) to voice their concerns, expectations and ideas. In order to do so, stakeholders must feel comfortable and confident. Even in lower levels of involvement (such as surveys), the necessary conditions should be thought through and met. In general, the following aspects could be considered: location of the initiative, formality of the initiative, atmosphere of the initiative, utilisation of facilitators, and other logistical and organisational aspects. Stakeholder training and capacity building can be provided to ensure they can get the most from, and deliver the best out of the initiatives (e.g., conflict management techniques).

c) Activities implementation

This step refers to the actual deployment of the stakeholder engagement as planned in the previous phase. During implementation of engagement activities many different events and dynamics may occur, largely related to the nature of the initiative. The duration of the initiative is also highly variable. It can range from a few seconds or minutes in the case of surveys, to several hours, in the case of meetings or seminars. Additionally, it can be an isolated initiative (e.g. dissemination of a specific decision), or it can be repeated several times. In the case of meetings, seminars and similar, several recommendations may be given to increase the usefulness of the initiative: levelling stakeholders, ensuring equity in the participation, focussing the discussion, managing cultural dynamics, and mitigating tension.

A modelling approach for simulating stakeholder participation in the engagement can be considered as transversal to all the stages. Scenario analysis allows the simulation first, and latter an evaluation of the impact that a hypothesised action might have on stakeholders' behaviour and interactions. The results of the simulation can also provide useful suggestions for decision-makers on the potential acceptability of the policies discussed with stakeholders, considering that involving from the outset those that bear the final consequences would help in finding better solutions.



d) Feedback and review

The outputs of an engagement initiatives are expected to contribute to the advancement of a decision-making process. It is relevant to report the decisions back to the stakeholders, and to request feedback from them. This feedback is beneficial at different levels:

- participants will perceive that their efforts were considered. This will increase their willingness to participate in future events;
- feedback reports can be considered as another type of engagement initiative. Indeed, the feedback can be used to fine-tune the decisions. Above all, it is important to make it clear that the participants' efforts were not in vain, and
- the impact of the engagement initiative should be identified, in order to understand the benefits gained from the realisation of the initiative.

The engagement initiative should be assessed. Foremost, all engagement initiatives should be duly reported and documented. The documentation can consist of different supporting materials, such as reports (e.g. minutes), audio, pictures, video, etc. In terms of content, at least the following should be preserved: the original purpose and aims of the engagement, the methods used, the participants, a summary of noted stakeholders' concerns, expectations and perceptions, a summary of discussions, and a robust list of outputs (decisions, actions, proposals, and recommendations). If necessary or valuable, the documentation can be shared among the participants to collect feedback.



3. Local Mobility Forums

3.1. What is a Local Mobility Forum

Urban mobility planning in Europe is designed around concept of Sustainable Urban Mobility Plans (SUMPs) that deal with functional urban areas and the mobility needs within it. It encourages a shift towards more sustainable transport modes and supports the integration and balanced development of all modes. The SUMP concept places particular emphasis on the involvement of citizens and stakeholders, the coordination of policies between sectors (transport, land use, environment, economic development, social policy, health, safety, energy, etc.), between authority levels and between neighbouring authorities. This cooperation is in many cases realized through the Mobility Forum concept that formalizes the process of cooperation, sets objectives, defines structures and operating procedures. This formalization is needed in order to overcome (sometimes) conflicting demands and requirements of stakeholders. Even though SUMPs deal with mobility in urban areas, the methodology for stakeholder engagement can and should be used also in rural areas. While mobility issues of rural areas differ from issues in urban areas, the methodology for engagement of stakeholders in the same. Thus, the methodology for the Local Mobility Forums is the same regardless of the area (urban or rural) in which the forum is deployed.

Mobility Forums operate on different levels - from European level, to national, regional and local levels. Mobility Forums on local level differ from Mobility Forums on European or national levels - the latter are more strategically oriented and deal with policies in broad aspect, the former deal with concrete measures and impacts on local community.

In general Mobility Forums for the most part:

- bring together transport and mobility community to debate, draw long-term perspectives and develop visions for tomorrow's mobility;
- provide advice and technical expertise to the policy makers on the development and implementation of legislation, policies, projects and programmes related to mobility issues;
- facilitate exchange of information, stimulate cooperation and creation of partnerships;
- deliver opinions or develop and propose innovative solutions.

Local Mobility Forums implement activities that are more focused on (locally) specific issues by:

- improving information and communication with citizens and all mobility stakeholders in relation to mobility planning activities;
- involving the public in the decision-making process of mobility policy strategies at an early stage;
- seeking partnerships with different stakeholders in the transport system, such as shopkeepers and residential and commercial land developers, etc.;
- creating a platform for the effective exchange of mobility-related information;
- debating on specific measures and their impact on community to reach common understanding and to identify acceptable solutions.



Key function of mobility forum is the establishment of a dialogue between groups of stakeholders in order to reach understanding of different points of view. This is achieved through exchange of knowledge, information and ideas.

3.2. How to start Local Mobility Forum

Usually, municipalities formally initiate Local Mobility Forums even if the initiative originates from inhabitants or stakeholders. In the role of initiator, municipality takes over all planning and implementation activities, which can be in latter stages entrusted to other stakeholders (outside municipality). Regardless of the initiator, careful planning is at the core of ensuring participation of stakeholders in Local Mobility Forums. The initiator of Local Mobility Forum can start the process with answering questions like:

- With what issues specifically will the Forum deal with?
- Who will participate (be a member)? And how will members engage?
- What are the limits (organisational, legal) of the particular participation process?
- How will the Forum's feedback be addressed and incorporated in decision-making processes?

