

FINAL PUBLISHABLE REPORT

CONTRACT N° : GRD1-2000-10988

PROJECT N° :

ACRONYM : TAPESTRY

TITLE : Travel Awareness Publicity and Education Supporting a Sustainable Transport Strategy in Europe

PROJECT CO-ORDINATOR : Transport & Travel Research Ltd

PARTNERS :

Transport Studies Group, University of Westminster
Hampshire County Council
Hertfordshire County Council
Langzaam Verkeer
Komitee Milieu en Mobiliteit or Committee for Environment and Mobility
Consultores Em Transportes Inovação e Sistemas S.A.
Aristotle University of Thessaloniki
Agenzia per i Trasporti Autoferrotramviari Del Comune Di Roma
Asstra-Associazione Trasporti
Citta di Torino
Forschungsgesellschaft Mobilität - Austrian Mobility Research
Ayuntamiento de Vitoria-Gasteiz
CH2MHILL
Uniunea Romana De Transport Public
Gestionnaires Sans Frontieres
Regia Autonoma De Transport in Comun Constanta
Interactions Ltd
Communauté Urbaine de Nantes
Société D'Économie Mixte Des Transports En Commun De L'Agglomération Nantaise
Centre D'Études sur les Réseaux, Les Transports L'Urbanisme et Les Constructions Publiques
T.E.Marknadskommunikation A.B.
Gävle City, The Technical Office
Socialdata Institut für Verkehrs- und Infrastrukturforschung GmbH

REPORTING PERIOD : FROM : 1/11/00 TO : 31/10/03

PROJECT START DATE : 1st November 2000 DURATION : 36 months

Date of issue of this report : December 2003



Project funded by the European Community under the 'Competitive and Sustainable Growth' Programme (1998-2002)

Table of Contents

	Page Number
Publishable Executive Summary	2
Objectives of the Project	3
Scientific and Technical Description of the Results	5
<i>Overview</i>	<i>5</i>
<i>Preparatory Research Activities</i>	<i>5</i>
<i>State of the Art Review</i>	<i>5</i>
<i>Common Assessment Framework</i>	<i>7</i>
<i>Local Case Study Development</i>	<i>15</i>
<i>Case Study Implementation</i>	<i>16</i>
<i>Reporting</i>	<i>20</i>
<i>Main Project Outputs</i>	<i>20</i>
<i>Case Study Reporting</i>	<i>20</i>
<i>Best Practice Guidelines</i>	<i>20</i>
<i>Cross-Site Assessment</i>	<i>21</i>
<i>TAPESTRY Recommendations & Results (Deliverable 6)</i>	<i>30</i>
<i>TAPESTRY Checklists for Local Policy Makers and Practitioners (Deliverable 6, Annex A)</i>	<i>31</i>
Dissemination Activities	33
List of Deliverables	39
Comparison of Initially Planned Activities and Work Actually Accomplished	41
Management and Co-ordination Aspects	42
Results and Conclusions	47
Acknowledgements	48
Glossary	48
Annexes:	
<i>Annex 1: Follower Summary Reports</i>	
<i>Annex 2: External Quality Control Reports</i>	

Publishable Executive Summary

The overall aim of TAPESTRY was to increase knowledge and understanding of how to develop effective communication programmes to support sustainable transport policies in Europe. This has been achieved through the application of best practice to three clusters of case studies, each comprising campaigns in a given topic area. The cluster topics were:

- the promotion of an integrated package of sustainable transport modes,
- improving the image of a specific public transport line or mode
- linking transport to campaigns in other sectors such as health and environment.

Within TAPESTRY considerable emphasis was placed on ensuring that the scientific basis of the case study campaigns was sound. This meant that the initial project work concentrated on production of two technical Deliverables: the State of the Art Review and the Common Assessment Framework which were used to inform the campaign design process and shape the assessment of the case studies, so that the most closely comparable set of results as possible was provided.

The aim of the State of the Art Review was to provide a common understanding to all TAPESTRY partners (and to third parties through external dissemination) about behavioural and attitudinal concepts, the factors affecting them and the relationships between theory and practice. The report focuses on key lessons and recommendations from previous and ongoing EU and non-EU research projects and studies related to travel, health and environment awareness.

The TAPESTRY Common Assessment Framework (CAF) was designed as an aid to the better understanding of the impact of campaigns and to improve the process of campaign building and implementation. It achieved this by providing a common framework for campaign assessment, facilitating the assessment of the effectiveness and efficiency of campaigns and providing guidelines on the selection of the most suitable evaluation tools, sampling methods, and data collection options. The CAF has developed into a set of assessment guidance now that the experiences of the TAPESTRY case studies in applying the CAF have been incorporated.

The case study clusters developed, monitored and evaluated the use of travel awareness, communication, education and publicity measures in terms of their impacts on the knowledge, attitudes and behaviour of various target groups and organisations in different settings and produced a series of reports detailing the approach, activities and results of each case study. TAPESTRY assessed their efficiency in terms of cost effectiveness, socio-economic influence and their contribution to sustainable travel patterns. These assessments were contained in a cross-site assessment report and incorporated into a set of best practice guidelines providing recommendations covering the full life cycle and support framework necessary for a successful campaign.

Relationships between national and local programmes and the transferability of the findings to other sites or communities were given particular attention. Guidance to transport policy makers in terms of how to design national campaign frameworks and methods of populating the framework with consistent campaign actions has been provided at levels appropriate to high level policy makers and the practitioners who put the campaigns into practice.

Objectives of the Project

The overall aim of TAPESTRY was to increase knowledge and understanding of how to develop effective communication programmes to support sustainable transport policies in Europe. This has been achieved through the application of best practice to three clusters of case studies, each comprising campaigns in a given topic area. The cluster topics were:

- the promotion of an integrated package of sustainable transport modes,
- improving the image of a specific public transport line or mode
- linking transport to campaigns in other sectors such as health and environment.

The TAPESTRY project built on the achievements of previous research and campaign programmes such as INPHORMM and CAMPARIE (in which many of the members of the TAPESTRY consortium were involved), and took forward the key issues that had emerged from these projects. Particular attention was given to the development of partnerships between different economic and social sectors, public and private bodies and the general public, in promoting sustainable transport, and the integration of communication programmes with wider transport policies and plans.

The TAPESTRY case study clusters developed, monitored and evaluated the use of travel awareness, communication, education and publicity measures in terms of their impacts on the knowledge, attitudes and behaviour of various target groups and organisations in different settings and produced a series of case study reports detailing the approach, activities and results of each case study. TAPESTRY assessed their efficiency in terms of cost effectiveness, socio-economic influence and their contribution to sustainable travel patterns. These assessments were contained in a cross-site assessment report and incorporated into a set of best practice guidelines providing recommendations covering the full life cycle and support framework necessary for a successful campaign.

The TAPESTRY work programme defined seven main objectives:

1. To manage the TAPESTRY project effectively and efficiently, including a programme of three case study clusters and additional follower sites to meet TAPESTRY objectives within resource constraints.
2. To produce and maintain a European-wide state of the art on the principles and practice of promoting sustainable transport and its assessment, drawing on the consortium's past experience in projects such as INPHORMM and CAMPARIE.
3. To develop and implement clusters of case studies, in which the 'state of the art' principles and best practice can be applied, monitored and evaluated.
4. To develop a common assessment framework for all case studies covering the life cycle of design, implementation and review, allowing for a local assessment, a European cross-site assessment and a thematic assessment.
5. To create an active network of interested individuals and organisations across the case study and elsewhere, to share good practice in the use of communication tools to deliver transport policies and plans, including links to partners in the USA, Central and Eastern European Countries and Iceland.
6. To produce guidance, best practice and resource materials for organisations and transport professionals in the field of communication, marketing and community development.
7. To actively exploit the project results in all European countries, through both existing city co-operations networks and the network developed during the project lifetime itself.

