

ACTIVITY 2: TRAINING ON DEVELOPING AND IMPLEMENTATION OF SUSTAINABLE URBAN MOBILITY PLANS (SUMP) for Decision Makers

Session 2 - Organizational and institutional aspects | Citizen engagement and stakeholder management

Technical Assistance for development of sustainable urban mobility plans for five municipalities and providing training on developing and implementation of sustainable urban mobility plans [LRCP-9034-MK-CS-CQS-A.1.1.5]

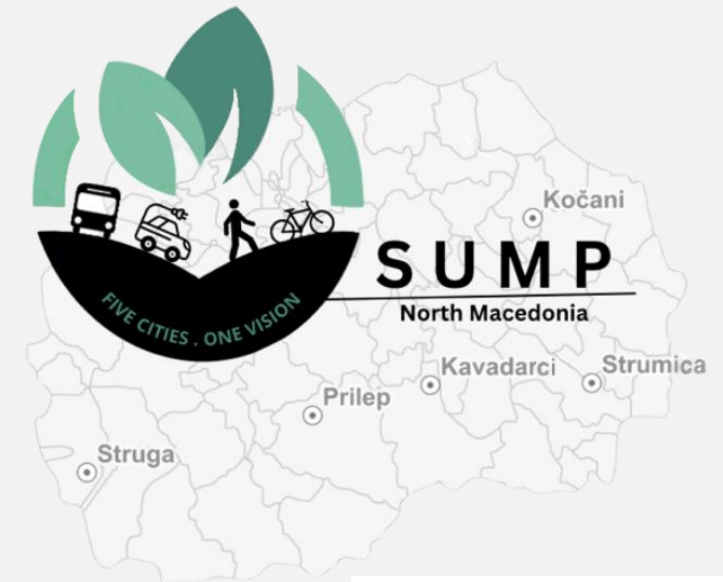
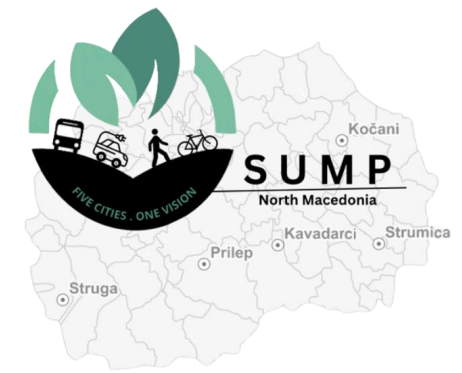


TABLE OF CONTENTS



1. Organizational and Institutional aspects

- Why is it important?
- How can you analyze them?
- Agreement on roles and responsibilities
- Challenges and how to address them?

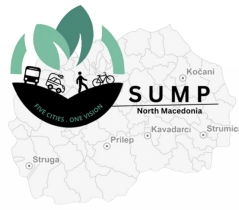
2. Citizen engagement and stakeholder management

- How to integrate these two elements in a SUMP?
- Various tools to implement in practice
- Good practices

3. Key messages

4. SUMP resources

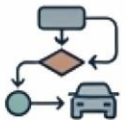
WHY THIS SESSION MATTERS?



The Visible Part (Technical)



Engineering Analysis



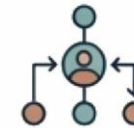
Traffic Modeling



Spatial Data



The Missing Half (People & Institutions)



Clear governance and institutional coordination.

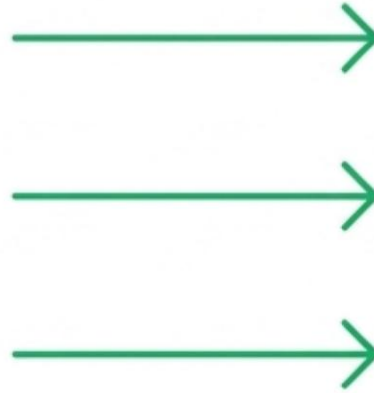
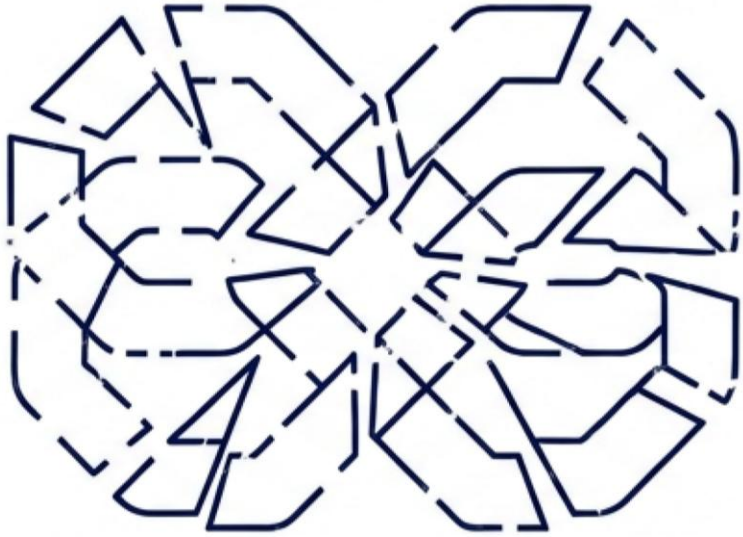
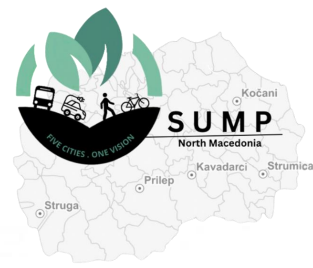


Realistic planning and political support



Meaningful participation of citizens and stakeholders.

TECHNICAL ANALYSIS ALONE CANNOT BUILD A MOBILITY PLAN

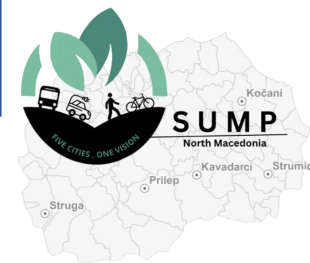


Plans fail without political support
Disconnected actions reduce effectiveness
Unclear objectives lead to unclear measures

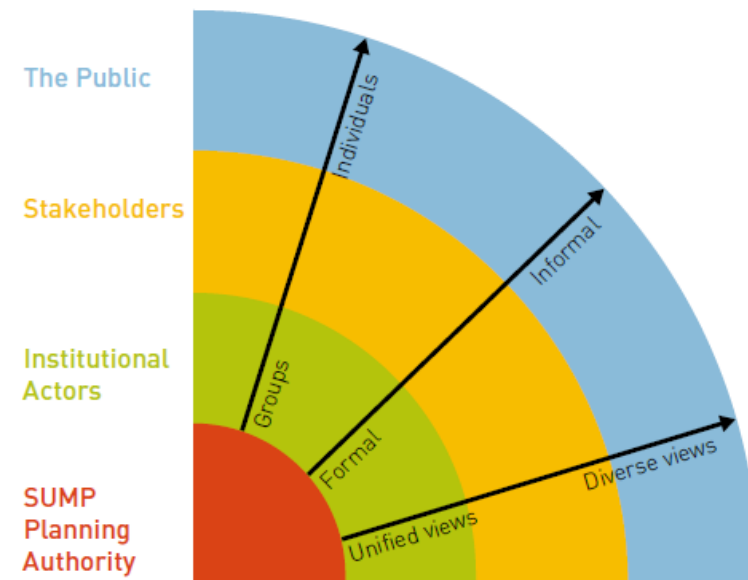
Realistic planning processes
Clear institutional coordination
Meaningful stakeholder involvement

A robust SUMP requires early preparation, strategy and implementation to function as one connected cycle.

WHY ARE ORGANISATIONAL AND INSTITUTIONAL ASPECTS IMPORTANT?

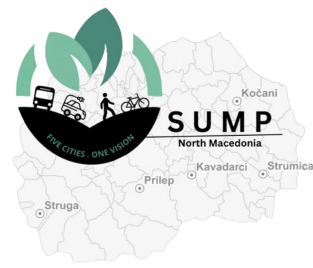


- SUMP requires decisions across transport, urban planning, environment, finance, public transport and infrastructure.
- Many measures cannot be implemented by one municipal department alone.
- Decision-makers create the mandate, remove bottlenecks and ensure continuity.
- Institutional cooperation must start early and continue through the whole SUMP cycle.



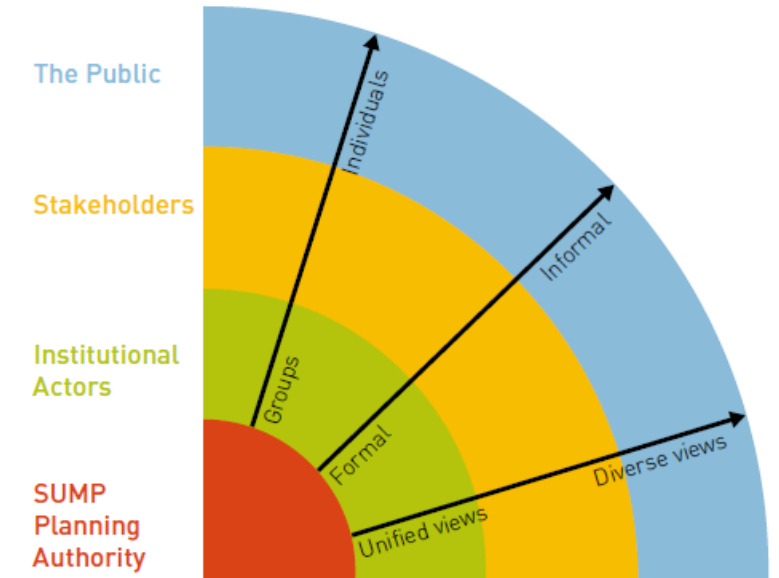
SUMP success depends not only on technical analysis, but on how institutions organize themselves to make and implement decisions → decision-makers create the conditions for the plan to be implemented.

WHAT DECISION MAKERS MUST GUARANTEE?



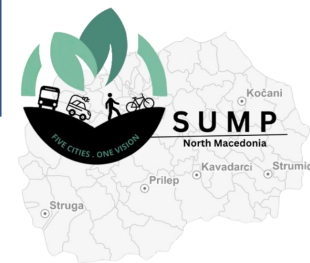
Decision-makers must ensure:

- **Political mandate:** Clear authorization to prepare and implement the SUMP.
- **Institutional ownership:** Departments and external bodies know why they are involved.
- **Resources:** Staff time, budget, data and external support are available.
- **Accountability:** Someone is responsible for decisions, coordination and delivery.
- **Continuity:** SUMP remains valid beyond political or staff changes.

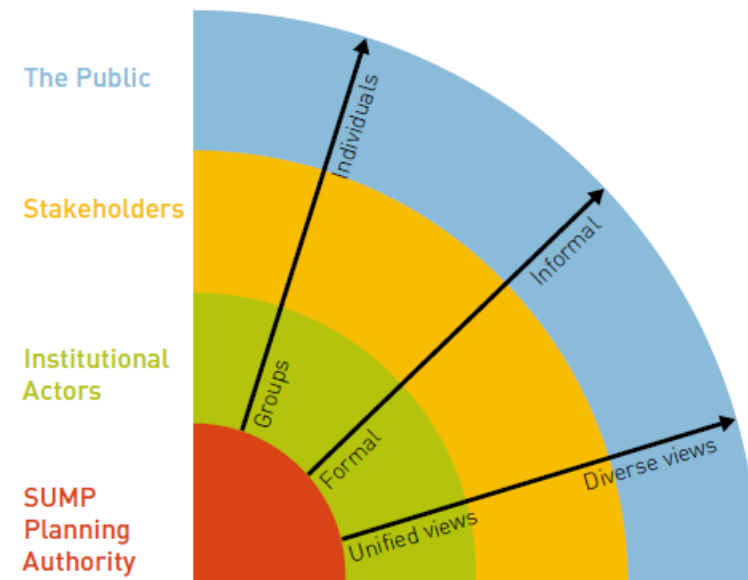


**“This is the minimum governance package. Without it:
The plan may be technically good but institutionally weak.”**

WHY ARE ORGANISATIONAL AND INSTITUTIONAL ASPECTS IMPORTANT?

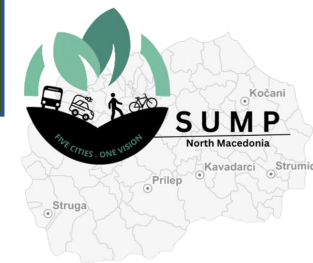


- **Add value, knowledge and resourcing to the SUMP implementation** → The project will be supported by additional skills and insights to assist the project management.
- **Improving the acceptability of the SUMP by the general public and the stakeholders** → Involved stakeholders are more likely to support a plan to which they have contributed.
- **Potential attraction of additional external funding** → environmental national agencies may be willing to fund measures included in the SUMP if, through institutional cooperation, a strong focus is put on e.g. CO2 emissions reduction or energy consumption reduction.
- **Greater control over several local transport networks and infrastructure, including public transport networks and parking** → SUMP requires the use of and implementation of targeted transport interventions in order to achieve the SUMP goals.