Considering that Local Mobility Forums are set-up to establish a dialogue between stakeholders on local mobility issues (existing and/or future) this issues are to be also understood as starting point. Namely, issues and problems are the driving force for stakeholders' involvement in the forum, and are the basis for identification of objectives (with which all potential partners can identify). It is important to understand that stakeholders have different background, thus perceived problems can vary (and so does the motivation). To get an overview of the situation with proper insight into problems and issues, exploratory meetings or interviews can be organized to gather ideas and obtain a first commitment from the stakeholders. It can also be that the municipality is already well aware of the problems. However it is still a good idea to establish the first, Local Mobility Forum related contact, with questions to stakeholders about their opinion on the mobility issues and problems that need addressing. Thinking about problems and issues in relation to whom they affect, makes identification of stakeholders easier.

It is recommended to consider organisational structure and manner in which stakeholders should engage. Most likely meetings will be organized, specific topics will be debated and outcomes/recommendations will be agreed upon. The integration of the latter into the decision process is vital, as without it stakeholders will not see usefulness in participation.

All these considerations should result in vision and definition of objectives.



3.3. Strategy definition and organisation

Once issues and problems have been identified, it should be easier to set objectives and goals of the Local Mobility Forum, which are necessary in the planning stage. If stakeholders were previously already engaged in mobility related issues, these experiences (objectives and process of engagement, key issues discussed, outcomes and follow-up actions) should be used in the planning process.

The Strategy for Local Mobility Forum should determine:

1. Objectives (purpose) of the Local Mobility Forum
2. Identification of stakeholders
3. Forum Planning
 - a. Timeline
 - b. Roles and responsibilities
 - c. Engagement of stakeholders
 - d. Integration of outcomes in decision-making process
4. Monitoring and feedback

1. Objectives (purpose) of the Local Mobility Forum

Objectives of the LMF should be based on identified issues and need to be specific, measurable, achievable, realistic and timed. It is advisable to start with fewer and more specific objectives that can be later amended and extended.

2. Identification of stakeholders

Identification of key stakeholders (including individuals or groups likely to be affected), their interest and ways in which these stakeholders may influence the outcomes.



3. Forum Planning

a) Timeline

Definition of a schedule outlining dates/periodicity (and locations) where various stakeholder engagement activities will take place and the date by which such activities will be undertaken.

b) Roles and responsibilities

Delegation of responsibility for carrying out the specified stakeholder engagement activities including specifications of resources allocated toward these activities.

c) Engagement of stakeholders

Stakeholder engagement encompasses relationships built around different mix of activities: basic consultations, interviews, focus groups, in-depth dialogues, workshops and working partnerships. The appropriate mix of activities for the engagement process depends on understanding of objectives and related factors that triggered the engagement process in the first place. It also depends on the desired level of stakeholder engagement.

d) Integration of outcomes in decision-making process

It has to be foreseen how the outcomes of the Forum will be integrated into the decision making process. The integration should be formalized as either binding or non-binding. The outcomes are considered as binding in case the Forum is granted formal/legal status of consultation body, or Municipality voluntarily commits to implementation of the outcomes. In most cases, the outcomes are of non-binding nature as authorities deploy forums to gain feedback without formal commitment to implement Forum's propositions. Usually recommendations from Forum will be somehow integrated into policy documents, proposed measures will be amended according to propositions or projects will be modified. Regardless of the integration manner, this has to be explained to stakeholders at the beginning of activities. This will also help prevent too high expectations some stakeholders might have - the purpose of the forum and its role in decision making process must be clear from the beginning.



4. Monitoring and feedback

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. It is a continual process of verification (if the LMF is progressing as planned) and mitigation of shortcomings. Purposes of monitoring are:

- keeping track of progress towards achieving the objectives;
- ensuring that organisation and engagement processes are running smoothly;
- identifying problems and overcoming barriers;
- reviewing and adjusting of objectives if needed.

Monitoring (and evaluation) is much more efficient if performed with the use of key performance indicators (KPIs), as KPIs reflect the objectives of the LMF and the specific actions and timings. In terms of timing, two distinct but related monitoring activities can be implemented:

- during the engagement activities: short-term monitoring to allow for adjustments/improvements to be made during engagement;
- following completion of all engagement activities: review of outputs at the end of engagement to evaluate the effectiveness of the LMF as implemented.

3.4. Stakeholder engagement action plan

After initialisation of the Local Mobility Forum, development of an accurate stakeholder engagement action plan should follow. The Engagement Action Plan is a formal strategy for stakeholder engagement, detailing specific actions to be implemented. In short, the Action plan is a list of detailed activities to be implemented in a specific time period with specific stakeholder groups. As pointed out previously, not all stakeholder groups will be involved with same intensity thus engagement activities will also vary. Therefore, it is better to first compile a Stakeholder list.

Stakeholders list and classification

At this time, stakeholders should have been already identified. However, with an additional check it is possible to make sure that stakeholders are not omitted even the minor ones. The stakeholders list (register/database) is a living document that will help make management of stakeholders easier. The List should contain contact details, type of stakeholder, dates and types of engagement, comments and should also include follow up activities. The stakeholders list makes monitoring of activities and outcomes easier. An example of the Stakeholder List is shown in Table 4 below.