By actively encouraging a reduction in road traffic, TAPESTRY contributes directly to many of the objectives of the Common Transport Policy. A preliminary review of previous findings highlighted the following key issues that required further exploration, in order to establish how:

- Communication programmes can be co-ordinated with transport policies and other ‘hard’ measures, as part of an integrated strategy for sustainable transport.
- Local programmes can be most effectively integrated with other campaigns/ programmes, both in other sectors (e.g. health) and at other levels (e.g. national).
- Programmes can identify the most promising target groups and audiences ready to consider making changes in their travel behaviour/transport policies.

Measuring the outputs and impacts of transport communications programmes demanded a new approach to assessment, which included an understanding of peoples’ attitudes, awareness, knowledge and beliefs about transport as well as their actual travel behaviour. It also required an assessment of the changes in social and organisational trends in transport policies and practices, to assess the ways in which communication programmes could help to direct these towards sustainable transport choices.

Finally, the preliminary review undertaken for the TAPESTRY proposal highlighted the enormous need for a shift in thinking among many transport professionals and public transport operators; to recognise the need to underline their role in bringing about wider social, environment and economic change. This is only likely to come about through a change in their education and professional training, and through better exchange of good practice in the field of travel awareness.

If TAPESTRY proves to have been successful in the long term in developing an understanding of these issues and developing a successful network of demonstration projects that lead to a second generation of travel awareness campaigns, the direct benefits will be felt most strongly by public transport operators and by the general society within the campaign implementation areas. The benefits incurred will be both tangible, for example a reduction in congestion and hence pollution, economic (reduced costs associated with social exclusion and the externalities traditionally associated with transport such as congestion costs and health impacts) and societal - a reduction in car dependence together with a more equitable access and perception to high quality public transport services.

The project has high European added value, with support from a wide range of organisations from pan-European to local level. By pooling knowledge and experience across Europe, it will be possible to short-circuit the R&D process and encourage take up of this novel approaches (based on ‘soft’ policies) in Member States and Accession Countries that otherwise might lack the confidence and experience to adopt a new approach that requires skills not traditionally held by transport operators, planners and traffic engineers.

Scientific and Technical Description of the Results

Overview

The work of TAPESTRY has been well received by a wide audience as providing a new depth of knowledge to the subject of travel-related campaigning not only through the case studies that the project has supported but also by providing a high level of technical and research support on the topics covered.

This scientific and technical description of the project results attempts to put the project in context by describing the way in which the project developed each of its facets to the point of project completion.

The project comprised six workpackages:

- 1 Project Management
- 2 Concertation
- 3 Dissemination
- 4 Assessment
- 5 Case Study Management
- 6 European Level Implications and Recommendations

Workpackage 5 was split into 3 further parts:

- 5a Case Study Planning & Design
- 5b Case Study Implementation & Monitoring
- 5c Case Study Assessment & Recommendations

Rather than reporting on a workpackage by workpackage basis, this report follows the path of project development leading to a description of the major outputs, finishing with a comment on the support functions of project management and dissemination.

Preparatory Research Activities

Three technical activities were initiated at the start of the project duration:

- Within the Concertation workpackage the **state of the art review** was initiated in order to assess the degree to which campaign activities had been studied and used in the transport sector.
- **Research into the assessment process** began in order to determine the best way in which to assess the TAPESTRY campaigns.
- **Development of the local case studies** by the local partners, which built upon local circumstances and blended them with the input from the state of the art review and common assessment framework to produce the local case study plans

State of the Art Review

The aim of the State of the Art Review was to provide a common understanding to all TAPESTRY partners (and to third parties through external dissemination) about behavioural and attitudinal concepts, the factors affecting them and the relationships between theory and practice. The report focused on key lessons and recommendations from previous and ongoing

EU and non-EU research projects and studies related to travel, health and environment awareness. Concepts of travel, environment and health awareness campaigns were explored and analysed, to provide direct pragmatic guidance for the development of the TAPESTRY case studies.

The theoretical background and the most important issues related to designing and implementing campaigns presented in the State of the Art Review have been based mainly on bibliographical research. Moreover, this report includes the findings of an in-depth review of the two previous EU projects on which TAPESTRY built, INPHORMM and CAMPARIE, as well as of some other related projects.

An important element of the State of the Art Review was that it also attempted to review the most important lessons learnt from the projects, studies and articles. The review focused on the adaptation of models of behaviour, developing a communication strategy and defining the target groups of a campaign. The two most important models of behaviour employed and adapted by several projects and studies, the Theory of Planned Behaviour and the Stages of the Change model, were presented and analysed, so that the reader - and the prospective planner or campaign launcher - could select the one best suited to their needs. Understanding the stages of change of an individual and of a group is quite important for the success of a programme or a campaign and this was adapted for use within the TAPESTRY project as a way of explaining how the case studies could target their actions and assessment in the appropriate manner.

Details regarding the implementation of communication strategies and key campaign elements were also presented. Finally, the significance of designing a campaign in the correct manner for a certain objective is stressed, by defining and explaining the campaign key elements.

Another point covered by this report was the integration of campaigns with other policies; addressing, for example, safety issues when campaigning for cycling is necessary and should be considered by a national or local policy plan. Similarly, the need for developing partnerships is also vital.

Experience gathered within the projects reviewed was combined to produce a set of recommendations on assessment and monitoring processes. This brief review of previous assessment practice has highlighted the lack of research to date on a comprehensive assessment framework for campaigns and communications programmes. The State of the Art Review provided current knowledge of monitoring and assessment issues including general guidelines on a step by step approach as they have been identified by some of the completed research projects. It also pinpointed the necessity of measuring the attitudinal changes which are precursors to behaviour change and briefly presented some crucial points of attitudinal measurement.

Moreover, the State-of-the-Art Review brought together knowledge about the practical implementation of awareness and other promotion campaigns and communication programmes in most EU countries, as well in some non-EU countries. Furthermore, it provided answers to questions such as the way in which campaigns were used in each country, the topics they covered, the groups they targeted, and who implemented them. In addition, it reported some common key elements that contributed to the success or failure of selected initiatives and highlighted some practical examples of successes and failures. It also

aimed to provide information about lessons learnt to date. Finally existing gaps in these countries or regions, concerning this topic were highlighted.

The report ended by pinpointing the main conclusions derived from all the above material. The conclusions aimed to help readers, and in particular the TAPESTRY partners, to identify the parts of this review that could be of most use to them. They were also intended to provide a common understanding of campaign issues, communication programmes, and monitoring and assessment in view of future TAPESTRY outcomes.

Common Assessment Framework

The aim of workpackage 4 was to develop a common assessment framework for all the TAPESTRY case studies covering the life cycle of design, implementation and review, allowing for a local assessment, a European cross-site assessment and a thematic assessment. The TAPESTRY Common Assessment Framework (CAF), (Deliverable 3), provided the scientific foundation for the rest of the project. It provided the basis for the assessment to be carried out at each case study and to ensure that the data was collected according to a common format in order for cross-site and cross-cluster analysis to be completed.

The first stage of this task was the completion of an Assessment Plan to form part of the Inception Report (Deliverable 1). The Assessment Plan outlined all stages of the TAPESTRY assessment process, which also included tasks set out in Workpackages 5a, 5b, 5c and 6, relating to individual site assessment and the analysis of results, both at the site and project levels. Secondly, the plan proposed a methodology based on five main elements: site selection, design of core indicators, data collection, site level assessment and cluster level assessment. Finally, it set out the approach for the monitoring and assessment of campaigns. This approach was further developed in the Common Assessment Framework.

In order to inform the development of core indicators for all TAPESTRY sites, a preliminary survey was sent to all case study partners. This requested information on the types of quantitative and qualitative data they planned to collect before, during and after their campaigns. The results of the survey enabled the partners to better understand the constraints placed on case study partners in terms of access to data and collection methods.

The approach for monitoring and assessing campaigns set out in the Assessment Plan was further developed and was then used as a basis for the development of a set of common descriptors and indicators within the Common Assessment Framework.

The aim was to enable each of the case study partners, in a consistent manner, to:

- Describe the setting and (pre-)conditions of their campaign;
- Use common indicators to measure their campaign impacts, as well as inputs, outputs, and campaign recall;
- Investigate the management and design of their campaigns in more detail using a common format, if appropriate.