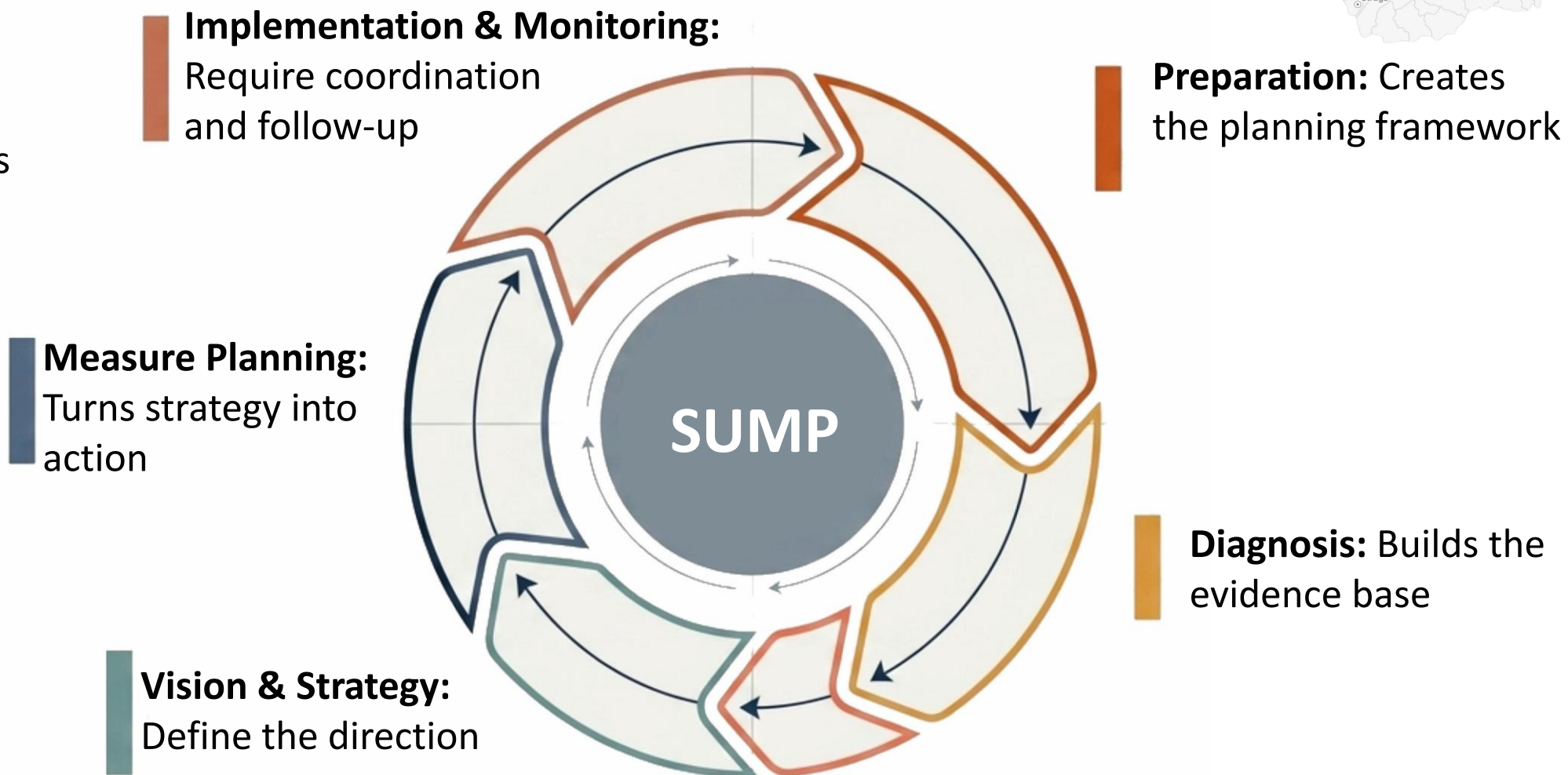


BENEFITS!!!

ORGANIZATIONAL AND INSTITUTIONAL ASPECTS IN THE SUMP CYCLE



SUMP guidance treats early preparation, diagnosis, strategy, implementation and monitoring as one connected planning cycle, not separate exercises.



WHY ARE ORGANISATIONAL AND INSTITUTIONAL ASPECTS IMPORTANT?

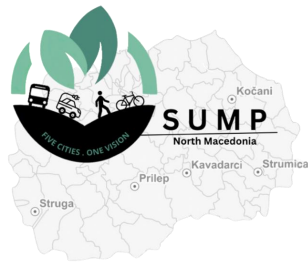
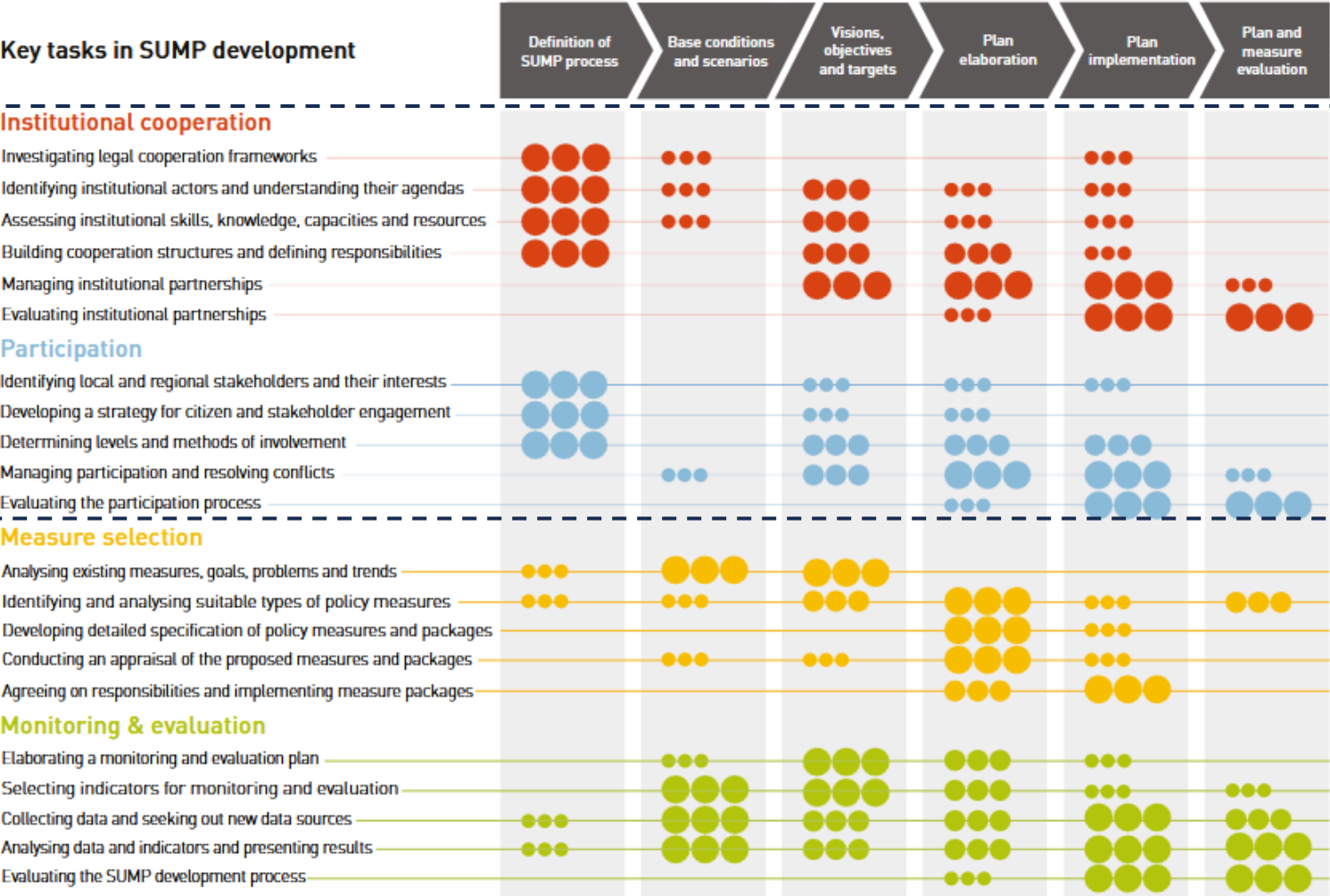


Figure 1: Key tasks in the SUMP development process
Source: Rupprecht Consult, 2016



●●● Potential activity
●●● Recommended activity
●●● Essential activity

A SUMP process is a sequence of phases from process definition to plan and measure evaluation. The chart presents key SUMP tasks for planning authorities related to the four challenges.

Institutional cooperation and participation are continuous, horizontal activities that should commence early, during the SUMP process definition phase. Measure selection as well as monitoring and evaluation activities

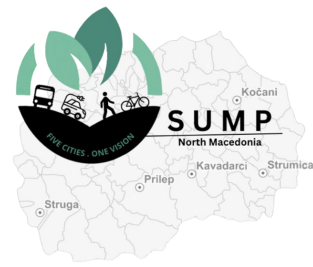
are particularly relevant in the subsequent analytical and technical planning phases. The chart reflects first-time SUMP development; revision and updating of a SUMP should build on the already established structures.

©Rupprecht Consult, 2016

SUMP Phase	Institutional focus
P1 Preparation & Analysis	Define mandate, scope, team, partners, data-sharing
P2 Strategy Development	Agree vision, objectives, targets and priorities
P3 Measure Planning	Agree responsibilities, resources, financing and implementation logic
P4 Implementation & Monitoring	Coordinate delivery, monitor progress, resolve conflicts



THE THREE CORE DIMENSIONS OF A SUMP



Strategy

Internal consistency from status analysis to actionable measures.



Governance

Clear institutional roles, shared responsibilities and cross-sector coordination.

A Robust & Implementable Plan



Participation

Meaningful, planned engagement with citizens and stakeholders.

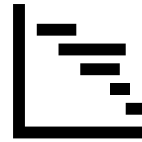
How to plan an efficient stakeholder management in a SUMP?

- It is essential to develop strong and consistent stakeholder management from the very beginning of the project.
- There are **three major elements to plan** for an efficient stakeholder management and citizen engagement



Stakeholder analysis

Analysis used to identify the key people to be integrated in the process



Stakeholder planning

Framework used to build the support that helps the project during its 4 phases.

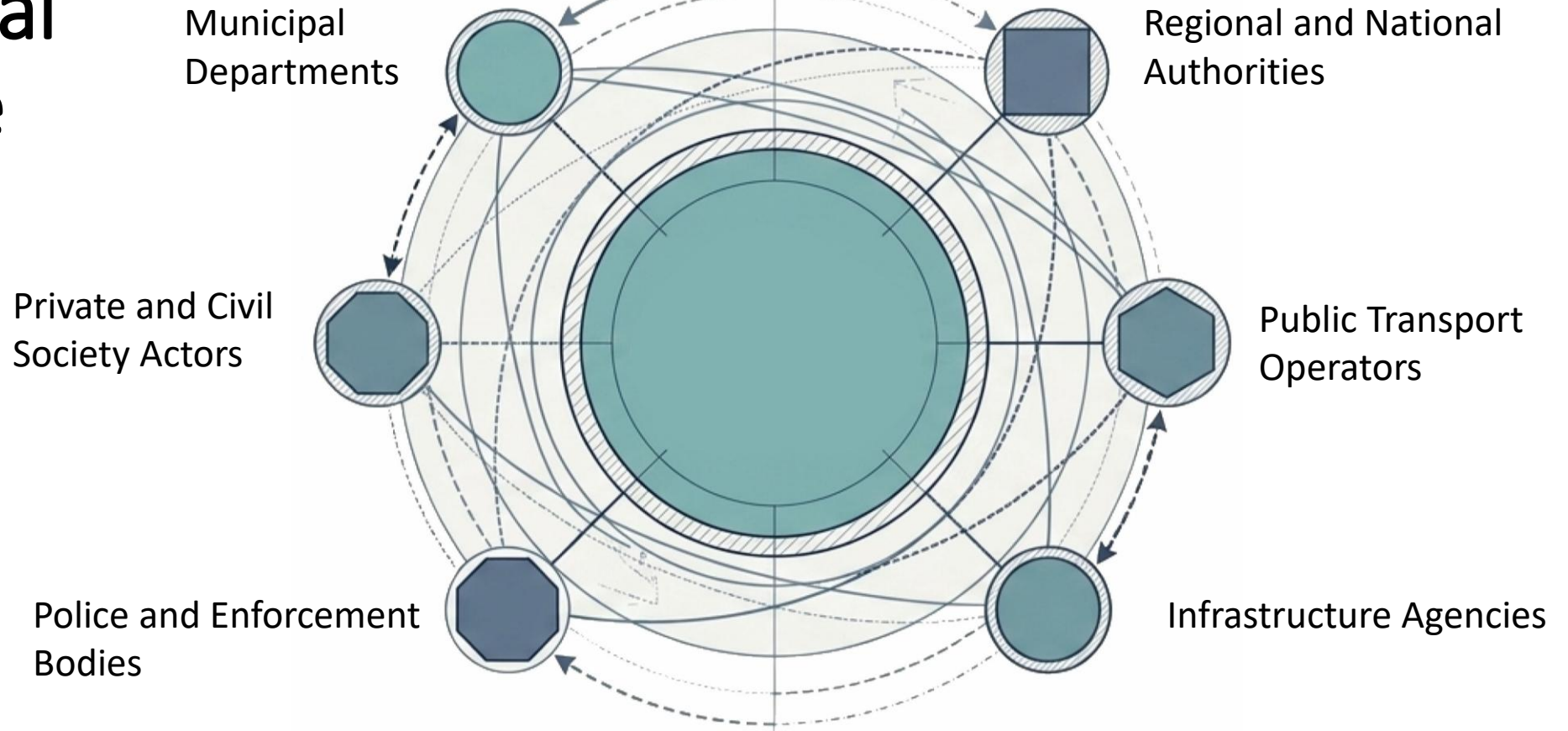


Stakeholder engagement

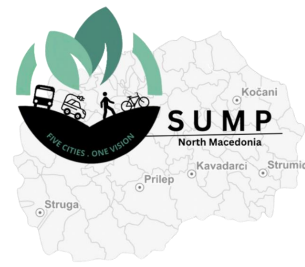
Techniques to maintain a permanent engagement of the stakeholders and citizens

Mapping the Institutional Landscape

Mobility planning is not just a technical design, but a coordination exercise among sectors, levels of government and private actors.