Table 4: Example of a Stakeholder list

Organisation	Stakeholder type ⁴	Contact details	Stakeholder's priority ⁵	Engagement level ⁶	Engagement activity		Feedback from stakeholder	Comments
					When	What		

For each of identified stakeholders its level of engagement is planned based on the importance of stakeholder. Some stakeholders might be of higher importance for the Mobility Forum while others are less important, thus appropriate methods/actions for engagement of stakeholders with high priority should be selected. The same applies for the level of engagement - not all stakeholders will be engaged with same intensity. Prioritisation of stakeholder and definition of desired engagement level for each stakeholder helps to better plan activities within the Action plan. The Stakeholders list is to be used throughout engagement process as monitoring tool - to be updated as and when the specific details become known, for example when a specific activity takes place or feedback from stakeholder is received.

Once the Stakeholder List is completed, the Action plan can be prepared. It specifies engagement activities, timescales for completion, targeted stakeholders as well as engagement objectives. An example of Action Plan is shown in the table below.

⁴ Categories to be used for SMACKER purposes based on SMACKER questionnaire to pilot regions: Local public authorities; Regional public authorities; Sectoral agencies; Infrastructure and (public) service providers; Interest groups including NGOs; Higher education and research; Education/training centres and schools; SMEs and/or Large enterprises; Mobility Managers; Public Transport/Mobility Operators; Disabled people organizations, Social services; Touristic Operators; General public; Other.

⁵ Categories to be used for SMACKER purposes: high, medium, low.

⁶ Desired level of engagement: high, medium, low.



Table 5: Example of an Engagement Action Plan for stakeholder engagement

Phase ⁷	Activity	Time period	Engagement activity	Targeted stakeholder	Engagement objectives

Engagement Action Plan is created at the beginning of the stakeholder engagement process and should be updated frequently as stakeholder communication needs adjustments or when significant changes have occurred (in relation to objectives, time plan or similar). The Local Mobility Forum initiator (in most cases this will be the municipality) takes over responsibility for preparation of the plan and management of engagement process.

⁷ The Action Plan can be divided into phases such as Preparation, Engagement and Feedback & Follow-up.

3.5. Keeping momentum

One of the most challenging things during the Local Mobility Forum activities is to maintain a suitable level of interest among the stakeholders. Consistent commitment can be gained with quick achievement of objectives (at least some of them) or delivering of concrete outputs (e.g. recommendations), otherwise LMF members tend to lose interest if they feel that things are not moving forward.

Involvement of mobility stakeholders into the management activities of LMF (such as leading individual activities, taking over leadership etc.) keeps members interested and engaged. It is also advisable to discuss and agree on all planned activities with (the most involved) stakeholders. Emphasizing benefits for the local community as well as for engaged stakeholders is a good approach for maintaining interest and involvement.

Furthermore, a clear and well-prepared action plan with schematic timetable facilitates engagement. Frequency of activities, especially meetings/workshops, should match the progress pace.

At the end, all this work and activities have to be monitored and evaluated. Monitoring allows verifying that LMF will reach its objectives while evaluation judges the outcomes and outputs, both positive or negative.

4. SMACKER Step-by-step Local Mobility Forum creation

SMACKER project brings together partners from different European regions and with different backgrounds. Identification of background knowledge and experiences of partners with involvement of final users, advocacies, NGOs and external stakeholders into consulting bodies was done with an internal questionnaire to SMACKER pilot regions. The results showed that the majority of pilot regions have Sustainable Urban Mobility Plans (SUMPs) in place. Within the SUMP development processes, activities for stakeholder engagement were carried out in one way or another. Thus experience with stakeholder engagement in mobility issues and decision-making process exists even if it is on different levels (the questionnaire and analysis of experiences can be found in Annex 6.5). These experiences were taken into consideration in the step-by-step guidelines for creation of SMACKER Local Mobility Forum detailed in this chapter. These guidelines follow the approach depicted in Chapter 3⁸.

The SMACKER Local Mobility Forum creation is comprised of the following steps:

- Step 1: Strategy design
- Step 2: Stakeholder identification, mapping and prioritisation
- Step 3: Design of stakeholder engagement action plan
- Step 4: Engaging stakeholders
- Step 5: Feedback and follow-up.

The steps are detailed in the tables below, while templates for Outputs expected from each step are provided in annexes at the end of the document.

⁸ Step-by-step guidelines take inspiration also from the approach deployed in the SULPiTER Project [4]

Step 1: Strategy design

STEP 1 - STRATEGY DESIGN	
GOAL	Definition of strategic priorities for stakeholder engagement in the scope of SMACKER Local Mobility Forum (based on the SMACKER pilot activities)
PRINCIPLES, OBJECTIVES	Outline: <ul style="list-style-type: none"> - vision and purpose of stakeholder engagement (why a stakeholder engagement process should be undertaken); - players, methods and responsibility for engagement; - set objectives and goals for Local Mobility Forum. It provides an overview of how stakeholder engagement is to be undertaken.
OUTPUT	SMACKER Local Mobility Forum Strategy - Annex 6.1 Template: SMACKER Local Mobility Forum Strategy

The first step in stakeholder engagement is perhaps the most important one for it provides reasons, aims and goals for engagement. The purpose of engagement (based on the identified issues) has to be clearly defined; objectives need to be specific, measurable and realistic. It is better to start with only few but more specific objectives than with too many or too broad objectives.