The Common Assessment Framework was designed as an aid to better understand the impact of campaigns and to improve the process of campaign building and implementation. Within TAPESTRY, the CAF provided the case studies with an accessible common format to assess the impacts and outputs of the campaign. This meant:

- Providing a common framework for campaign assessment and setting out core indicators and descriptors to facilitate the site assessment of the effectiveness and efficiency of the campaign;
- Providing the basis for the individual site assessment plans;
- Providing guidelines on the implementation of the site assessment plans: the selection of the most suitable evaluation tools, sampling method, data collection and analysis and assessment of their communication campaigns in terms of their impacts on the knowledge, attitudes and behaviour of their target group(s).

Development of the comprehensive Common Assessment Framework was partly dependent upon the State-of-the-Art Review and also on other best practice methods relating to research techniques from a range of sources and was initiated following the production of the assessment plan which was incorporated within the Inception Report. The work was led by the research co-ordinator, University of Westminster, with significant inputs from Langzaam Verkeer, TIS and TTR. The result was an extremely comprehensive document that was submitted to the Commission as Deliverable 3 in August 2001 (month 10). The deliverable was well received as an extremely valuable piece of work both by the Commission and by those partners involved in the design and implementation of the case studies. One of the project officer's comments was that the case studies would need significant help in applying the detailed guidance contained within the CAF. This was addressed in three ways:

- by the production of an accompanying guide to the CAF for the case study managers to help them interpret the recommendations of the CAF;
- the inclusion of a detailed toolkit within the CAF which contained guidance on how to collect qualitative and quantitative data in order to assist the case studies on any aspects of the data collection process in which they are inexperienced;
- through the development of the individual site assessment plans within workpackage 5.

Two elements interacted to form the 'backbone' of the CAF approach:

- **A campaign 'life cycle' model** to monitor and assess the TAPESTRY campaigns in relation to the various stages in the campaign design and implementation process;
- **A 'process of change' scale, (known as the 'Seven Stages of Change'** which provides a tool to assist campaigners in planning and targeting their campaigns and to measure campaign impacts on the extent to which individuals have moved towards changing their travel behaviour. This scale was developed from the results of the *INPHORMM* project and elements of the theory of planned behaviour (as reviewed in WP2).

The Campaign 'Life Cycle' Model

The **campaign 'life cycle' model** represents ten interrelated stages:

- strategic policy objectives,
- campaign initiator,
- campaign objectives (operational targets),
- campaign management,
- inputs,
- outputs,
- non-campaign measures,
- external factors,

- campaign recall,
- and campaign impacts.

Strategic policy objectives

Each campaign should be developed and implemented in the context of wider, strategic policy objectives. These may include broad objectives set out in a local transport plan or strategy, or in regional or national government policy, such as to reduce congestion and emissions, to improve health, or to enhance road safety. These wider policy objectives will steer the campaign objectives and any more specific measurable objectives for the campaign in question.

Campaign initiator

The campaign initiator is the person or institution that takes the initiative to set up a campaign. The initiator is part of the process of transforming general policy objectives into campaign objectives and the more specific measurable objectives.

Campaign objectives

For each campaign, specific objectives need to be defined in the light of the broad policy objectives for the city or region in which they are to be implemented. They make clear what the responsible organisation wants to realise by launching this campaign, and the population group(s) to be targeted. Target groups can be very large, e.g. the general public, or very specific, e.g. the pupils of a certain school.

Campaign objectives can be formulated in terms of all stages leading to behaviour change (see Figure 1 for more details), however they are usually formulated in terms of awareness (e.g. improvement of the awareness of air quality problems), attitudes (e.g. attitudes to travelling by bus), and behaviour (e.g. increasing public transport use at non-peak times). Because most campaigns seem to have one or more objectives relating to attitudinal or behavioural change, TAPESTRY tried to assess which types of the campaigns studied were more effective at encouraging the use of sustainable transport. Wherever possible, these objectives should be measurable: for example, “in 2010 at least 90% of the Belgian population will throw its glass in the bottle bank” rather than the more vague statement, “in the coming years more people should be aware of environmental problems”.

Sometimes, the initiator does not have all the information necessary to formulate realistic measurable objectives. However, it is crucial to be aware that without them it can be extremely difficult (if not impossible) to assess the effectiveness of a campaign.

Campaign Design

This is one of the most important parts of conceiving a campaign, as it is at this stage that decisions are made about several issues: the target audience(s), the campaign type, the sort of messages to be used etc. At this stage it is important to keep the campaign objectives firmly in mind.

Due to the growing complexity of this type of communication initiatives, one of the crucial steps is to choose the right campaign team.

Non-campaign measures

Campaigns should not be considered as independent events. When campaigns are part of or linked to a wider programme of other measures, either hard or soft, they are more likely to

have a significant effect. Because of this potential influence on the results and impacts of the campaign, these 'non-campaign measures' are integrated in the Campaign / Communications Management and Assessment model (Figure 1). A new bus service, a free car pool database, or police action on vehicle speed may all have a marked effect on the attitudes and behaviour of the public and therefore on the campaign results. Anyone assessing the effectiveness of the campaign should be aware of the relation to, and the effects of, other measures and should take these into account when measuring the effectiveness of the campaign.

External factors

External factors can have a marked effect on the results of a campaign. These effects can be either positive or negative. For instance a change in legislation on maximum traffic speeds may alter the effect of a road safety campaign for the better, while a public transport strike would be likely to have significant negative effects on a pro-bus campaign.

Due to the possible effects associated with non-campaign measures and external factors, a flexible management strategy is needed, coupled with appropriate monitoring, as such effects can jeopardise the entire communication initiative.

The blue section of Figure 1 comprises all the activities classed as campaign management. This includes any activities by the campaigning organisation to try to meet the campaign objectives.

Inputs

The nature of the campaign will be determined to an important extent by the available inputs. These will probably be fixed from the start (the main working budget), but a part of it is variable, such as supplementary sponsorship. These can be additions to the budget, in-kind contributions, such as gifts and free use of material, infrastructure and services, or contributions made by staff and volunteers working on the campaign.

Campaign Management

To explain fully why a technique has been successful or not, factors relating to the management process must be examined. Examples to consider include: how key actors involved in the campaign related to one another; the way information was distributed; and the way in which the public was involved in the campaign's development.

Outputs

The inputs, combined with what happens during the management process, lead to certain 'material' outputs. These can be publicity outputs, such as posters, leaflets, or radio adverts; or events or 'happenings'. The outputs can be compared with the inputs, a comparison which tells us something about the **efficiency** of the campaign when comparing it to the results of other campaigns.

Campaign Exposure

Campaign exposure is the term used to describe the extent to which the target audience have actually seen (or heard) the campaign messages. Traditionally this is measured through campaign recall, which tests whether someone can remember or recognise the elements of the campaign. However, people may be exposed to campaign messages and take in the information in their subconscious memory, but not consciously remember it. They then may go on to modify their awareness, attitudes or behaviour, without being able to recall the campaign messages. This means that measuring the extent to which the campaign reached the

target audience can be difficult. Nevertheless, measuring the level of campaign recall should always be measured. This includes both recognition of the campaign and recall of specific messages.

Campaign Impacts

Campaign impacts fall into two broad categories:

- The first concerns changes in levels of awareness, attitudes or in the travel behaviour of individual travellers that make up the target group – **Impacts at the Individual Level**.
- The second includes more aggregate impacts on the transport system, such as on congestion, air quality, noise and accidents – **Impacts at the Social / System Level**.