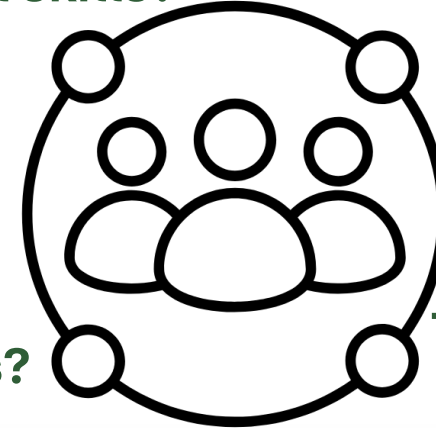
HOW TO CONDUCT ORGANISATIONAL AND INSTITUTIONAL ANALYSIS?



- **Identification of the relevant organisations**
 - Identify all relevant organizations and departments within and outside the municipality
 - Understand the roles and responsibilities of these entities in relation to SUMP
- **Defining Contributions to SUMP**
 - Determine the level of involvement required from each organization (inform, consult, collaborate)
 - Develop strategies for effective engagement and participation
- **Identify Key Stakeholders**
 - Spatial Planning ; Environment ; Health ; Transport Authorities ; etc
- **Analyse Stakeholder Interests and Influence**
 - Map out the interests, influence, and potential impact of each stakeholder on SUMP
 - Categorize stakeholders based on their level of influence and interest

Management skills?

Influence?



Legal skills?

Technical skills?

Management skills for project coordination

- Project management (team building, process development, moderation and documentation)
- Financial management (budget planning)
- Staff management (incl. managing multidisciplinary teams made up of internal and external staff)

Technical skills of the team members

- Urban planning and transport planning, including regulatory framework
- Expertise in important sectoral policies (economic, social, environmental)
- Moderation, mediation
- Data collection methods and empirical analysis (surveys, interviews and modelling)
- Knowledge of mobility measures and impact assessment
- Writing and design skills for public relations
- Economic analysis, funding and investment expertise
- Legal procurement expertise

HOW TO CONDUCT ORGANISATIONAL AND INSTITUTIONAL ANALYSIS?



Functionality	Relevance	Which stakeholders?	Key assets	Функционалност	Релевантност	Кои засегнати страни?	Клучни ресурси
Political support	Who can assure political support and resources, within the transport sector and beyond?	• Mayors of cities that are planning a SUMP and city councillors (both majority and opposition) • Mayors and representatives of neighbouring cities • Heads of metropolitan areas, provinces, counties, regions • Representatives of district town halls • Political parties • Politicians from different local authorities within the SUMP partnership	Vision, Leadership, Power, Resources	Политичка поддршка	Кој може да обезбеди политичка поддршка и ресурси, во транспортниот сектор и пошироко?	• Градоначалници на градови кои планираат СУМП и членови на општински совети (и од мнозинството и од опозицијата) • Градоначалници и претставници на соседни општини • Раководители на метрополитенски области, покраини, општини, региони • Претставници на општинските совети • Политички партии • Политичари од различни локални власти вклучени во партнерството за СУМП	Визија, Лидерство, Моќ, Ресурси
Transport network competence	Who manages the respective transport networks?	• Public transport companies (municipal buses, trams, and metros as well as regional buses and trains) • Owners of transport infrastructure (roads, parking, interchange stations, etc.) • National railway companies • Port authorities (when applicable) • Airport authorities (when applicable) • Providers of new mobility services (e.g. bike sharing, car sharing)	Technical feasibility	Компетентност на транспортната мрежа	Кој управува со соодветните транспортни мрежи?	• Јавни транспортни претпријатија (општински автобуси, трамваи и метро, како и регионални автобуси и возови) • Сопственици на транспортна инфраструктура (патишта, паркинзи, патни јазли, интермодални станици и сл.) • Национални железнички компании • Управи на пристаништа (каде што е применливо) • Управи на аеродроми (каде што е применливо) • Даватели на нови услуги за мобилност (на пр. споделување велосипеди, споделување автомобили)	Техничка изводливост
Technical expertise	Who has the data and relevant skills to deliver a technically sound plan?	Technical experts from different organisations: • City departments or public administration (transport and spatial planning, economic development, environment, health, tourism, etc.) • Universities and other research • Qualified companies • Specialised agencies • Qualified non-governmental organisations and associations	Technically sound planning	Техничка експертиза	Кој располага со податоци и релевантни вештини за да обезбеди технички заснован план?	Технички експерти од различни организации: • Одделенија на општини или јавни администрации (транспорт и просторно планирање, економски развој, животна средина, здравство, туризам и сл.) • Универзитети и други истражувачки институции • Квалификувани компании • Специјализирани агенции • Квалификувани невладини организации и здруженија	Технички засновано планирање
Public support	Who understands public and stakeholder opinions?	Government bodies providing access to citizens, other stakeholders and the media. Within city services this can be: • Communication department • Police force • Department for economic development, job coaches • City's ombudsman/mediator • Educational department • Moderators of advisory councils in different policy areas (transport and spatial planning, economic development, municipal youth council, etc.)	Values, Sense of urgency	Јавна поддршка	Кој ги разбира јавното мислење и ставовите на засегнатите страни?	Државни тела кои обезбедуваат пристап до граѓаните, другите засегнати страни и медиумите. Во рамките на општинските служби тоа може да бидат: • Одделение за комуникации • Полициска сила • Одделение за економски развој, советници за вработување • Општински правобранител/медијатор • Одделение за образование • Модератори на советодавни совети во различни области на политики (транспорт и просторно планирање, економски развој, општински совет за млади и сл.)	Вредности, Чувство за итност



TRT

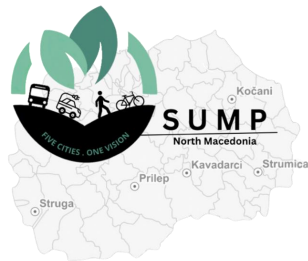


BOGAZICI
PROJE A.S.