4.1. Step 2: Stakeholder identification, mapping and prioritisation

STEP 2 -STAKEHOLDER IDENTIFICATION, MAPPING AND PRIORITISATION	
GOAL	Identification of all relevant stakeholders, mapping and prioritisation
PRINCIPLES, OBJECTIVES	<p>Start by auditing some key actors that have a wide and consolidated look at the mobility market with the aim of identifying stakeholders. The final aim is composition of Stakeholder List containing:</p> <ul style="list-style-type: none"> - name of the stakeholder; - contacts (also getting the relevant person to contact); - stakeholder's category. <p>Once stakeholder are identified it is possible to try to learn as much as possible about each identified stakeholder:</p> <ul style="list-style-type: none"> - relation between the stakeholder and the mobility decision-making process (i.e. stakeholder with legal, financial or operational responsibilities in the mobility, stakeholders just affected by the mobility measures, etc.); - interests / goals / expectation of the stakeholders; - qualitative description of the stakeholder (i.e. preliminarily pieces of information to feature the role of the stakeholder with regard to mobility, etc.). <p>Engaging with all stakeholders or on all issues is neither possible nor desirable. Therefore, there is the need to prioritise stakeholders as well as issues to be tackled to ensure that time, resources and expectations are well managed.</p> <p>The goal is to reach a short list of 10 to 20 individual stakeholders. The criteria for prioritisation are:</p> <ul style="list-style-type: none"> - power/influence within the mobility decision making process; - dependency on the mobility measures (stakeholder's interest); - the willingness and ability of stakeholders to engage; - level of engagement (current and envisioned). <p>The aim of this phase is the composition of Stakeholder List and their prioritization by power and interest, additionally level of engagement for each stakeholders should be defined.</p>
OUTPUT	SMACKER Local Mobility Forum Stakeholder List - Annex 6.2

4.2. Step 3: Design of stakeholder engagement action plan

STEP 3 - DESIGN OF STAKEHOLDER ENGAGEMENT ACTION PLAN	
GOAL	Activities planning
PRINCIPLES, OBJECTIVES	<p>Preparation of a detailed plan for stakeholder engagement including:</p> <ul style="list-style-type: none"> - specific objectives; - timeline; - roles and responsibilities: <ul style="list-style-type: none"> o formation of project team; o delegation of responsibilities; o specification of resources; - engagement of stakeholders: <ul style="list-style-type: none"> o stakeholder List; o engagement activities (specify engagement activities to be implemented, with which stakeholders and with what objective); - integration of outcomes in decision-making process (how will the engagement activities be incorporated in decision-making process); - monitoring and feedback (specify the monitoring will be done and how the feedback to stakeholders will be provided).
OUTPUT	SMACKER Local Mobility Forum Engagement Action Plan - Annex 6.3

4.3. Step 4: Engaging stakeholders

STEP 4 - ENGAGING STAKEHOLDERS	
GOAL	Implementation of engagement activities with stakeholders as defined in Action Plan
PRINCIPLES, OBJECTIVES	<p>Setting-up the process of engagement and implementing activities defined in the Engagement Action Plan. Implementation implies to:</p> <ul style="list-style-type: none"> - keeping track of progress towards achieving the objectives; - ensuring that organisation and engagement process are running smoothly; - constant monitoring of progress by answering following questions: <ul style="list-style-type: none"> o Do the engagement processes meet the stakeholder’s needs? o Does it lead towards strategic goals set in step 1? o Are stakeholders expectations met? - taking corrective actions if activities are not progressing as planned, by: <ul style="list-style-type: none"> o revising implemented activities and learning from mistakes; o implementing additional activities or modify planned activities; o listening to stakeholders (value their opinion and change things that are not working); o amending Engagement Action Plan as often as needed (review and amend objectives).
OUTPUT	/

4.4. Step 5: Feedback and follow-up

STEP 5 - FEEDBACK AND FOLLOW-UP	
GOAL	Giving feedback to stakeholders and following-up activities (integration of outcomes in decision-making process)
PRINCIPLES, OBJECTIVES	Implementation of monitoring and feedback activities as specified in Engagement Action plan by: <ul style="list-style-type: none"> - reviewing outputs: - implementing outputs into the decision-making process; - evaluating the engagement process; - providing feedback to stakeholders.
OUTPUT	SMACKER Local Mobility Forum Comprehensive Report - Annex 6.4

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6. Annexes

6.1. Template: SMACKER Local Mobility Forum Strategy

 CENTRAL EUROPE <small>European Union European Regional Development Fund</small> SMACKER	
OVERVIEW	
Strategic Vision	
Subject of engagement - Scope	
Strategic Objectives - Intended Outcomes	
Engagement Approach - Method(s)	
Targeted Stakeholder Groups & Representatives	
RISK ASSESMENT	
Risks	
Contingency Plan	



6.2. Template: SMACKER Local Mobility Forum Stakeholder List



Organisation	Stakeholder type ⁹	Contact details	Stakeholders' priority ¹⁰	Engagement level ¹¹	Engagement activity		Feedback from stakeholder	Comments
					When	What		

⁹ For SMACKER: Local public authorities; Regional public authorities; Sectoral agencies; Infrastructure and (public) service providers; Interest groups including NGOs; Higher education and research; Education/training centres and schools; SMEs and/or Large enterprises; Mobility Managers; Public Transport/Mobility Operators; Disabled people organizations, Social services; Touristic Operators; General public; Other.

¹⁰ For SMACKER: high, medium, low.

¹¹ Desired level of engagement: high, medium, low.