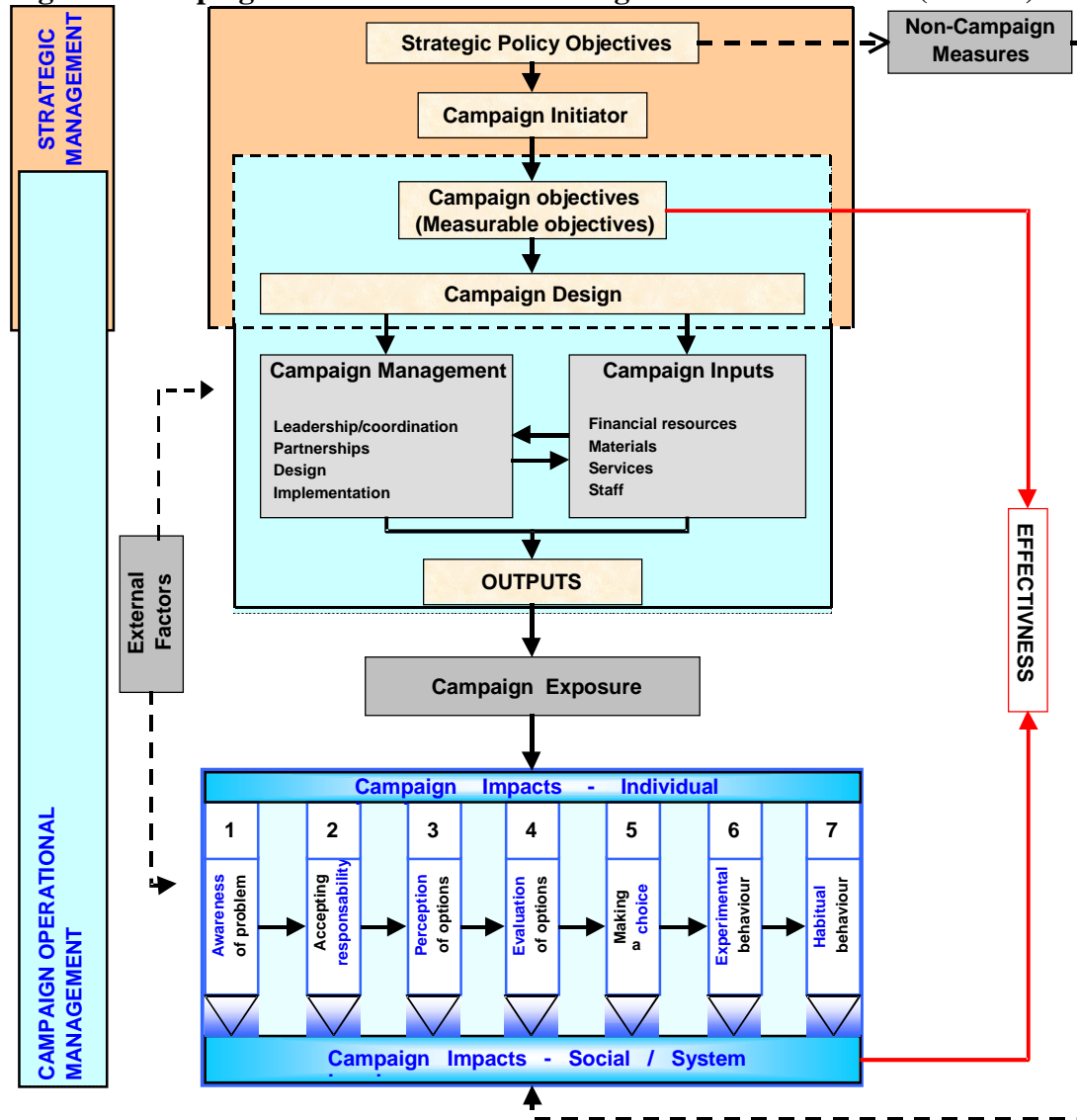
By comparing the impacts of the campaign with the campaign objectives (or operational targets), the **effectiveness** of the campaign can be assessed.

Assessment of the Social / System Level impacts can be (relatively) easily carried out if the measurable objectives have been correctly formulated (see the ‘Campaign objectives and measurable objectives’ paragraph) and control areas have been monitored. However, the assessment of the impacts at the Individual Level poses some difficulties.

Even if campaigns have been set clear objectives, very often they end up having more effects than foreseen. This suggests that it would be helpful to have a set of questions especially designed to measure the seven stages of change, (covering awareness, attitudes and behaviour) before and after the campaign, thus giving a clearer picture of its real impact at the individual level.

In addition, some campaigns arouse the interest of politicians and other decision-makers and this occasionally results in a public debate, or in new legislation. These kinds of results cannot be measured in the same way as the direct impacts of a campaign, but are worth taking into account in the overall assessment of a campaign.

Figure 1 Campaign / Communications Management & Assessment (CCMA)



The ‘Process Of Change’ Scale (Seven Stages of Change model)

The ‘process of change’ scale sets out a seven stages process (see Figure 2):

- awareness of problem,
- accepting responsibility,
- perception of options,
- evaluation of options,
- making a choice,
- experimental behaviour,
- and habitual behaviour.

1. Awareness of problem or of opportunities

Awareness of the problems caused by car traffic (e.g. congestion, pollution etc.) is the first stage. Being aware that there are problems to be solved is a prerequisite for accepting the need for action to help solve them. However, in some cases, it may not be a question of being aware of problems, but rather of the opportunities that exist to change travel behaviour.

2. Accepting responsibility or relevance

The second stage is to accept a level of personal responsibility for the problems and for contributing to the solutions. Car users are unlikely to move any further towards changing their behaviour as a result of a campaign if they do not accept that they have a personal part to play in alleviating problems caused by car traffic. Equally, this stage could also be the acceptance of the relevance of a particular message, policy or service, having been made aware of the opportunities they may present.

3. Perception of options

The way in which alternative modes are perceived will have a considerable influence on whether they are viewed as viable alternatives to the car. The most important factors at this stage are those related to the 'system' (e.g. whether public transport is seen to be on time, safe, easy to use), and those related to 'society' (e.g. an individual's dependence on the views of other people in shaping their own attitudes and behaviour). The latter factors include the valued opinions of family members, friends and work colleagues, as well as what is seen to be the norm in the community.

4. Evaluation of options

People may perceive different modes in different ways. However, the way in which they prioritise the characteristics of the alternatives may vary according to particular circumstances. People will only consider voluntarily changing mode if they have a positive perception of the alternatives with regard to the aspects that are most important to them. For example, if the most important factor for them is cost, they are unlikely to favour buses if they think the tickets are too expensive, even if a bus trip is seen to be quicker than the same trip by car. This stage therefore will assess which factors are most important in travel choices.

5. Making a choice

This fifth stage relates to whether an individual really intends to change to using an alternative mode for certain trips. The establishment of an intention to change comes one step before a measurable change in behaviour.

6. Experimental behaviour *

Trying out a new mode for certain trips for a short time on an experimental basis is the penultimate step. If the experience is positive, then this change may become more permanent. If, however the (positive) perceptions are not confirmed by experience, then it may lead to a re-evaluation of the options and a relapse to the old behaviour. A potentially greater risk is that previously held 'negative' perceptions are re-confirmed. In either case, this may also lead to a re-assessment of their actual / stated level of concern about the underlying problem, or their willingness to accept personal responsibility.