WORLD BANK GROUP

STAKEHOLDER MAPPING



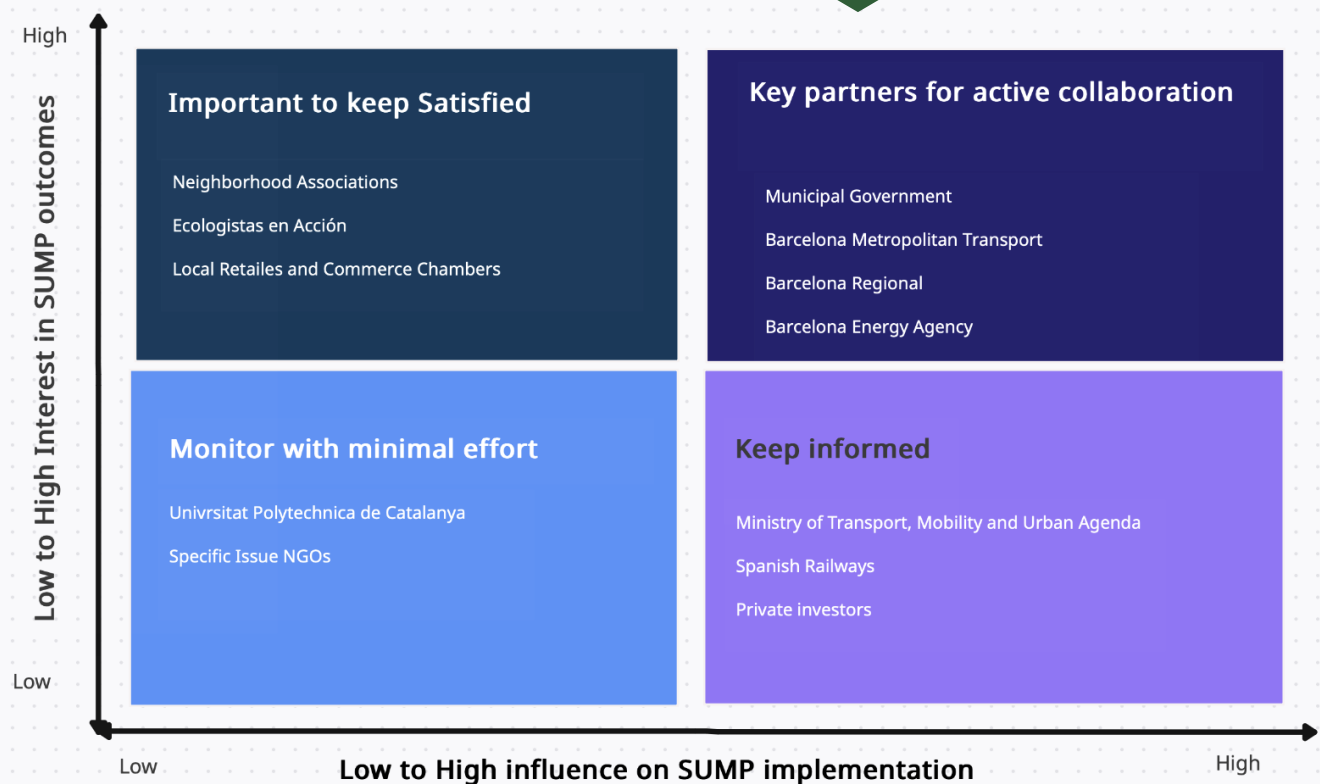
P1

Example from Barcelona SUMP

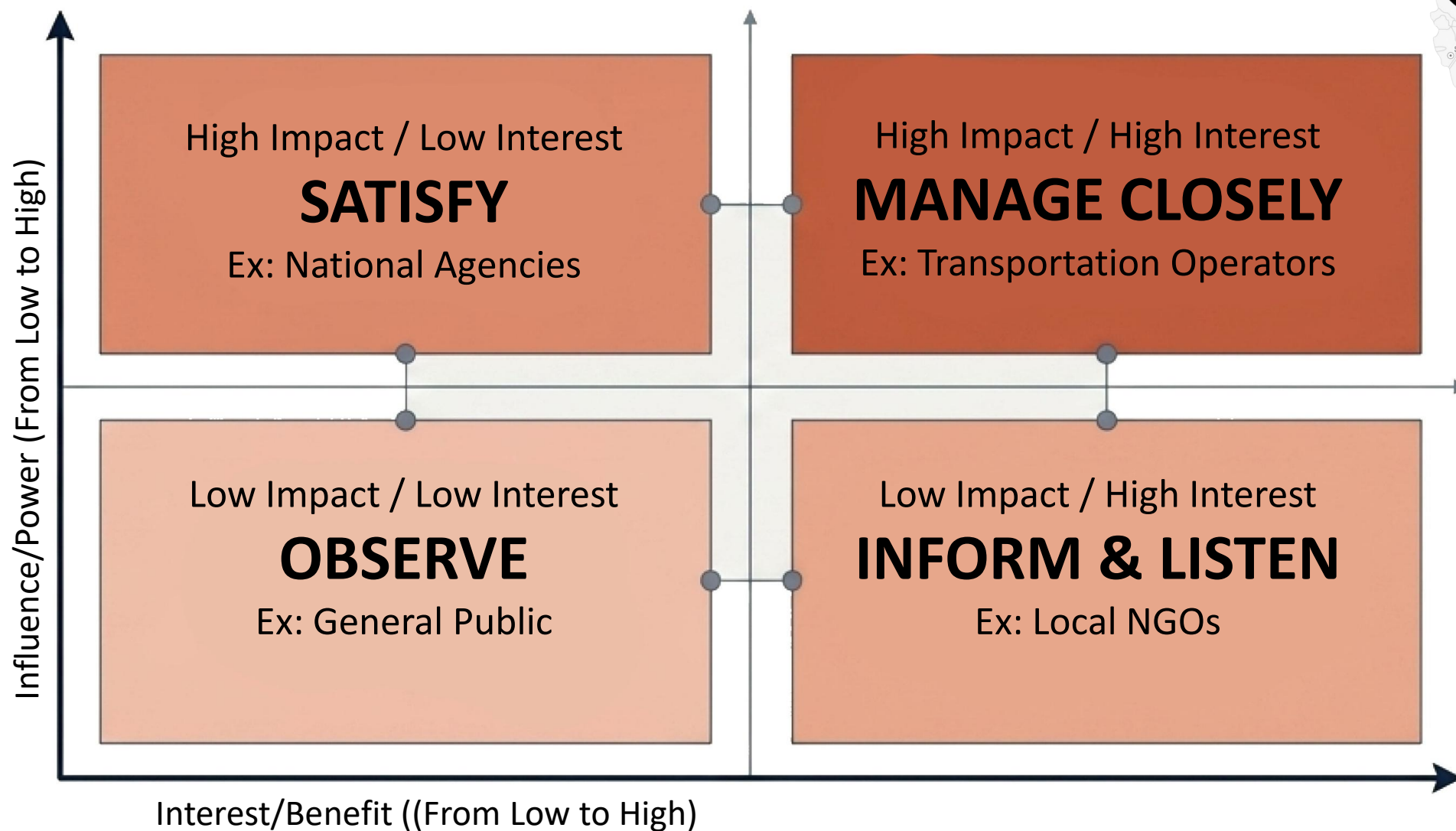
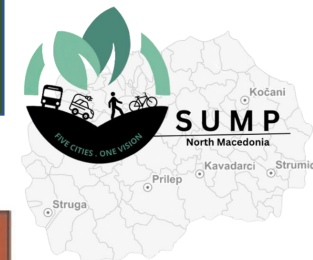


	Low Influence	High Influence
Low Stake	least priority stakeholder group	useful for decision and opinion formulation, brokering
High Stake	important stakeholder group perhaps in needs of empowerment	most critical stakeholder group

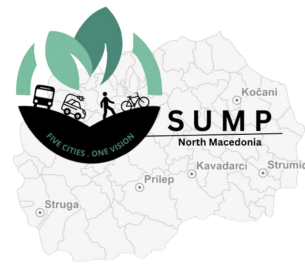
	Ниско влијание	Високо влијание
Ниска заинтересираност	најмалку приоритетна група на засегнати страни	корисни за донесување одлуки и формулирање мислења, посредување
Висока заинтересираност	важна група на засегнати страни, можеби има потреба од зајакнување/овластување	најкритична група на засегнати страни



INFLUENCE/INTEREST MATRIX



EVALUATING CAPACITIES AND RESOURCES



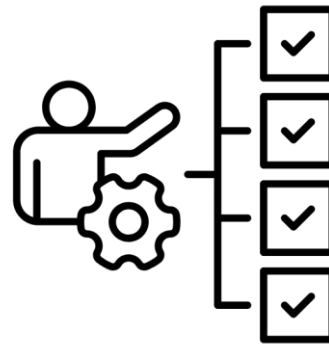
P1



Get an **honest and clear picture of the strengths, weaknesses and opportunities of current planning practices** with regard to developing a SUMP in your local context (e.g. political, institutional and legal framework).

Planning practices

Link to SUMP Self-Assessment:
www.sump-assessment.eu



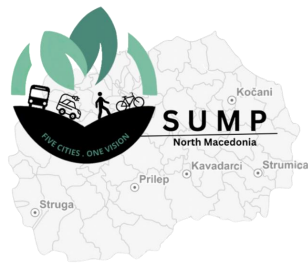
Ensure that the **necessary (wide) range of skills for managing and driving the Sustainable Urban Mobility Planning process** is available in your local authority and among stakeholders.

Capacities



Assess the **confirmed and potential financial resources** for running the planning process and for implementing measures.

Resources



An example of capacity assessment:

P1

Category	Current Capacity	Required Capacity	Gap	Action Plan
Financial	Adequate for current projects	Need more for comprehensive SUMP implementation	Moderate	Secure additional funding through EU grants, PPPs, and increased municipal budget
Human Resources	Limited skilled staff	Need specialized personnel in sustainable transport and data analysis	Significant	Conduct specialized training, hire experts, and establish partnerships with universities
Technical	Basic to intermediate tools available	Advanced data analytics and modelling tools needed	Moderate	Invest in advanced GIS systems, data analytics software, and simulation tools
Organisational	Functional structure	Need better inter-department coordination	Moderate	Create a dedicated SUMP coordination office, enhance communication channels
Regulatory	Compliance with local and national laws	Need to align with upcoming EU regulations	Minor	Regularly review and update regulatory frameworks to ensure alignment with EU policies
Stakeholder Engagement	Basic engagement practices	Need comprehensive and inclusive engagement strategy	Significant	Develop a robust stakeholder engagement plan, implement regular consultation sessions

RULES, STRUCTURE AND HEIRARCHY



Key organisational elements

Rules

- ✓ Scope of cooperation
- ✓ Objectives and outputs
- ✓ Timelines and milestones
- ✓ Resource commitments

Structures

- ✓ Steering groups
- ✓ Technical working groups
- ✓ Coordination mechanisms

Formalisation tools

- ✓ Memorandum of Understanding (MoU)
- ✓ Terms of Reference
- ✓ Service agreements
- ✓ Reporting templates

P1



The organogram shows an example structure and the articulation of hierarchy level for the decision-making process in the case of the SUMP implementation in West Yorkshire.

Political/Executive level
(Mayor, Council, Senior Management)

SUMP Steering Committee
(strategic coordination)

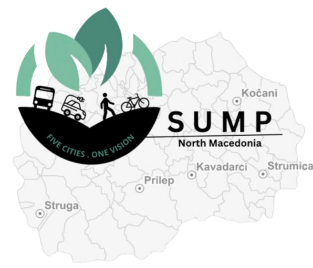
Core SUMP Team
(day to day management)

Technical working groups

Clear governance structures reduce ambiguity and improve implementation efficiency

“Small and medium cities do not need complex bureaucratic systems — but they do need clear structures and reporting lines.”

ROLES, RESPONSIBILITIES AND INTERDEPENDENCIES



	Who leads the process?	Who provides data?	Who decides?	Who delivers measures?	Who monitors results?
Project Team					
Steering Committee					
External Stakeholders					
Implementation Agencies					



WORLD BANK GROUP



Diagnosis

Identify real problems
Build the evidence base

Vision

Define future direction
Ensure analysis supports vision

Objectives

Translate the vision into clear priorities
Guide the selection of measures

Indicators & Targets

Make strategy measurable
Set clear indicators

Measures

Turn strategy into action
Link packages to objectives



Define Vision & Objectives

- Establishing the long-term mobility narrative
- Setting quantifiable, measurable milestones



Prioritizing Measures

- Evaluating options for feasibility and impact
- Testing options for public acceptability



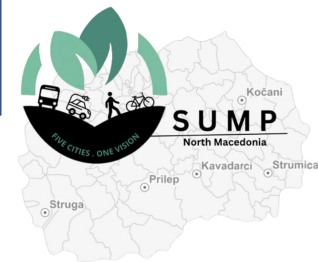
Financing & Budget Allocation

- Securing long-term funding mechanisms
- Aligning measure packages with fiscal realities

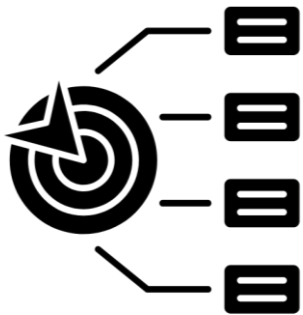


National SUMP Programs

- Leveraging national funding and guidance
- Ensuring local alignment with national climate goals



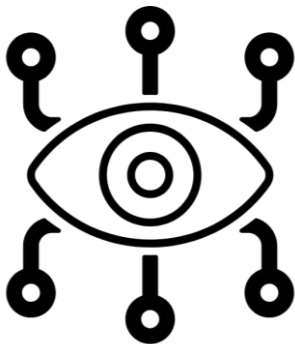
P2



Aligning institutions around **common objectives:**

- Mobility
- Environment
- Economic development
- Public health
- Accessibility
- Social inclusion

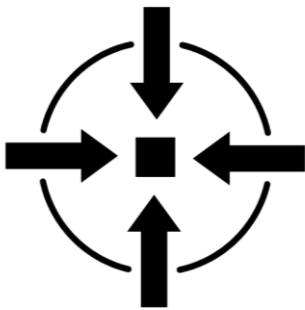
Vision and objectives



Ensure **internal consistency** between:

- Diagnosis
- Vision
- Indicators
- Future measures

Connect problems → Objectives → Targets

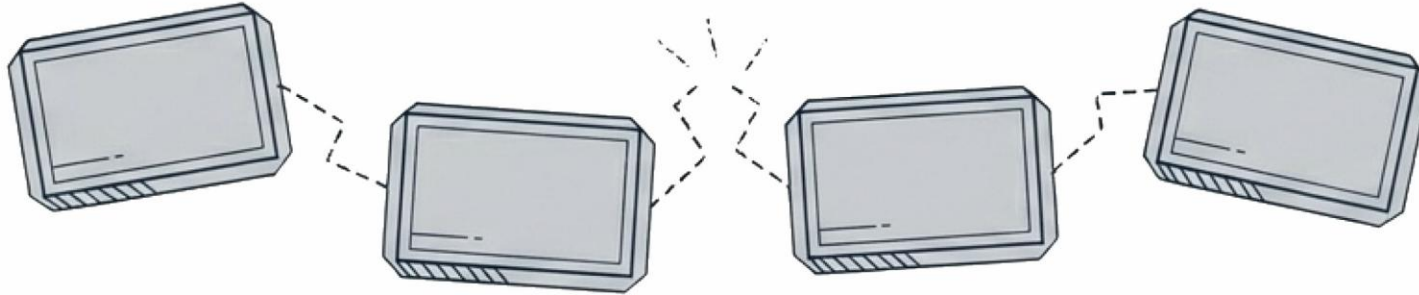


Alignment with **ongoing initiatives:**

- National transport strategies
- Climate policies
- Urban development plans
- Funding priorities

Linking SUMP to higher level strategies

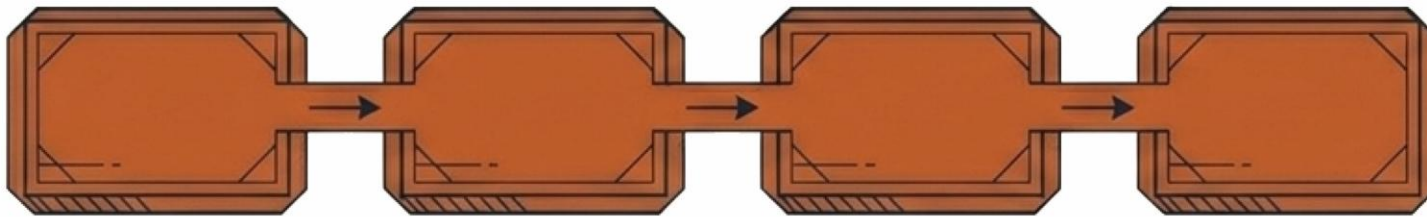
Broken Chain (Weak Plan)



Unclear goals > Disconnected actions > Decreased effectiveness

Result: Failed plans and wasted budgets

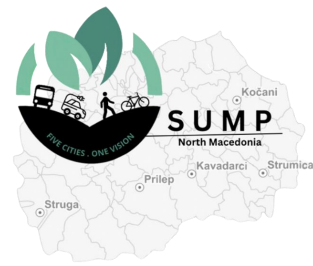
Strong Internal Consistency (Functional Plan)



Seamless logic from problem to action.

Conclusion: Ease of implementation and readiness for securing funding.

LEVELS OF ENGAGEMENT



Empower

Sharing the final decision-making or implementation responsibility.

Collaborate

Designing solutions together and reaching a consensus.

Consult

Gathering feedback on alternatives.

Inform

One-way transmission of decisions and process.



TRT



BOGAZICI
PROJE A.S.