6.3. Template: SMACKER Local Mobility Forum Engagement Action Plan



Phase	Activity	Time period	Engagement activity	Targeted stakeholder	Engagement objectives
<i>Preparation</i>					
<i>Engagement</i>					
<i>Follow-up</i>					

6.4. Template: SMACKER Local Mobility Forum Comprehensive Report

 SMACKER				
LOCAL MOBILITY FORUM EXPERIENCE				
Brief description of Local Mobility Forum implementation: <ul style="list-style-type: none"> - Forum planning process - Stakeholder identification process - Engagement of stakeholders - Overall experiences - Recommendations 				
STRATEGIC OBJECTIVES				
Description of objective		Reached (YES/NO)		Comments
Insert strategic objectives of stakeholder engagement as defined in Forum Strategic vision		Was the objective reached or not?		Any other comments
STAKEHOLDERS				
Type	Identified	Targeted	Engaged	Comments
Local public authority				
Regional public authority				
Sectoral agency				
Infrastructure and (public) service provider				

SMACKER

Interest groups including NGOs				
Higher education and research				
Education/training centre and schools				
SME and/or Large Enterprises				
Mobility Managers				
Public Transport/Mobility Operators				
Disabled people organizations, Social services				
Touristic Operators				
General public				
Other				

ENGAGEMENT ACTIVITIES

Type of activity	Number of stakeholders engaged	Feedback from stakeholders	Comments

ENGAGEMENT PROCESS ASSESMENT

Corrective actions identified	Corrective actions taken

SMACKER

Overall satisfaction with the process	
Policy makers	Stakeholders
OTHER FEEDBACK	

6.5. Local Mobility Forum - Questionnaire for Partners with Analysis

6.5.1. Questionnaire for Partners

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: left;"> <p>Interreg  CENTRAL EUROPE <small>European Union European Regional Development Fund</small></p> <p>SMACKER</p> </div> <div style="text-align: right;">  </div> </div>															
<h3>1. Introduction</h3> <p>This questionnaire aims at identifying background knowledge and experiences of partners with involvement of final users, advocacies, NGOs and external stakeholders into consulting bodies. Understanding these experiences will be used as vital input to Methodology for stakeholders involvement and creation of Local Mobility Forum (LMF). This Methodology will furthermore define options for inclusion of LMF in to decision making processes even beyond SMACKER.</p>															
<h3>2. Questions regarding Local Mobility Stakeholders</h3>															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">1) Partner (filling-in the questionnaire)</td> </tr> <tr> <td style="height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">2) Pilot region</td> </tr> <tr> <td style="height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">3) Is Sustainable Urban Mobility Plan adopted in pilot region?</td> </tr> <tr> <td style="padding: 5px;"> <input type="checkbox"/> YES If YES please briefly describe how stakeholders and general public were involved in the process: _____ _____ </td> </tr> <tr> <td style="padding: 5px;"> <input type="checkbox"/> NO </td> </tr> <tr> <td style="padding: 5px;">4) Are there any kind of formal or informal consultation bodies/associations of stakeholders/etc. focusing on mobility in your pilot region?</td> </tr> <tr> <td style="padding: 5px;"> <input type="checkbox"/> YES If YES please specify which consultation bodies/associations exist: _____ _____ </td> </tr> <tr> <td style="padding: 5px;"> <input type="checkbox"/> NO </td> </tr> <tr> <td style="padding: 5px;">5) How often do meetings of local stakeholders take place on a regular basis regarding topics of mobility?</td> </tr> <tr> <td style="padding: 5px;"> <input type="checkbox"/> Weekly <input type="checkbox"/> Annual <input type="checkbox"/> Monthly <input type="checkbox"/> Other: _____ </td> </tr> <tr> <td style="padding: 5px;">6) What is the occasion of the meetings?</td> </tr> <tr> <td style="padding: 5px;"> <input type="checkbox"/> Particular topic to be discussed <input type="checkbox"/> Period meetings </td> </tr> <tr> <td style="padding: 5px;">7) Which stakeholders meet at the "LMF"?</td> </tr> </table>	1) Partner (filling-in the questionnaire)		2) Pilot region		3) Is Sustainable Urban Mobility Plan adopted in pilot region?	<input type="checkbox"/> YES If YES please briefly describe how stakeholders and general public were involved in the process: _____ _____	<input type="checkbox"/> NO	4) Are there any kind of formal or informal consultation bodies/associations of stakeholders/etc. focusing on mobility in your pilot region?	<input type="checkbox"/> YES If YES please specify which consultation bodies/associations exist: _____ _____	<input type="checkbox"/> NO	5) How often do meetings of local stakeholders take place on a regular basis regarding topics of mobility?	<input type="checkbox"/> Weekly <input type="checkbox"/> Annual <input type="checkbox"/> Monthly <input type="checkbox"/> Other: _____	6) What is the occasion of the meetings?	<input type="checkbox"/> Particular topic to be discussed <input type="checkbox"/> Period meetings	7) Which stakeholders meet at the "LMF"?
1) Partner (filling-in the questionnaire)															
2) Pilot region															
3) Is Sustainable Urban Mobility Plan adopted in pilot region?															
<input type="checkbox"/> YES If YES please briefly describe how stakeholders and general public were involved in the process: _____ _____															
<input type="checkbox"/> NO															
4) Are there any kind of formal or informal consultation bodies/associations of stakeholders/etc. focusing on mobility in your pilot region?															
<input type="checkbox"/> YES If YES please specify which consultation bodies/associations exist: _____ _____															
<input type="checkbox"/> NO															
5) How often do meetings of local stakeholders take place on a regular basis regarding topics of mobility?															
<input type="checkbox"/> Weekly <input type="checkbox"/> Annual <input type="checkbox"/> Monthly <input type="checkbox"/> Other: _____															
6) What is the occasion of the meetings?															
<input type="checkbox"/> Particular topic to be discussed <input type="checkbox"/> Period meetings															
7) Which stakeholders meet at the "LMF"?															
Page 3															

SMACKER

SMACKER



- Local public authority
- Regional public authority
- Sectoral agency
- Infrastructure and (public) service provider
- Interest groups including NGOs
 Please specify which groups _____
- Schools
- Higher education and research
- Education/training centre and school
- SME and Mobility Managers
- Public Transport Operators
- Disabled people organizations
- Touristic Operators
- General public
- other: _____

8) Which stakeholders are not part of these meetings (but should be included)?