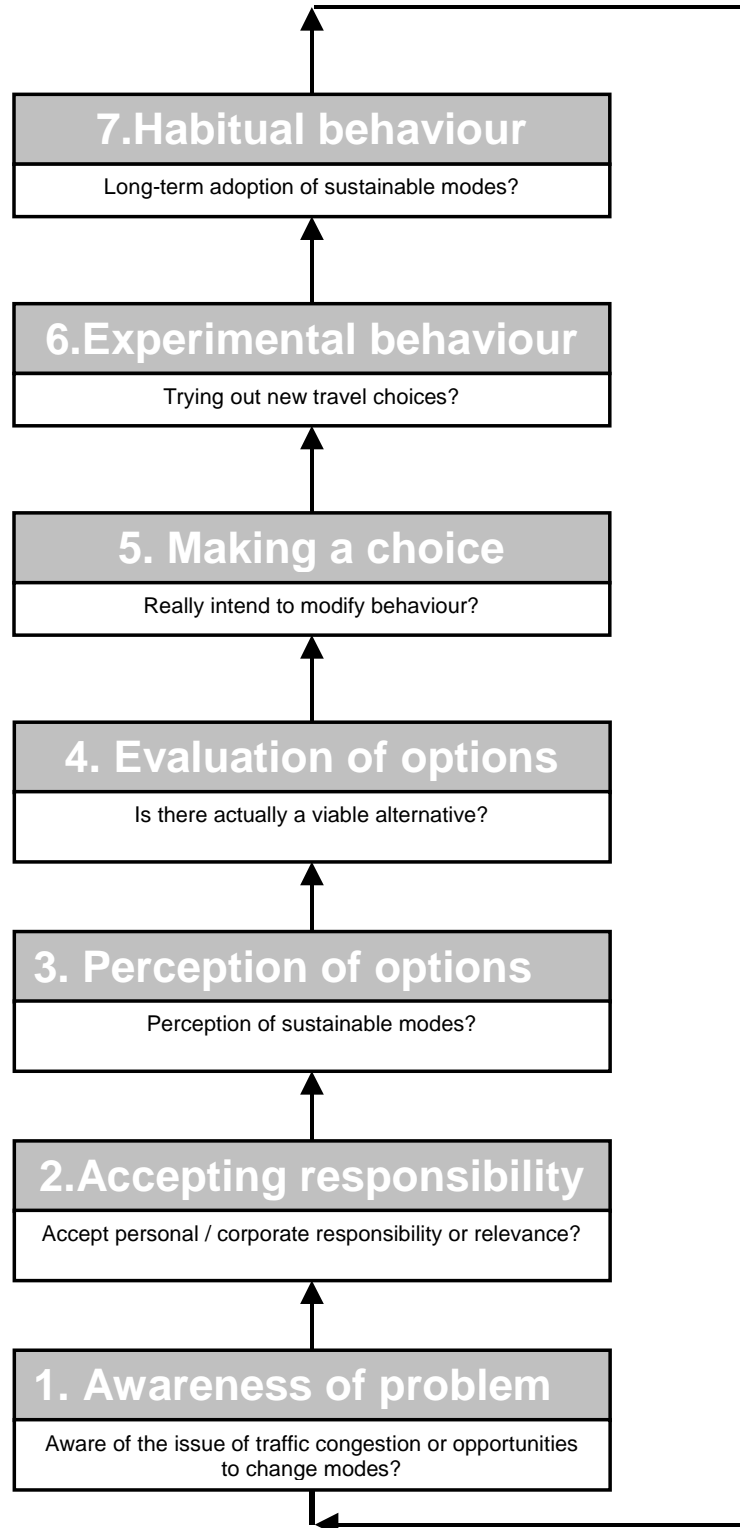
7. Habitual behaviour *

The final stage is the long-term adoption of the new mode for certain trips. When this stage has been reached, the old habitual behaviour has been broken and a new pattern established. This is final goal of a programme to change travel behaviour, but is the most difficult to achieve. In addition, efforts are still needed at this stage to support the new 'habitual'

*N.B. There are some cases where behaviour is a one-off event for a given individual (e.g. making a visit to a particular area as a tourist). Here the notions of 'experimental' and 'habitual' behaviour are not applicable and they reduce to one-step in assessments of whether behaviour was influenced by the campaign.

behaviour and therefore to confirm that is the correct option. This goes hand in hand with supporting existing users of sustainable modes to maintain their behaviour.

Figure 2: The seven stages of change model



It should be mentioned that this process might not be linear: people can move back and forth between stages. Friends, family and colleagues can also influence attitudes and behaviour. For example, the use of environmentally friendly modes by one member of a family could lead to another member also using this mode.

The model also demonstrates how changing behaviour is a lengthy process. It therefore should be recognised in the campaign design process that one campaign cannot result in people moving from Stage 1 to Stage 7. This means that it is necessary to target a campaign at a particular stage or few stages of the model.

The Seven Stages of Change model was used as a basis for the drafting of a core questionnaire that could be used before and after a campaign to assess its impacts. It is to be noted that changes in the variables derived from these questionnaires, comparing the “before” and “after” results, will in themselves constitute core indicators. Both these indicators and those not derived from questionnaires will be considered not in isolation but in the context of other indicators from the same site, i.e. allowing important conclusions to be drawn based on correlations between indicators (e.g. campaign recall and behavioural change).

A section on campaign management was also included in the CAF, which included details on how to conduct a self-assessment process. However, this section did not deal in any detail with aspects of campaign design, such as the effectiveness of the images and messages used and the extent to which they relate to target audiences.

In addition the development of descriptors and indicators, work was also carried out to draft guidelines on the best methods of data collection. These included details of how to use various survey techniques and different types of traffic counts. Guidance was also developed on how to design questionnaires, define samples and analyse survey responses using common statistical tests. These guidelines form part of Deliverable 3.

A special version of the core questionnaire was designed for use with children, recognising that several of the campaigns addressed the journey between home and school and required input from school age children - a group which needs to be dealt with carefully. This was developed in consultation with all partners interviewing school children, and underwent limited piloting in Geel and Mol (Belgium).

Local Case Study Development

The case study campaigns were each individually targeted at different journey types and / or target sub-groups of the overall population (e.g. schoolchildren, parents and teachers addressing journeys to and from school; members of rural communities for all local journeys; visitors to specific cultural or tourist destinations). Each of the TAPESTRY case study campaigns developed, monitored and evaluated the use of travel awareness, communication, education and publicity measures in terms of their impacts on the knowledge, attitudes and behaviour of its own local target group.

Each site reviewed the possible strategy options for undertaking an awareness campaign, taking into account local needs, the state of development of transport services and infrastructure in the chosen demonstration location and inputs from the state of the art review. In parallel each site developed a basic plan of how they would assess the success of their campaign based on the common assessment framework.

There was a considerable variation in the readiness of case studies to progress observed at the start of the project, which to some extent mirrored their degree of experience in campaigning, but also the degree to which they wished to research their particular target group. Some case studies such as Viernheim and the Nantes “In town without my car” campaign were constrained to a timescale set by external factors such as restriction in availability in local budgets and the date of the pan-European initiative “Car-Free Day”. These campaigns were forced to plan their activities early in the course of the project and reached implementation phase during the first year. Other case studies were slower to carry out their planning activities. For example, the case studies in Constanza and Vitoria chose to wait and develop a fuller understanding of the local needs prior to completing the final design of the campaign.

Where it was necessary, advice and guidelines from the MAESTRO project were disseminated to case study managers to help them with the principles of selecting, designing and implementing transport demonstration projects.

The process of planning culminated in the production of individual Site Assessment Plans for each of the case studies. Each of the case studies had its own site assessment plan documenting how the general provisions of the TAPESTRY Common Assessment Framework translated into the actual processes of design, implementation and assessment for that particular TAPESTRY case study. It detailed how the Common Assessment Framework (and the guidance in the Assessment Guide which accompanies it) were applied to the particular travel awareness / information campaigns being implemented.

The individual site assessment plans commenced with an introduction to the travel awareness / information campaigns contained in the case study. This was followed by a summary of the TAPESTRY Common Assessment Framework, highlighting its objectives and the different elements into which the TAPESTRY evaluation has been separated. The final section provided details of the assessment processes that had been drawn from the Common Assessment Framework for that case study. This consisted of a number of core survey elements that apply to all case studies in TAPESTRY, together with a number of other assessment activities which are being conducted at the local level and which will add value to the TAPESTRY assessment process. The site assessment plans provided a framework into which the information collected could be recorded during the course of the campaign in order to ensure that information is as accurately as possible; i.e. while it was fresh in the mind of the campaign manager.

Case Study Implementation

The second part of workpackage 5 (WP5b) dealt with the implementation and local monitoring of the case study demonstration campaigns. The objective of WP5b was to implement the three clusters of case studies to assess the effectiveness of travel, communication and awareness strategies in assisting different transport policy packages.

In practice there was considerable overlap between the phases of case study implementation, assessment and reporting, not only chronologically but also in terms of activities; for example, the design phase necessarily involves a preliminary assessment phase in order to ensure that the design is appropriate.