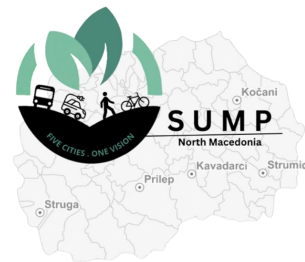
WORLD BANK GROUP

Why coordination matters

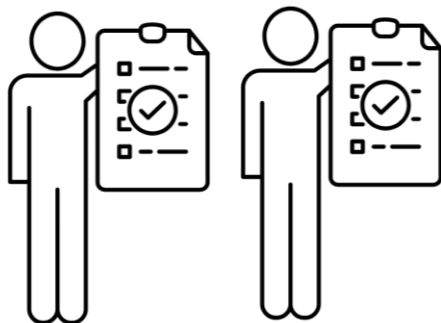
Cooperation type	What it means	Example
Vertical	Between levels of government	Municipality ↔ Ministry / national road authority
Horizontal	Between organisations at same level	Municipality ↔ neighbouring municipality
Cross-sectoral	Between policy fields	Mobility ↔ land use ↔ environment ↔ health
Inter-modal	Between transport modes	Roads ↔ public transport ↔ walking ↔ cycling
Spatial	Across functional territory	City ↔ surrounding settlements

This helps decision-makers see that SUMP is not only a transport-sector responsibility

FROM STRATEGY TO MEASURE SELECTION

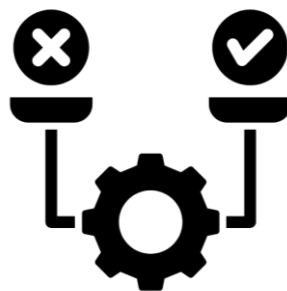


P3



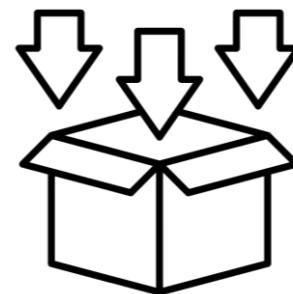
Define who does what:

- RASCI matrix
- Implementation responsibility
- Reporting lines
- Lead and supporting institutions

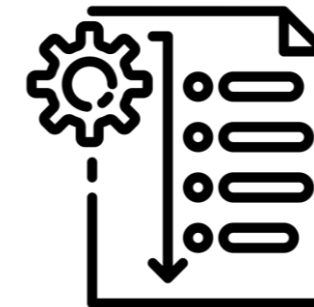


Aligning measures with capacities:

- Financial feasibility
- Technical feasibility
- Organizational readiness



Selection of measure packages



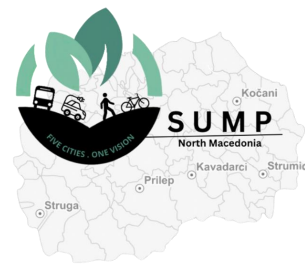
Prioritize realistic implementation:

- Short term actions
- Quick wins
- Phased implementation

Prioritization of measures

Agree on roles and responsibilities

AGREEMENT ON ROLE & RESPONSIBILITIES



Why is this important?

- SUMP is not only a transport study
- It is a multi-actor governance process
- Many institutions contribute:
 - ✓ municipalities
 - ✓ transport operators
 - ✓ ministries
 - ✓ infrastructure owners
 - ✓ consultants
 - ✓ agencies

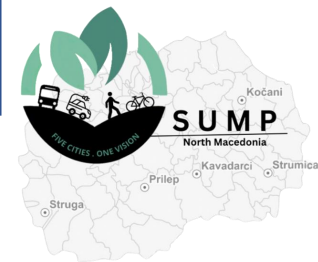
Without agreed responsibilities:

- duplication occurs
- coordination weakens
- implementation becomes unclear

Institutional cooperation requires:

- ✓ Shared objectives
- ✓ Clear expectations
- ✓ Defined outputs
- ✓ Allocation of resources
- ✓ Reporting and accountability

“Institutional cooperation requires a mutual understanding of expectations, outputs and objectives which should be agreed at the beginning of the plan development.”



P3

Common Risks Without Clear Responsibilities

- Overlapping mandates
- Weak coordination
- Delayed implementation
- Confusion in reporting
- Lack of accountability

Good Practice

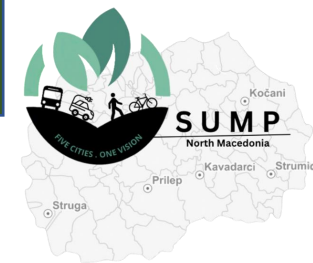
- ✓ Assign responsibilities early
- ✓ Define reporting lines
- ✓ Clarify decision-making authority
- ✓ Keep structures simple and practical

WHO does WHAT??

Using a RASCI Approach in the SUMP Process

Role	Meaning
R – Responsible	In charge of completing a task
A – Accountable	Endorses the results of the task
S – Supporting	Delivers input, expertise or resources
C – Consulted	Provides feedback taking into account
I – Informed	Kept updated on progress

SHARING TASKS AND RESPONSIBILITIES



P3

An example:

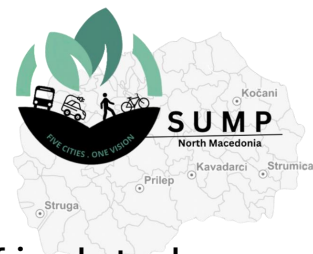
SUMP Activity	Responsible	Accountable	Supporting	Consulted	Informed
Mobility analysis	Technical team	Municipality	Data providers	PT operators, stakeholders	Council
Vision development	SUMP team	Mayor / Council	Technical departments	Stakeholders	Public
Measure planning	Technical working groups	Steering committee	PT operators, consultants	Stakeholders	Public
Public consultation	SUMP coordinator	Municipality	Communication department	Stakeholders	Council
Financing strategy	Municipality	Mayor / Council	Finance department	National authorities	Public
Implementation	Relevant departments/operators	Municipality	Contractors/operators	Stakeholders	Public
Monitoring & evaluation	SUMP coordinator	Municipality	Technical departments	PT operators	Council

Beyond the allocation of tasks: The exact scope of input

- outputs,
- Relevant data,
- timescales,
- background information and cost.

- ✓ Specifications and briefs are critical
- ✓ Regular update meetings should be scheduled to track progress

SELECTING EFFECTIVE AND ACCEPTED MEASURES



Problems and objectives

Long list of measures

Stakeholder input

Institutional review

Measure packages

P3

Sources:

- Existing plans and policies
- Good practices from other cities
- Stakeholder proposals
- Citizen input
- Sectoral strategies

Institutional cooperation

- PT operators
- Infrastructure managers
- Municipal departments
- Regional/national authorities

Stakeholder engagement

- Businesses
- Schools/universities
- NGO's
- Vulnerable groups
- Citizens

Instead of isolated measures, combine complementary actions. For example:

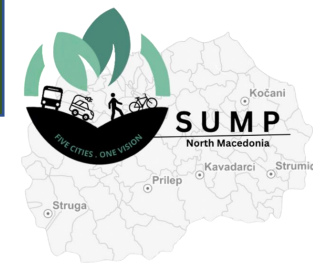
- Public transport + Parking management + awareness campaigns
- Cycling lanes + Traffic calming + awareness campaigns

Building a long list of measures

Involve institutions and stakeholders

Develop measure packages

PRIORITIZING MEASURES



Technical feasibility



Institutional capacity



Stakeholder acceptance



Priority measures

P3

Technical criteria:

- Expected impact
- Cost-effectiveness
- Implementation timeline

Institutional criteria

- Available resources
- Coordination needs
- Legal responsibilities

Stakeholder and citizen criteria

- Public acceptance
- Equity and inclusion
- Political support
- Stakeholder consensus

Prioritization criteria

Institutional cooperation:

- Technical workshops
- Interdepartmental view
- Steering committee validation

Stakeholder | Citizen engagement:

- Public workshops
- Surveys
- Participatory budgeting
- Co-creation sessions

Prioritization methods

Short terms actions:

- Quick wins
- Visible improvements

Medium - & long-term actions

- Major infrastructure
- Strategic transformation

Phased implementation roadmap

- Linked to budget and capacities

Prioritization outputs

MANAGE IMPLEMENTATION - COORDINATION AND COOPERATION



Procure goods and services

Coordinate and cooperate

Monitor and communicate

Inform and consider feedback

Understand impacts

P4

Continue coordination mechanism:

- Steering committees
- SUMP coordination team
- Technical working groups
- Interdepartmental cooperation

Why:

- Because implementation often involves:
- multiple departments
- external contractors
- PT operators
- regional/national authorities

Maintain Governance Structures

Ensure:

- clear implementation responsibilities
- reporting lines
- implementation timelines
- coordination between actors

Institutional cooperation is needed for:

- Procurement
- Permits
- infrastructure works
- operational measures
- communication activities

Coordinate Responsibilities and Delivery

Stakeholder management includes:

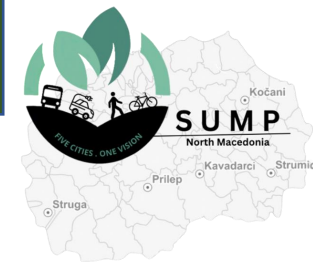
- communicating progress
- addressing resistance
- managing political expectations
- responding to complaints and concerns

Citizens and stakeholders should:

- remain informed
- Understand implementation impacts
- see visible progress

Manage Stakeholder Expectations

MONITORING IMPACTS AND SUPPORT ADAPTIVE GOVERNANCE



Implement

Monitor

Evaluate

Adapt

Improve

P4

Monitor:

- implementation progress
- Timelines
- Costs
- mobility indicators
- stakeholder feedback

Examples of indicators:

- Modal share
- Road safety
- Public satisfaction
- Environmental

Monitoring requires:

- data-sharing between institutions
- regular reporting
- coordination meetings
- review mechanisms

Decision-makers should:

- review progress regularly
- identify delays and bottlenecks
- support corrective actions

Communicate:

- Successes
- lessons learned
- implementation progress
- next steps

Adaptive governance means:

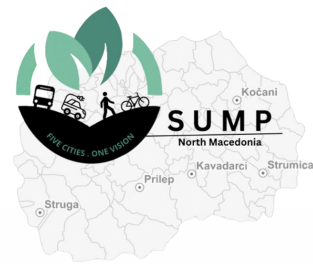
- adjusting measures if needed
- learning from implementation
- updating priorities over time

**Monitor
implementation and
impacts**

**Maintain institutional
coordination**

**Communicate and
adapt**

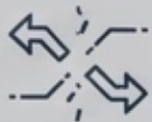
COMMON INSTITUTIONAL BARRIERS



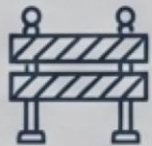
Conflicting Mandates



Fragmented Responsibilities



Poor Communication



Low Political Stability



Steering Committees



Working Groups

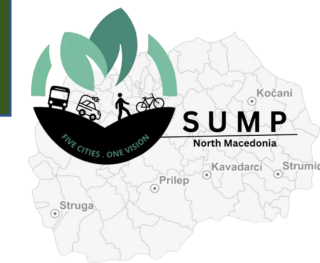


Cooperation Agreements



Joint Planning Sessions

COMMON INSTITUTIONAL CHALLENGES

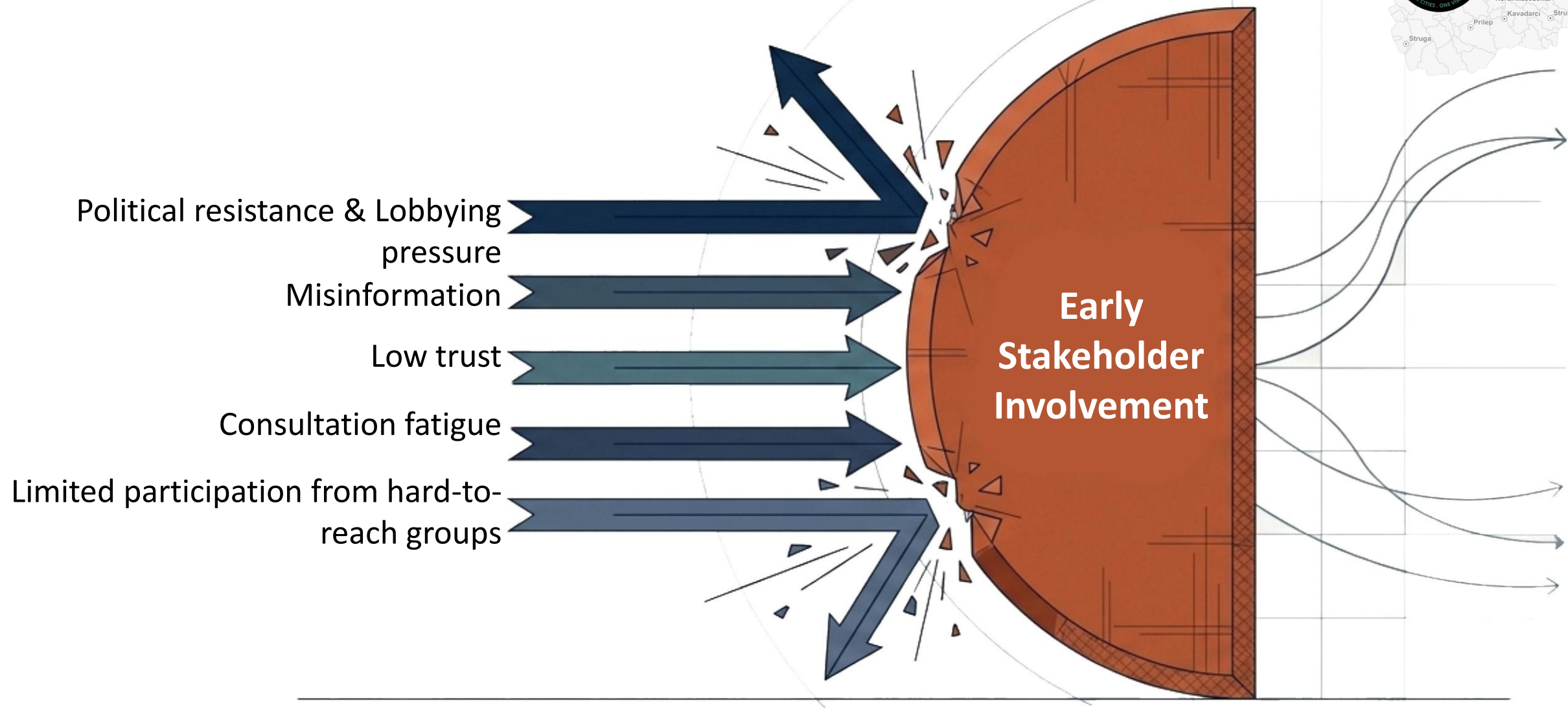


Common institutional challenges and how can they be addressed?