- Local public authority
- Regional public authority
- Sectoral agency
- Infrastructure and (public) service provider
- Interest groups including NGOs
 Please specify which groups _____
- Schools
- Higher education and research
- Education/training centre and school
- SME and Mobility Managers
- Public Transport Operators
- Disabled people organizations
- Touristic Operators
- Public Transport Operators

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<input type="checkbox"/> General public <input type="checkbox"/> other: _____
9) In your opinion: What are the objectives of the meetings?
<input type="checkbox"/> Exchange of information <input type="checkbox"/> Strategy building <input type="checkbox"/> Decision making <input type="checkbox"/> Other: _____
10) In your opinion: What topics were discussed in the past and are “flexible transport” and “nudging” possible topics for the future in this “LMF” ?
11) In your opinion: Does the action or opinion of the “LMF” have significance in decision-making process on local or regional level?
12) In your opinion: What role could the “LMF” play within political decision making regarding the topics “flexible transport” and “nudging”?
<input type="checkbox"/> Feedback <input type="checkbox"/> Support <input type="checkbox"/> Other: _____
13) Additional ideas, questions, suggestions.

6.5.2. Questionnaire Analysis

SMACKER pilot activities will be implemented in six European regions:

- Austria: East Tyrol;
- Czech republic: Prague - Suchdol;
- Hungary: Budapest;
- Italy: Valle-Reno;
- Poland: Chwarzno - Wiczlino;
- Slovenia: Murska Sobota.

To understand existing experiences of stakeholder involvement in these six pilot regions a questionnaire was deployed (see 6.5.1 Questionnaire for Partners). The starting point in the questionnaire was the existence of Sustainable Urban Mobility Plans (SUMP) in the pilot regions. Although SUMP deals with mobility in urban areas, while SMACKER deals with mobility in rural areas, the experiences gained with stakeholder engagement during the SUMP development is a good starting point. There was also interest in any other experience and practice with stakeholder engagement in mobility issues in pilot regions.

It was found out that, with exception of East Tyrol, in all the other pilot areas Sustainable Urban Mobility Plans (SUMP) were adopted. This means that stakeholders had to be involved in SUMP development, thus experience with stakeholder engagement already exists. Interestingly, in four pilot regions the mobility consultation bodies also exist and meetings already take place. Despite not having experiences with stakeholder engagement during SUMP development, the engagement of stakeholders on mobility issues in East Tyrol is favourable as the mobility consultation body is operative and meets regularly. In all other pilot regions the meetings of stakeholders are irregular.

Table 6: Existence SUMP and mobility consultation bodies in SMACKER pilot regions

Pilot region	SUMP adopted	Existence of mobility consultation bodies	Meeting frequency of stakeholders on mobility issues
East Tyrol	No	Yes	Periodically (twice year)
Prague - Suchdol	Yes	Yes	Irregularly
Budapest	Yes	Yes	Irregularly
Valle-Reno	Yes	Yes	Irregularly
Chwarzno - Wiczlino	Yes	No	Irregularly
Murska Sobota	Yes	No	Irregularly

All pilot regions report that stakeholders’ meetings on mobility issues always deal with specific issue. The results also show that local public authorities and public transport operators are involved in most of the activities and meetings dealing with mobility issues in pilot regions; besides them, also interest groups, general public and other stakeholders are active, as shown in Figure 3.