Once the campaign design process had been completed and the questionnaires approved as suitable for the cross-site analysis the individual case study partners were given a great deal of freedom to develop and implement their ideas independently. This meant that the periodic consortium meetings provided a great opportunity for the partners to quiz each other on the design and implementation aspects of their case studies and kept the discussions fresh as progress was made in the different projects.

Case study partners implemented their campaigns and recorded all relevant details within the framework laid down within their individual Site Assessment Plans. As mentioned in the previous section, some of the case studies began implementation of their full campaigns very early in the project. These included:

- Viernheim
- Nantes “In town without my car”
- The Austrian school campaigns being run by FGM-AMOR

Other campaigns, such as those being run by Hampshire and Hertfordshire County Councils, conducted significant amounts of preparatory work well beyond the initial planning phases, but started to undertake the full campaign according to the original project timescale.

The full list of campaigns implemented is as follows:

Table 1 : Overview of TAPESTRY case studies

Case study	Description	Duration
Intermodal		
Public Transport Promotion to Schoolchildren (Rome - Italy)	Aimed to reduce the use of private vehicles and increase the use of public transport modes through various marketing techniques, including a school visit to a public transport depot, a CD-ROM game, and competitions.	February - May 2002
Travel Awareness in Austrian Schools (Linz, Graz and Vienna – Austria)	Aimed to raise awareness in schools about the need to change mobility behaviour. The scheme was linked to a national awareness campaign to promote the safety of non-car users and was implemented within three schools and one kindergarten in the cities of Graz, Linz and Vienna.	Vienna - Spring 2002 Graz - Early 2002 Linz - Summer 2002
Mobility Education in Geel and Mol (Belgium)	Both campaigns centred around producing a school travel plan; the individual campaigns each had a slightly different focus. The city of Geel aimed to optimise usage of bicycle networks and existing public transport, whereas Mol aimed to work closely with a local mobility centre in the production of its school travel plan.	November 2001 - September 2002
Week of Soft Road User (Belgium)	The case study was based around the annual soft road user week and the public transport week. The two campaign weeks focus mainly on awareness of sustainable transport modes.	May - September 2002

Case study	Description	Duration
Individualised Marketing in Viernheim (Germany)	Promoting the use of environmentally friendly modes through a unique concept of motivation, information and systems experience. It focused on individualised information and motivation, personal visits and surveys to households and companies to encourage the use of sustainable modes of transport.	Household campaign: January – May 2001 Freight campaign: Winter 2002/3
Efficient Car Use (Belfast - UK)	Aimed to encourage more efficient use of private motor cars through a campaign promoting car sharing and park & share facilities.	Spring 2003
Mode Repositioning		
Greenside of the Black Seaside (Constanta - Romania)	The aim of this case study was to encourage visitors to the Black Seaside to use public transport during their stay. The campaign used a number of different media, including radio broadcasts and posters.	June - August 2002
Dublin Bus Anti-Vandalism Campaign (Dublin - Ireland)	This case study focused on the city of Dublin and aimed to investigate approaches that will improve the environment for passengers on bus services. It is hoped that the improvement of the on-bus environment will lead to better quality of travel, the freedom to travel without fear, and an increase in bus usage.	April - August 2002
Interactive Marketing of Rural Buses (Hampshire - UK)	Aimed to explore new and innovative measures designed to promote sustainable travel in a rural setting. The project explored an ‘interactive’ marketing approach, promoting existing bus services.	Development of initiatives March - July 2002 Implementation of initiatives July-October 2002
National Car Free Day (Nantes - France)	The broad objectives of the campaign were to create more positive attitudes towards modes other than the private car and to improve modal split towards such forms of transport by increasing public awareness.	September 2001
Bus-line Promotion (Nantes - France)	Aimed to actively promote the image of using the bus to households along a particular line. This marketing campaign targeted both existing and potential users, and focused on providing useful information and promoting and advertising services.	September 2002

Case study	Description	Duration
Sustainability and Employment by Marketing (Stuttgart - Germany)	The aim was to combine soft policy marketing measures (information, communication, publicity) with employment securing measures. Education and training of public transport employees to improve occupational flexibility, working conditions, job security and employee retention.	June 2002
Health & Environment		
Targeting the Environmentally Aware (Hertfordshire - UK)	This project built on the experience of previous travel awareness campaigns and analysis of results. As a result of all the analysis it was determined that the group could best be reached through the campaign for Walk to School Week 2002.	20 - 24 May 2002
Air Quality Information and Car Pooling (Vitoria - Spain)	The aim of the campaign was to make the general public more aware of transportation and environmental air quality issues. The campaign involved two types of action: 1) to organise an information space for the public located in the city; and 2) to foster car pooling among employees of the local authority.	1) June – July 2002 2) May – June 2002
Promoting Cycling Walking and Public Transport for Health (Gävle - Sweden)	Aimed to build on an already high level of public awareness and increase market shares for public transport and environmentally friendly modes and reduce the use of cars. The City of Gävle, in co-operation with the Ministry of Transport, the schools administration and one specific school, set up two different campaigns with common objectives, utilising different means and target groups.	Ministry of Transport: December 2002 Hagastrom School: June and August 2002
Walking and Cycling to School (Dublin - Ireland)	The aim of this case study was to reduce the use of the private motor car for taking children to school. Promotion of walking and cycling as safe and healthy alternatives formed the focus of the study with different degrees of infrastructure development providing a controlled environmental variable.	April - May 2002

Reporting

Main Project Outputs

The main project outputs are:

TAPESTRY Deliverable 2: State-of-the-Art Review

Annex A: Recent EU Research Projects

Annex B: Tapestry National Reports

TAPESTRY Deliverable 3: Campaign Assessment Guidance

Chapter 2: Principles of Assessment

Chapter 3: Campaign Management and Design

Chapter 4: Inputs and Outputs

Chapter 5: Measuring Outcomes

Chapter 6: Toolkit - Guidelines on Measuring Change

TAPESTRY Deliverable 5: Best Practice Guidelines

Chapter 1: The Role of Campaigns

Chapter 2: Policy/Strategic Level Considerations

Chapter 3: Campaign Management and the Campaign Manager's Role

Chapter 4: Designing Your Campaign

Chapter 5: Implementation Monitoring

Chapter 6: Measuring Campaign Outcomes

Chapter 7: Interpreting and Presenting Your Results

Annexes: Design and Assessment Checklists

TAPESTRY Deliverable 6, Recommendations and Results

TAPESTRY Deliverable 6, Annex A: Checklists for Local Policy makers and Practitioners

The TAPESTRY Cross-Site Analysis

The TAPESTRY Case Study Reports

All this information is available on the TAPESTRY CD-ROM, released in October 2003.

Case Study Reporting

Each case study produced its own report on its case study activities. These were sent to the Commission as Appendices to Deliverable 6 - the Recommendations and Results and have been published on the TAPESTRY website as stand alone documents. The format of the reports followed and developed the structure of the Site Assessment Plans, enabling case studies to explain their objectives, the processes that led to their particular choice of campaign initiative, details of the implementation, assessment results and their conclusions. The results discussed in the case study reports were then used in the cross-site assessment.

Best Practice Guidelines

The best practice guidelines, based on the experiences of the TAPESTRY case studies, set out a step-by-step approach on how best to plan, design, implement and assess a campaign. They draw on the experience of the TAPESTRY partners, and are illustrated by examples from the

TAPESTRY case studies which were implemented in different settings throughout Europe. The best practice guidelines were written with a view to providing all those who have the task of managing a sustainable transport-related campaign with practical advice on the steps to take. However, much of the detail could equally be applied to other sectors, such as environmental or health related campaigns.

The best practice guidelines document is divided into seven sections:

Section 1 sets out the role of campaigns, their value as tools to tackle transport-related problems, an explanation of the structure of a campaign, and the links between attitudes and behaviour;

Section 2 provides a brief overview of the strategic and policy considerations that need to be made prior to planning a campaign.

The subsequent five sections include more technical details on the campaign management, design, implementation and assessment processes.

Section 3 presents a step-by-step approach to all aspects of campaign management, including the practicalities of establishing partnerships and an effective campaign team. Guidelines on how to liaise with target audiences and PR or advertising agencies are also given.