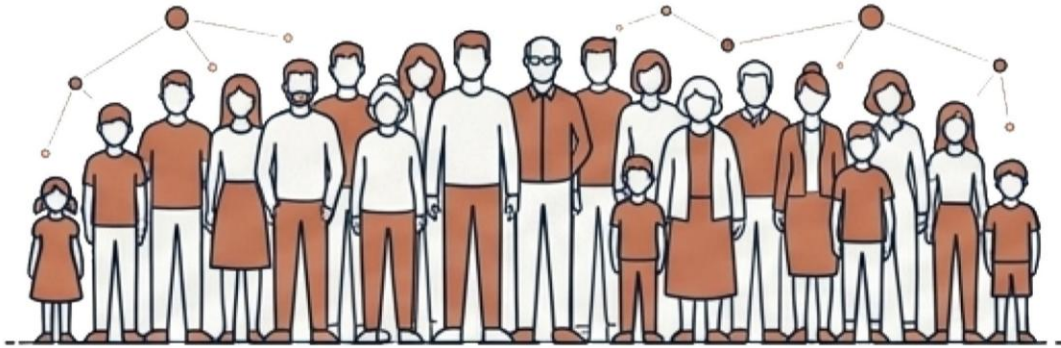
Barrier	Decision-maker response
Unclear mandates and overlapping responsibilities	Issue formal decision / mandate for SUMP
Weak communication between departments	Create core SUMP team and steering group
Limited staff capacity and technical skills	Allocate staff time and budget early
Lack of shared data	Require data-sharing between departments and operators
Conflicting priorities between sectors	Use agreed vision and objectives as reference
Different timing of plans and budgets	Assign responsibilities and timelines before adoption
Weak political ownership	Communicate benefits and manage expectations early

These are not failures of individuals. They are structural problems that need to be managed through governance

Decision-makers do not need to solve every technical issue, but they must create the structure that allows issues to be solved.



CITIZENS & STAKEHOLDERS ARE NOT THE SAME



Definition: Residents and users who are directly affected by mobility decisions.

Focus: Quality of life, accessibility.

Need for Participation: Widespread surveys, information campaigns, neighborhood meetings.



Definition: Organized actors (Chambers of Commerce, NGOs, companies) that have interests, influence or responsibilities.

Focus: Strategic interest, corporate goals.

Need for Participation: Targeted workshops, focus groups, steering committees.

Distinguishing between citizens and stakeholders

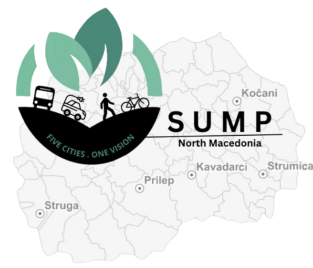
Citizens refers to all people living and/or working in the functional urban area for which your SUMP is being prepared.

- Residents of a neighbourhood
- Passengers of a transport line
- Shopkeepers
- Parents of schools
- ...

It needs to be ensured that the interests of all affected parts of society, including typically underrepresented 'hard to reach' groups

Stakeholders are all individuals, groups or organisations affected by and/or being able to affect the SUMP.

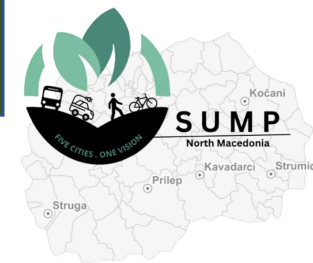
- Public administrations
- Business organisations and chambers of commerce
- Transport operators and taxi companies
- Road agencies and licensing organisations
- Emergency services
- Funding bodies
- Community associations
- NGO's
- Schools and universities
- ...



Integrating citizen engagement and stakeholder management

Citizen engagement: wide range of citizens, including residents, commuters, vulnerable groups, and local communities

- Ensure effectiveness to address actual needs, concerns
- Build trust and understanding between decision-makers and the public
- Enhance creativity by bringing fresh ideas through collective intelligence
- Strengthen democracy by hearing citizens voices and pursuing accountability.
- Create a shared responsibility for its success



Integrating citizen engagement and stakeholder management

Citizen engagement: wide range of citizens, including residents, commuters, vulnerable groups, and local communities

- Ensure effectiveness to address actual needs, concerns
- Build trust and understanding between decision-makers and the public
- Enhance creativity by bringing fresh ideas through collective intelligence
- Strengthen democracy by hearing citizens voices and pursuing accountability.
- Create a shared responsibility for its success



Stakeholders' management: local authorities, transport operators, businesses, interest groups (e.g., cycling advocates, environmental organizations), etc

- Ensure that decisions are in the best interests of all stakeholders.
- Build trust and support from stakeholders with influence
- Identify potential areas of conflict and impacts on other public policies
- Make sure all stakeholders have access to the information
- Increase ownership among stakeholders to make them ambassadors

Integrating citizen engagement and stakeholder management

Citizen engagement: wide range of citizens, including residents, commuters, vulnerable groups, and local communities

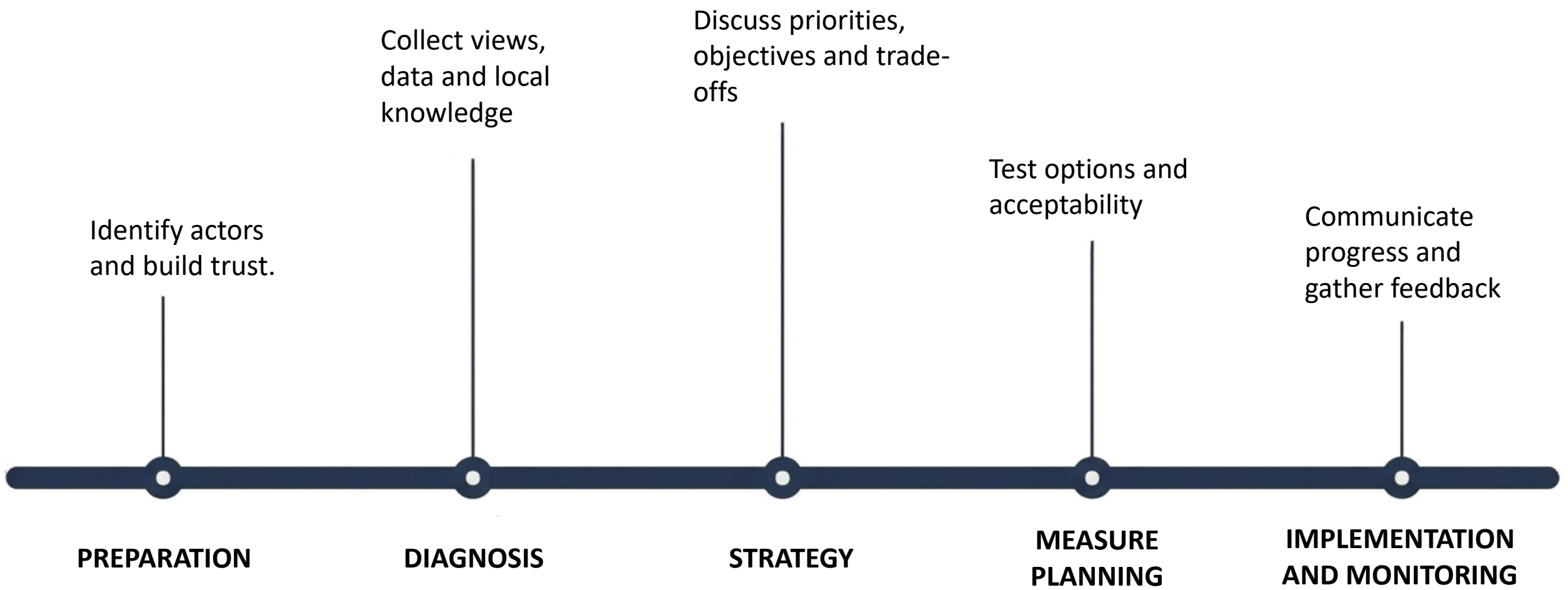
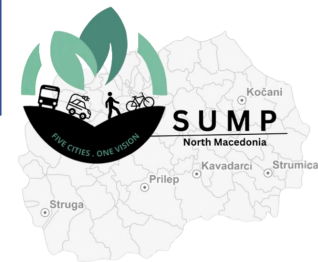
- Ensure effectiveness to address actual needs, concerns
- Build trust and understanding between decision-makers and the public
- Enhance creativity by bringing fresh ideas through collective intelligence
- Strengthen democracy by hearing citizens voices and pursuing accountability.
- Create a shared responsibility for its success



Stakeholders' management: local authorities, transport operators, businesses, interest groups (e.g., cycling advocates, environmental organizations), etc

- Ensure that decisions are in the best interests of all stakeholders.
- Build trust and support from stakeholders with influence
- Identify potential areas of conflict and impacts on other public policies
- Make sure all stakeholders have access to the information
- Increase ownership among stakeholders to make them ambassadors

The goal is to ensure the SUMP is well-informed, socially acceptable, technically sound, politically feasible, and financially sustainable



Where/When to involve citizens in the SUMP cycle process?

The four most important planning steps for citizen involvement are the discussion of scenarios, development of visions, selection and validation of measure packages and implementation.



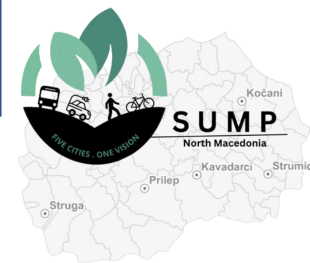
In addition, your SUMP benefits from involving citizens when carrying out the problem analysis of the mobility situation, ensuring wide public support for the planned actions, and when evaluating successes and failures.