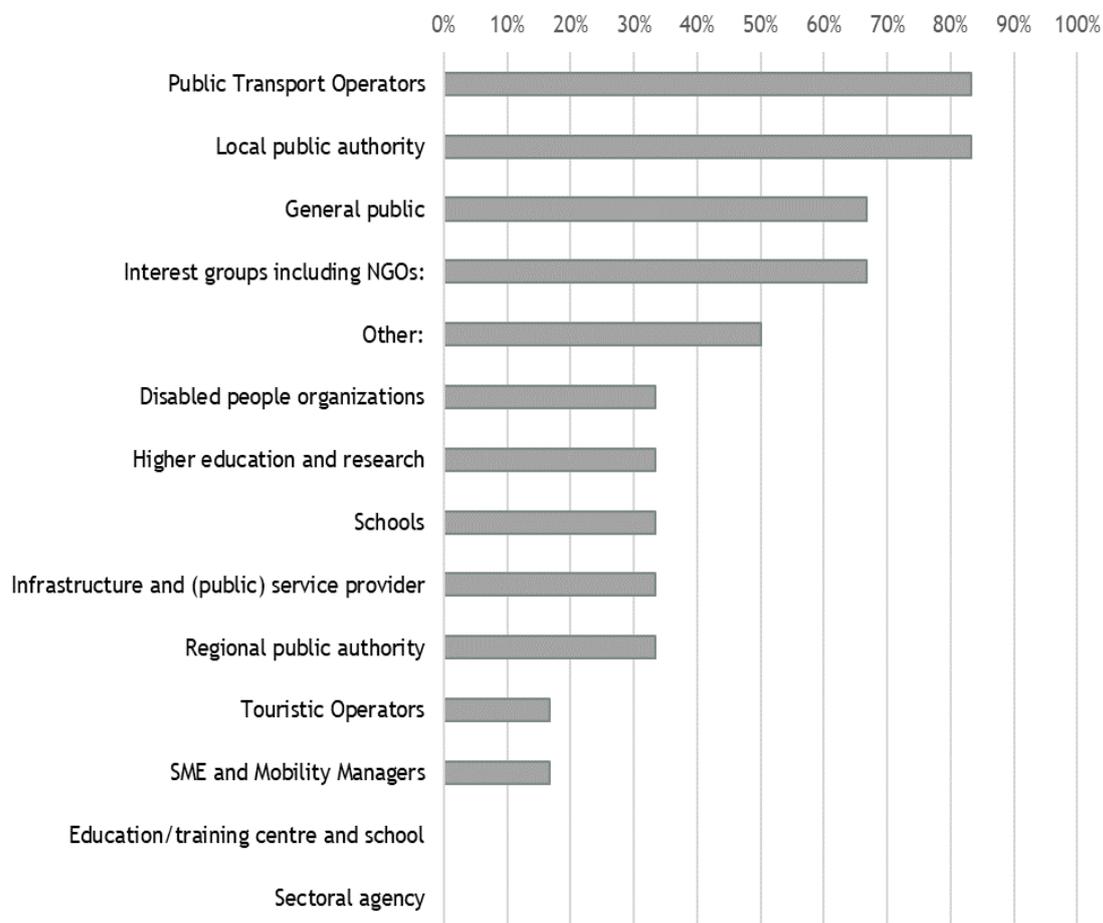


Figure 3: Stakeholders participating at meetings on mobility issues in pilot regions
(results of SMACKER questionnaire to pilot regions)

NGOs already engaged are quite diverse¹²: *national park; alpine club, district council, rowerowa Gdynia, consulta della bicicletta, cycling ngo; environment NGO; costumers association; pensioners` organisation, AMZS moto club, Regional chamber of commerce and industry.* In category “Other” following organisations were stated: *developers; police.*

It was also asked which stakeholders are currently not participating at meetings on mobility issues but should take part in Local Mobility Forum. The answers are shown in Figure 4 below.

¹² Answers are stated as provided in questionnaires

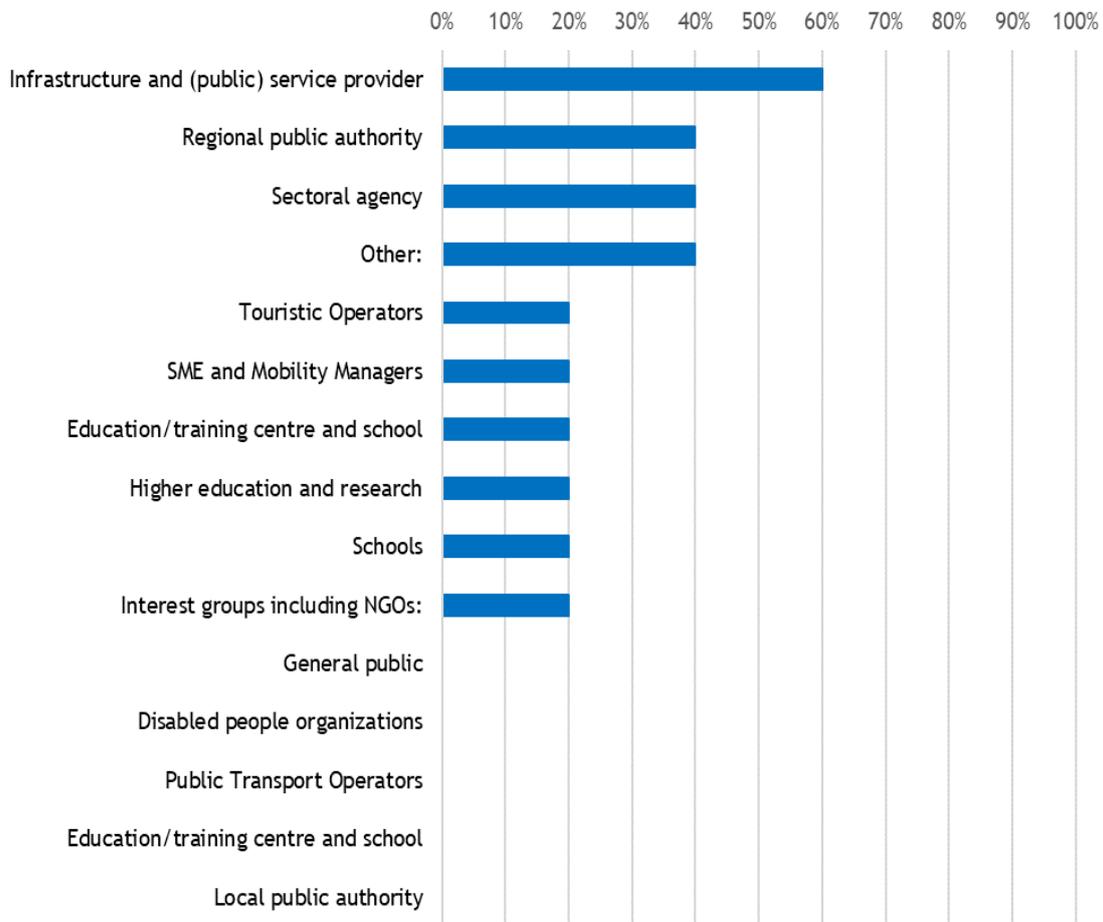


Figure 4: Stakeholders currently not participating in meetings on mobility issues but should be included in Local Mobility Forums (results of SMACKER questionnaire to pilot regions)

The results show that infrastructure and (public) service providers should be engaged where this is not yet the case, the same goes for regional authorities and sectoral agencies. Within category “Others”, the following stakeholders were proposed to be included in Local Mobility Forums: kindergartens, traders’ organisations and large enterprises.