Section 4 looks at the factors underpinning a successful campaign design. The importance of conducting pre-research with target groups is highlighted, and details are given of how to best define the campaign messages, message givers, tone and delivery mechanisms.

Section 5 outlines the elements of the campaign to be monitored throughout the implementation process, such as inputs, outputs and external factors. In addition, it proposes strategies for problem identification and solution.

Section 6 sets out an approach to monitoring and assessing campaigns, based on the 'Seven Stages of Change Model' developed as part of TAPESTRY.

Section 7 combines guidance on how to present the results of a campaign with some practical suggestions on how best to present results to policy makers, other professionals, the press and the public.

This is all supported by a checklist intended to assist in the campaign planning and design process, which summarises the main elements set out in Sections 3 and 4.

Cross-Site Assessment

The cross-site assessment was one of the main elements of added value to the Commission over and above the knowledge gained from the individual case studies.

Quantitative and qualitative data collected from each site was analysed using the common format developed in WP4. University of Westminster worked with the case studies to ensure that the detail of the assessment was properly developed and integrated within the implementation plan and that the correct tools were applied in order to measure the campaign's specific objectives. Data collection activities for the assessment process covered

both qualitative and quantitative information collected before, during and after the campaigns. It was essential that the campaigns concentrate not only on their impacts in terms of changing awareness, attitudes and behaviour, but also on the processes and efficiencies of the campaigns in achieving these impacts.

Each case study followed the guidelines set out in the Common Assessment Framework (CAF) [original Deliverable 3] where common questions were suggested for each case study to use in its 'before' and 'after' evaluation of their campaigns. After case studies had used the CAF, feedback from case study managers, TTR and the University of Westminster was used to formulate an updated framework: the "Campaign Assessment Guidance" [revised Deliverable 3].

As each campaign proceeded, the University of Westminster and TTR maintained close contact with the case study managers to be sure that the questionnaires being used on site for each evaluation conformed as well as possible with the CAF, to enable the best possible cross-site analysis to be undertaken. As might be expected, exceptions had to be made here and there, but every effort was made to ensure that the commonality of core questions was kept at a maximum.

For the purposes of centralised data *collection*, the University of Westminster developed a data template (in Excel) for case studies to enter their 'before' and 'after' data into. The template was distributed to each case study, after instructions on use had been given during a demonstration at one of the consortium meetings. Figure 3 shows the introductory screen, and Figure 4 the CAF-based interactive index, the contents and functionality of which changed according to context.

When each of the many sheets had had data entered, the user was taken to the final checking sheet (Figure 5), where all the data entered were range- and count-checked, including a number of self-diagnostic errors performed by the macros. Any errors were highlighted in red, such that the person entering the data, or the case study manager, could see that there was a potential problem.

The children's CAF had a number of additional explanations which appeared in bubble captions (as per Figure 6), to help with the specific data entry requirements for this different (but corresponding) questionnaire structure.

Figure 3

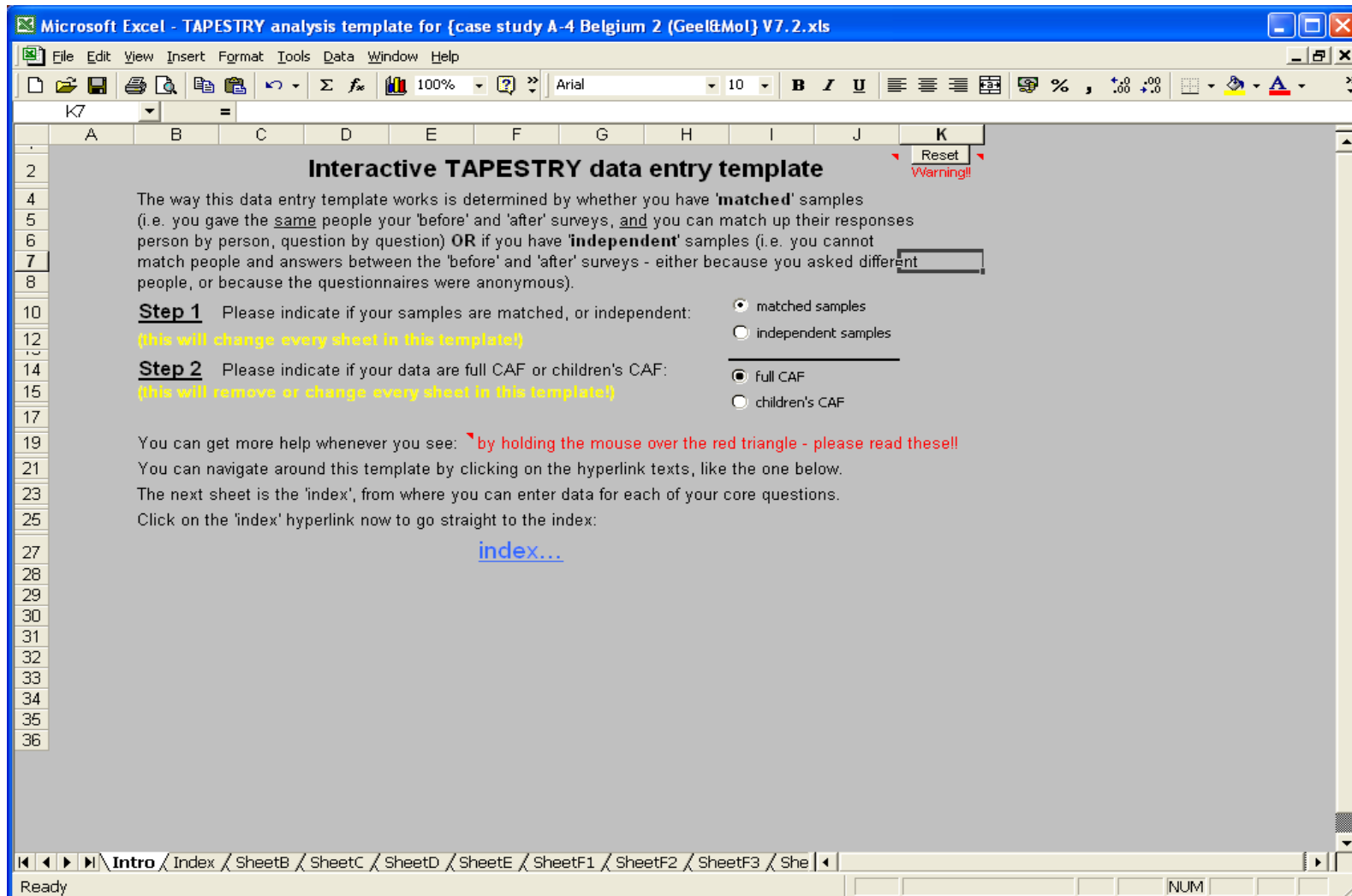


Figure 4

CAF Q	Description	Core question	Data
1.1		How serious a problem do you think traffic congestion is...?	enter data...
1.2	Awareness of problem	Something needs to be done to reduce the number of cars...	enter data...
2.1	Accepting responsibility	I am contributing to air pollution when I use my car for...	enter data...
3a.1	Perception of options	"gets me to ... quickly" (mode- & journey-specific) <i>11 elements in table...</i> (data needed for both modes)	enter data...
3b.2		Most people would ... if other people did the same	enter data...
4.1	Evaluation of options	"gets me to ... quickly" (journey-specific) importance scales <i>11 elements in table...</i>	enter data...
5.2a	Making a choice	For my next journey ... I intend to ...	enter data...
0.5	Experimental behaviour Habitual behaviour	Travel behaviour questions (car + targeted mode) + reasons given for any change in behaviour	enter data... (3 sheets)
R1		Do you recall hearing about a campaign ... in last X months?	enter data...
R2	Campaign recall	Which of the following messages was the campaign...	enter data...
R3	Opinion of media	Opinions of campaign media / materials and messages	enter data...
n/a	Sampling question	Extra question asked for independent samples only	enter data...