RECOMMENDED INVOLVEMENT TOOLS AND METHODS FOR SUMP

	Preparation and Analysis	Strategy development	Measure planning	Implementation and Monitoring		Подготовка и Анализа	Развој на Стратегија	Планирање на мерки	Имплементација и Мониторинг
Inform	Face-to-face: Information event, Press conference, Information booth in public spaces, Exhibition in public spaces, Information campaign with 'local celebrity', Local citizens/stakeholders as communicators & multipliers for the community Print: Poster, Flyer, Brochure Online: Social Media posts, Website, Informational App, Broadcast/Podcasts, Video Channel, Newsletter				Информирај	Лице-во-лице: Информативен настан, Прес конференција, Информативен штанд на јавни места, Изложба на јавни места, Информативна кампања со локална јавна личност, Локални граѓани/засегнати страни како комуникатори и пренесувачи на информации за заедницата Печатено: Постер, Флаер, Брошура Онлајн: Објави на социјални мрежи, Веб-страница, Мобилна апликација, Радио/Подкасти, Видео канал, Е-билтен			
Consult	Social Media (surveys), Feedback form on Website, Survey/Feedback forms via App				Консултирај	Социјални мрежи (анкети), Формулар за повратна информација на веб-страница, Анкети/формулари за повратна информација преку апликација			
	Questionnaires & Surveys, Interviews (telephone, key people, ...)		Measures selection survey, Crowdsourcing data	Evaluation questionnaires & Surveys, Evaluation interviews (telephone, key persons, ...), Crowdsourcing data, (Travel) diary, Blind walk		Прашалници и анкети, Интервјуа (телефонски, клучни лица, ...)		Анкета за избор на мерки, Краудсорсинг податоци	Евалуациски прашалници и анкети, Евалуациски интервјуа (телефонски, клучни лица, ...), Краудсорсинг податоци (патнички дневник, Блинд прошетка)
Collaborate	Crowdsourcing data, e.g. Online map-based survey or Problem reporting via Ap; (Travel) diary, Walkability inspection	Delphi survey on future trends			Соработувај	Краудсорсинг податоци, на пр. онлајн мапи заснована анкета или пријавување проблеми преку апликација, (патнички) дневник, проверка на пешачка пристапност	Делфи анкета за идни трендови		
	Focus groups, Worldcafé, Topical events, Stakeholder round table, Public discussion					Фокус групи, Светско кафе, Тематски настани, Тркалезна маса со засегнати страни, Јавна дискусија			
Empower	Problem analysis workshop, Brainstorming/ Brainwalking, Blind walk	Scenario workshop, Visioning event, Future search workshop, Open space event, Participatory Geodesign	Hackathon, Measure workshop, Planning for Real	Field trip to implementation site, Co-Maintenance (Adoption programmes), Living lab	Овластувај	Работилница за анализа на проблеми, Мозочна бура/ Бреинволкинг, Блинд прошетка	Работилница за сценарија, Настан за визија, Работилница за иднина, Отворен настан, Учествувачки дизајн на простори (Participatory Geodesign)	Хакатон, Работилница за мерки, Планирање во реално време (Planning for Real)	Посета на локација за имплементација, Ко-одржување (програми за посвојување), Жива лабораторија (Living lab)
	Citizen jury/Citizen advisory committee, Voting					Граѓанско жири/Советодавен одбор на граѓани, Гласање			
			Participatory budgeting	Co-Maintenance/ Co-Implementation (Adoption programmes, e.g. tree adoption)				Партиципативно буцетирање	Ко-одржување/ Ко-имплементација (програми за посвојување, на пр. посвојување дрво)

CASE STUDY: Metropolitan cooperation beyond administrative boundaries in Budapest



Budapest: Institutional cooperation in a functional area

Challenges: Budapest's mobility system extended far beyond city limits:

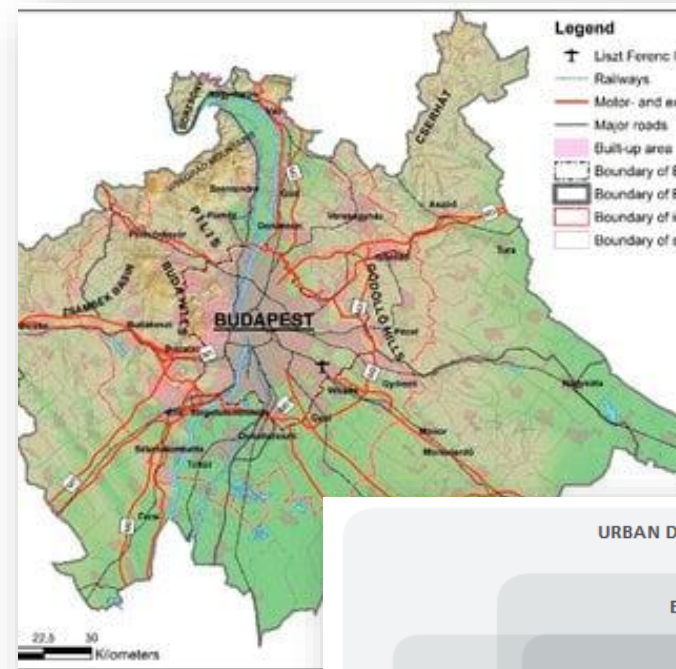
- commuter flows from surrounding municipalities,
- regional and national transport connections,
- airport and rail integration,
- freight and logistics pressures.

Solution: The city and BKK (Budapest Transport Centre):

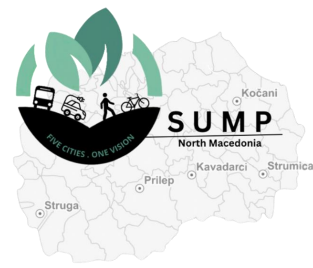
- involved neighbouring municipalities
- cooperated with regional and national actors
- integrated rail, airport and metropolitan planning
- aligned strategic planning processes

Lessons for small and medium cities: Cooperate with:

- neighbouring municipalities
- regional and national actors
- Public transport providers



CASE STUDY: Cross sectoral cooperation and stakeholder integration



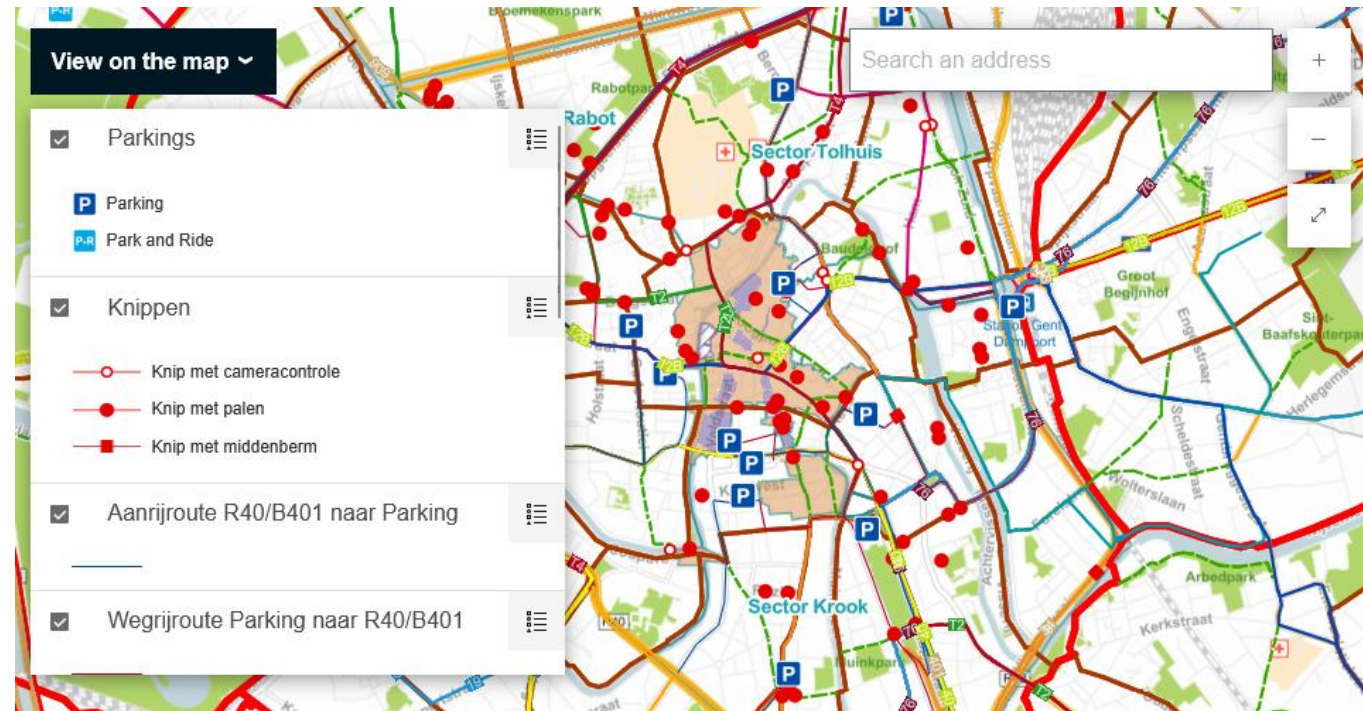
Ghent: Cross sectoral cooperation and stakeholder integration

Challenges: Ghent needed:

- broader ownership of the SUMP
- expertise beyond transport
- support from different sectors.

Solution: The city voluntarily expanded participation beyond legal requirements. Stakeholders included:

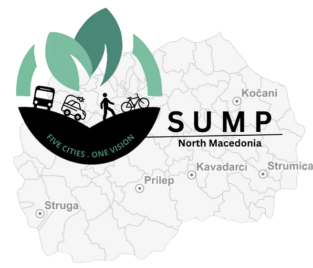
- employers' organisations,
- environmental NGOs,
- schools,
- health representatives,
- police, cyclists' organisations,
- car-sharing organisations,
- public transport operator.



Lessons for small and medium cities:

Even small municipalities can create strong cooperation by involving key local actors early.

CASE STUDY: Cross sectoral cooperation and stakeholder integration



Dresden: Taking competences, capacities, skills and knowledge to create a strong partnership

Challenges: Different stakeholder groups had:

- conflicting priorities
- different technical views
- varying expectations

Solution: Dresden organized:

- recurring stakeholder round tables
- structured discussions
- continuous consultation

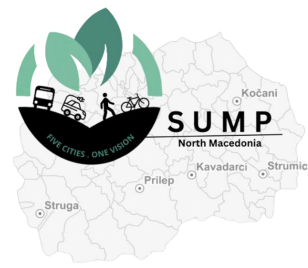
Leading to:

- Improved transparency and Better conflict resolution
- Shared understanding
- Stronger legitimacy of decisions

Lessons for small and medium cities: Small cities often have an advantage:
closer relationships
easier communication
stronger local trust.

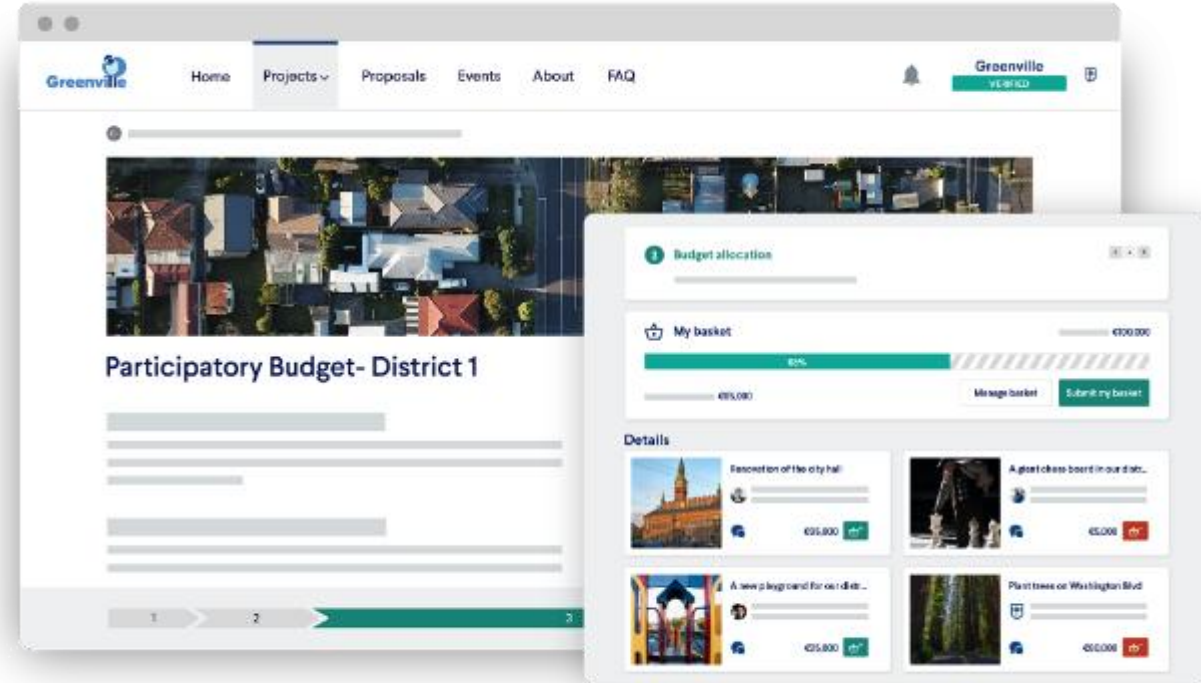


CASE STUDY: Participatory budgeting in Ghent, Belgium



Participatory budgeting (PB) in Belgium is a localized, democratic process allowing residents to directly decide how to spend parts of public budgets, primarily used in municipalities to increase civic engagement.

- Each year, the city of Ghent sets aside a budget for participatory budgeting projects. A certain percentage of this budget is specifically allocated to mobility projects.
- Residents can submit ideas for mobility projects on an on-line platform that they would like to see funded.



Key outcomes:

Major funding for 25 neighborhoods.

The city allocated an impressive €6.25 million across 25 neighborhoods for resident-driven improvement projects.

Nearly 1,000 resident ideas submitted.

Across two rounds of the "Het Wijkbudget" initiative, residents submitted a total of 943 project ideas for co-creation.

150 projects received approval.

Following assessment and voting by neighborhood panels, 150 projects received funding and were approved for implementation.