There is also common understanding in pilot regions that the main objective of Local Mobility Forum is “*exchange of information*” and “*strategy building*”, while the “*decision making*” is not seen as the main objective. One of the proposed objectives is “*getting liabilities towards implementation for sustainable mobility projects*”.

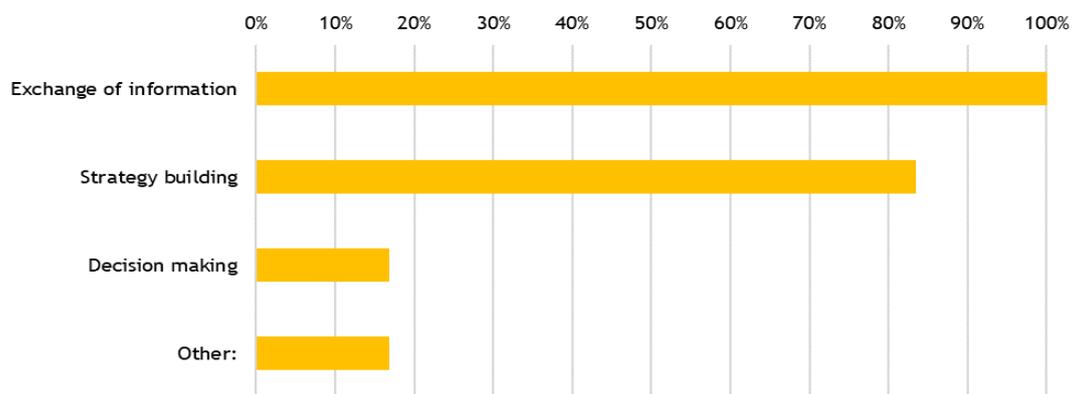


Figure 5: Objectives of Local Mobility Forum meetings (results of SMACKER questionnaire to pilot regions)

Until now, the topics discussed at stakeholders' meetings were quite diverse:

- small public transport systems) for the last mile;
- e-mobility and regional e-mobility strategy;
- reduction of private vehicles for mobility and improvement of public transport services;
- design of Park&ride systems;
- development and improvement of the parking policies;
- promotion of alternative modes of transport (cycling and walking);
- improvement of public transport services including routing;
- diminishing environmental pollution from transport etc.

The future topics for discussion in Local Mobility Forums will continue to be related to specific issues of pilot regions, however there is joint understanding that “flexible transport” is one of the interesting and important topics. The value of LMF is specifically seen in matching the needs of different stakeholders and the exchange of experiences to enable pilot actions to reach their full potential.

When it comes to significance of LMF in decision-making process on local and regional level, the pilot regions agree that LMFs can take over an important role, as through LMFs local public authority and public transport operators can be empowered to take relevant decisions on local level. LMFs should contribute to identify needs in relation of flexible transport as well enabling a better understanding among different stakeholders. However, discretion is also needed as LMFs can be used for lobbying activities influencing decision-making process, on regional as well as local level. The role of Local Mobility Forum within political decision making on topics of “flexible transport” and “nudging” is to provide feedback and support (especially in frame of pressing for action to political decision-making bodies) as shown in Figure 6.

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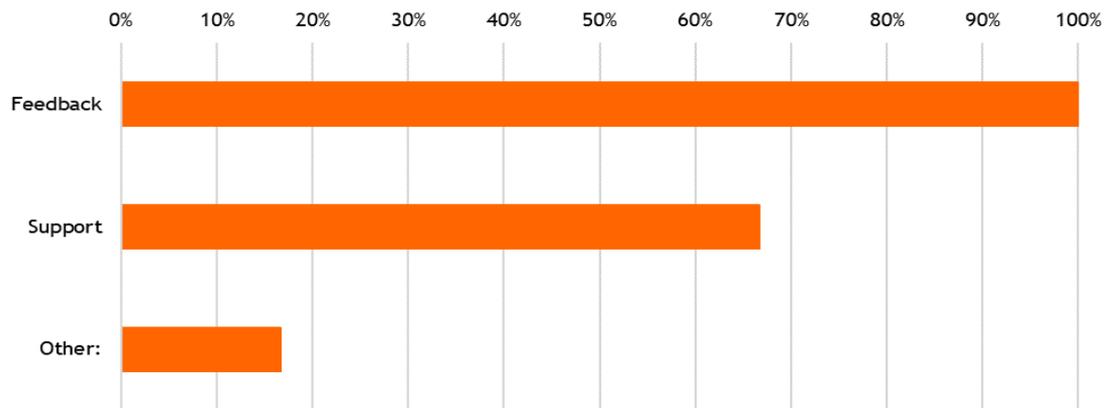


Figure 6: Potential role of the “LMF” within political decision making on topics of “flexible transport” and “nudging” (results of SMACKER questionnaire to pilot regions)

It can be concluded that the concept of Local Mobility Forum is seen as useful provided that all stakeholders are involved at appropriate time and in appropriate manner. This will create higher responsibility for implementation of sustainable mobility system.