CASE STUDY: Citizen Participation in Mobility Investments - Vilnius



Citizen involvement and participatory budgeting for project proposals

TARGET GROUPS

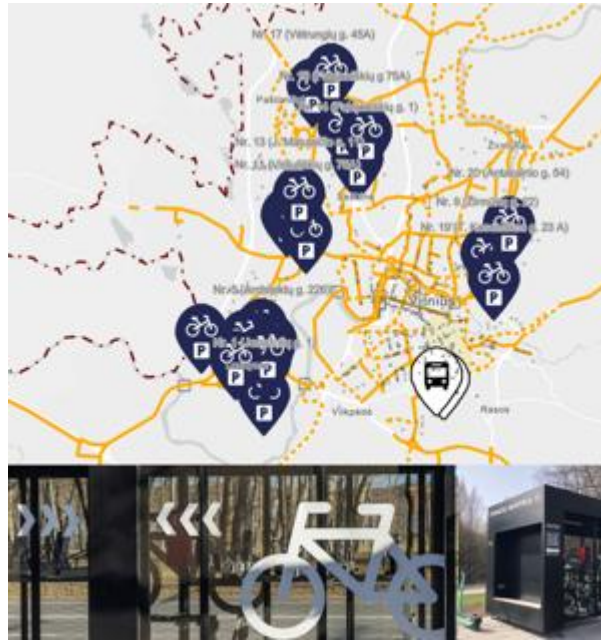
- All citizens
- Residents of specific neighbourhoods

ACTIVITIES

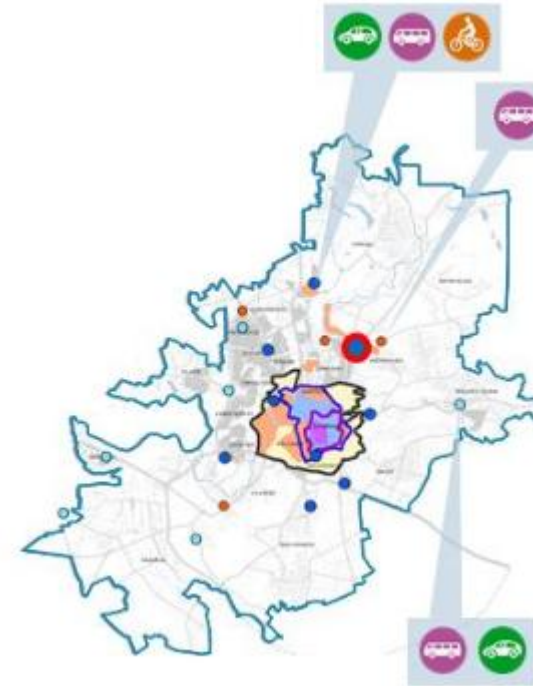
- Open call for proposals
- Online voting
- Participatory budgeting
- Citizen co-creation

RESULTS

- Bicycle parking and mobility hubs
- Improved local accessibility
- Stronger citizen ownership
- Increased legitimacy of investments



Parking garages



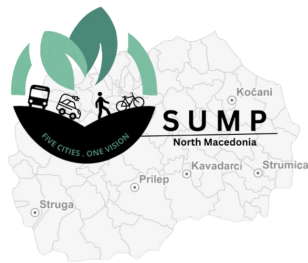
Park & Ride facilities



Multimodal points

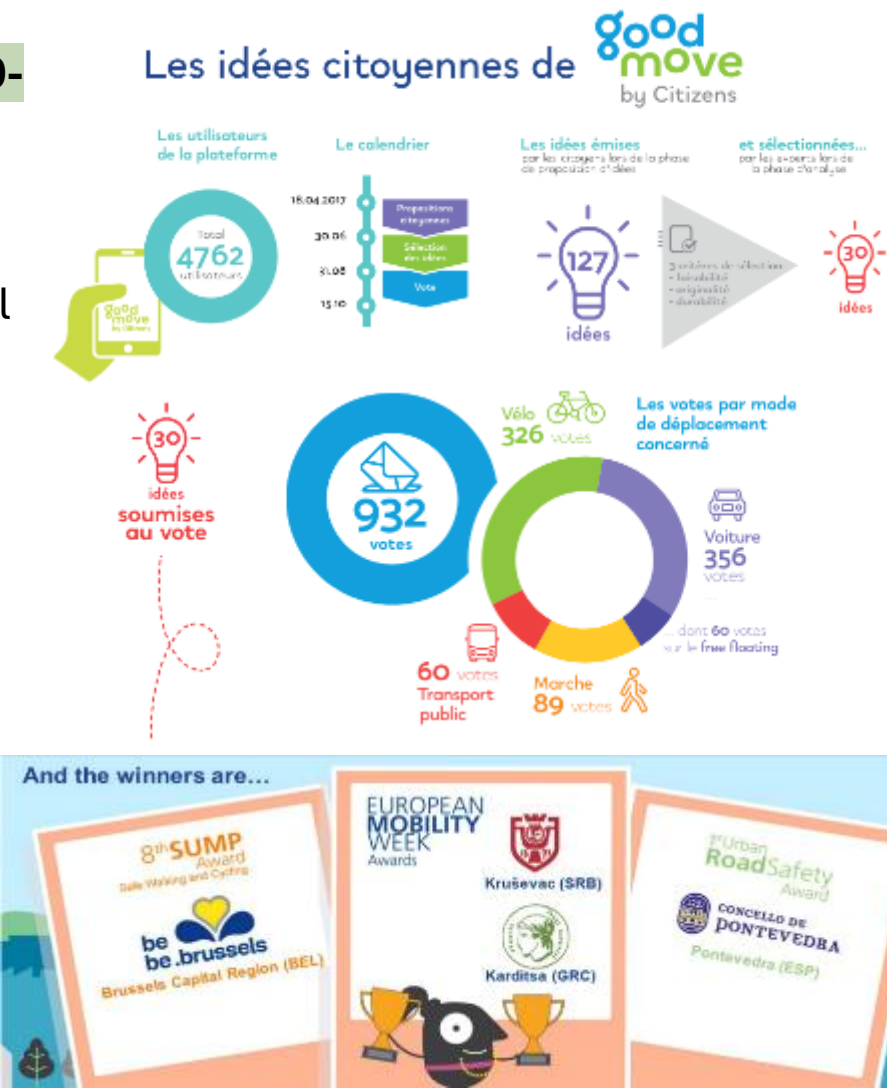


CASE STUDY: On-line consultation to develop a vision in Brussels

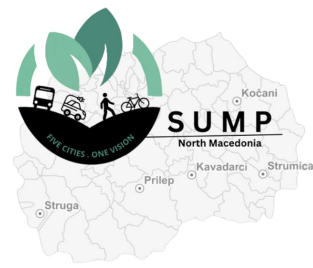


The Good Move plan is the SUMP of the Brussels Capital Region for 2020-2030

A city-wide consultation was vital to develop a vision that was shared by all 19 Brussels communes, and their inhabitants.



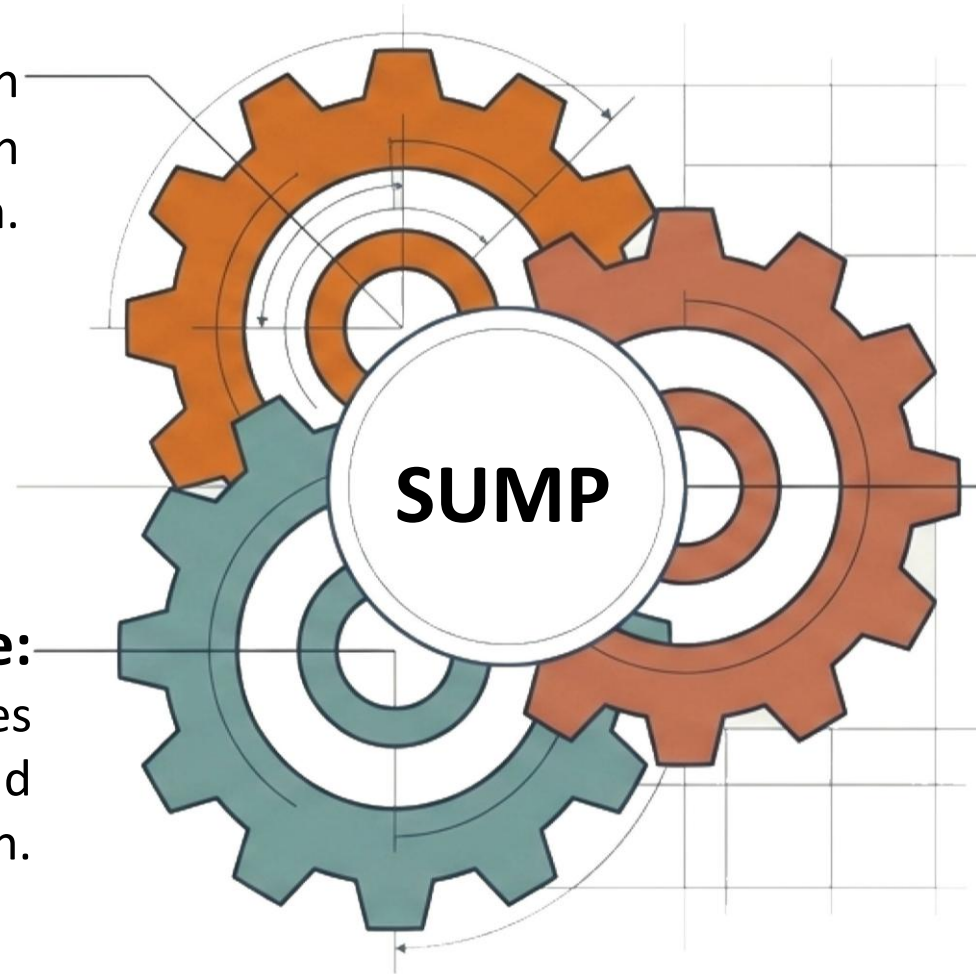
Strategic Thinking, Governance and Participation Must Work Together



This combined logic is central to the SUMP approach: strategic direction, coordinated governance and participation are meant to reinforce each other.

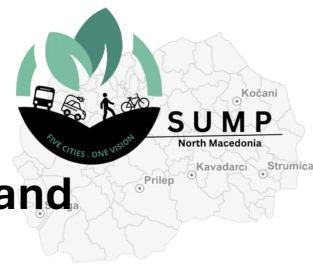
Strategy: Provides an analytical foundation and vision.

Governance: Enables implementation and coordination.



Participation: Identifies real needs and generates support.

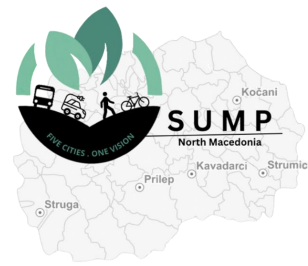
KEY MESSAGES



- Sustainable mobility planning requires **cooperation across departments, municipalities, operators and governance levels.**
- **Clear roles, responsibilities and reporting structures** are essential for effective delivery.
- **Political support and organizational ownership** are critical throughout all SUMP phases.
- Stakeholders bring **technical expertise, local knowledge, operational perspectives and implementation support.**
- **Different stakeholders have different interests, influence and priorities** that must be balanced transparently.
- **Cross-sectoral cooperation** strengthens the integration of mobility with environment, economy, health and spatial planning.
- **Citizens help identify real mobility problems**, local priorities and everyday barriers.
- **Participation improves legitimacy, transparency and public trust** in decision making.
- **Feedback mechanisms are essential** to show citizens how their input influenced decisions.

- ? Which institution currently leads mobility planning in your city?
- ? Where are responsibilities unclear?
- ? Which stakeholders are most influential?
- ? Which groups are still missing from engagement?
- ? What is the biggest governance barrier in your municipality?

SUMP RESOURCES



- SUMP Guidelines: <https://www.eltis.org/mobility-plans/sump-guidelines>
- SUMP Topic Guides: <https://www.eltis.org/mobility-plans/topic-guides>
- SUMP Practitioner Briefings: <https://www.eltis.org/mobility-plans/practitioner-briefings>
- SUMP Self-Assessment: www.sump-assessment.eu
- SUMP Manual Measure selection: https://www.ubc-sustainable.net/sites/default/files/publications/sump-manual_measure-selection_en.pdf
- SUMP Guidelines for Decision Makers: https://urban-mobility-observatory.transport.ec.europa.eu/document/download/b75c2af6-c3b9-4e9c-a579-f3ec356c0337_en?filename=sump_decision_makers_summary.pdf
- SUMP Guide for Smaller cities and towns: <https://civitas.eu/tool-inventory/sump-guide-for-smaller-cities-and-towns>
- Adaption of SUMP process for small and medium cities: <https://jaspers.eib.org/files/activities/2025/eibjaspers-sump-trainings-booklet.pdf>
- SUMP manual Cooperation: https://www.ubc-sustainable.net/sites/default/files/publications/sump-manual_cooperation_en.pdf



THANK YOU...

For any information, please contact:

stefanelli@trt.it

yedisli@bogaziciproje.com.tr

lunkar@trt.it

murat.mat@bogaziciproje.com.tr