Click here when all data entry finished

Figure 5

Sheet	data type	scale min	scale max	scale dir	data min	data max	nfr cases	nfr cases	% diff	unmatch	s/d errs
A	independent	1	4	neg	1	6	280	296	5.7	16	0
B	independent	1	5	neg	1	5	280	296	5.7	16	0
C	independent	1	5	neg	1	5	280	296	5.7	16	0
D	independent	1	5	neg	1	5	296	296	0.0	0	0
E	independent	1	5	neg	1	5	280	296	5.7	16	0
F1	independent	1	5	pos	1	5	280	296	5.7	16	0
F2	independent	1	5	pos	1	5	280	296	5.7	16	0
F3	independent	1	5	pos	1	5	280	296	5.7	16	0
F4	independent	1	5	pos	1	5	280	296	5.7	16	0
F5	independent	1	5	pos	1	5	253	296	17.0	43	0
F6	independent	1	5	pos	1	5	280	296	5.7	16	0
F7	independent	1	5	pos	1	5	253	296	17.0	43	0
F8	independent	1	5	pos	1	5	280	296	5.7	16	0
F9	independent	1	5	pos	1	5	253	296	17.0	43	0
F10	independent	1	5	pos	1	5	280	296	5.7	16	0
F11	independent	1	5	pos	1	5	280	296	5.7	16	0
G1	independent	1	5	pos	1	5	280	296	5.7	16	0
G2	independent	1	5	pos	1	5	280	296	5.7	16	0
G3	independent	1	5	pos	1	5	280	296	5.7	16	0
G4	independent	1	5	pos	1	5	280	296	5.7	16	0
G5	independent	1	5	pos	1	5	280	296	5.7	16	0
G6	independent	1	5	pos	1	5	280	296	5.7	16	0
G7	independent	1	5	pos	1	5	280	296	5.7	16	0
G8	independent	1	5	pos	1	5	280	296	5.7	16	0
G9	independent	1	5	pos	1	5	280	296	5.7	16	0
G10	independent	1	5	pos	1	5	280	296	5.7	16	0
G11	independent	1	5	pos	1	4	280	296	5.7	16	0
H1	independent	1	4	pos	1	4	280	296	5.7	16	0
H2	independent	1	4	pos	1	4	280	296	5.7	16	0
H3	independent	1	4	pos	1	4	280	296	5.7	16	0
H4	independent	1	4	pos	1	4	280	296	5.7	16	0
H5	independent	1	4	pos	1	4	280	296	5.7	16	0
H6	independent	1	4	pos	1	4	280	296	5.7	16	0
H7	independent	1	4	pos	1	4	280	296	5.7	16	0
H8	independent	1	4	pos	1	4	280	296	5.7	16	0
H9	independent	1	4	pos	1	4	280	296	5.7	16	0
H10	independent	1	4	pos	1	4	280	296	5.7	16	0
H11	independent	1	4	pos	1	4	280	296	5.7	16	0
J1	independent	1	6	pos	1	6	280	296	5.7	16	0
J2	independent	1	6	pos	1	6	280	296	5.7	16	0
J3	independent	1	4	pos	1	4	280	296	5.7	16	0
K	independent	1	4	pos	1	4	280	296	5.7	16	0
L	independent	1	4	pos	1	4	280	296	5.7	16	0
M1	independent	1	511	pos	1	385	n/s	296	n/s	n/s	0
N	independent	1	2	pos	1	2	n/s	296	n/s	n/s	0

Any text or numbers in red suggest a possible problem - please check back on the corresponding sheet(s)

Figure 6

Microsoft Excel - TAPESTRY analysis template for [case study A-4 Belgium 2 (Geel&Mol) V7.2.xls]

File Edit View Insert Format Tools Data Window Help

A5 =

2 Please type or "Paste Special ..." your data into the white boxes, then return to the 'index' sheet when finished

3 Data you enter will appear blue if it is OK, but red if there is a likely problem or error

5 1 5 or more days/week

7 2 2 to 4 days/week

8 **frequency of** 3 once/week

9 **targeted mode use** 4 at least once/month

10 5 at least once/year

11 6** less often / never

13 ** What is the actual maximum of your scale? (should be 5 or 6)

14 * What is the actual minimum of your scale? (should be 1, NOT 0)

17 "Paste special" your data here

18 Person number / case before after

19	1b	?	?	1a
20	2b	?	?	2a
21	3b	?	?	3a
22	4b	?	?	4a
23	5b	?	?	5a
24	6b	?	?	6a
25	7b	?	?	7a
26	8b	?	?	8a
27	9b	?	?	9a
28	10b	?	?	10a
29	11b	?	?	11a
30	12b	?	?	12a
31	13b	?	?	13a
32	14b	?	?	14a
33	15b	?	?	15a
34	16b	?	?	16a
35	17b	?	?	17a
36	18b	?	?	18a
37	19b	?	?	19a
38	20b	?	?	20a

back to index...

For children's CAF, use "1" for "usually" and "5" for "sometimes". If no tick, leave blank. Only trip TO school

Does "1" on your scale indicate a high or low frequency? (in example shown, "1" = high)

1 = high 1 = low please click either option

SheetH10 / SheetH11 / SheetJ1 / SheetJ2 / SheetL / SheetM0 / Check / Help /

Ready NUM

Table 2 shows the results of these analyses, with the CAF question shown in the left-hand column, and the individual case studies across the other columns. The letters ([A], [B], [C] etc...) in the left-hand column refer to the sheet numbers where the data came from in the template. The coding scheme used to indicate 'positive' and 'negative' campaign outcomes was based around the premise that 'Positive' means pro-sustainable mode, or a change in disfavour of car use.

A detailed look at individual changes was the remit of the detailed case study reports. In the cross-site analysis, patterns and commonalities in the results, across the different sites were investigated. Given the diversity of campaigns, greatly varying cultural and starting points of mobility awareness, plus various exogenous factors (which we tried to take account of) some of the comparisons were therefore painted with a fairly broad brush!

Table 2 is organised such that campaigns where positive campaign effects (green shading) were predominant are on the left-hand side, and those with a relatively greater proportion of negative effects are on the right-hand side. Those with fewer changes at this aggregate level are in the middle. This is simply to help visualise broad trends.

Looking at Table 2 overall, the first impression is that the campaigns generally produced a lot of significant changes in both attitudes and behaviour: there is a large proportion of coloured cells, particularly considering this is an aggregate level analysis. There were, overall, more positive changes than negative ones.

Broadly speaking, campaigns appeared to be a little more effective at causing changes in perceptions of the car (41 changes*) or the perceived importance of various elements of the mode chosen (40 changes*), than perceptions of the target mode (34 changes*).

Also apparent on first looking over Table 2 is that since the cross-site analysis is based on fifteen case studies, even with only a few sites not collecting or entering data, or having non-standard or low sample-size entries, identifying trends across such a row becomes especially difficult (particularly evident with the percentage figures, where there are more gaps in the data).

* looking at blocks [F], [H] and [G] respectively, but excluding Rome, since there were no block [H] data for this case study.

Table 2: Cross-site comparison at 95% confidence level <i>(continued on next page...)</i>		Nantes	Vitoria carpooling	Vitoria InfoSpace	Hertfordshire	Stuttgart	Hampshire	Gävle vehicle test centre	Constanza	Geel & Mol	Gävle school	Linz parents	Linz pupils	Mechelen	Rome	Dublin
sample size	before	355	25	52	2064	190	1465	94	314	534	258	172	241	280	598	190
	after								310	431	176	96	162	296	609	198
control group		yes	yes	yes	yes	yes	yes	yes	no	no	yes	no	no	no	no	yes
[A] "How serious a problem do you think that traffic congestion is in [xxx]?"																
[B] "Something needs to be done to reduce the number of cars in [xxx]"																
[C] "I am contributing to air pollution when I use my car for [xxx]"																
[D] "Most people would ... [use target mode] ... if other people did the same"																
Block [F] Perception of car	(1) gets me to [xxx] quickly															
	(2) does not cost very much															
	(3) is reliable															
	(4) is convenient door-to-door															
	(5) allows me to travel when I want to															
	(6) is comfortable															
	(7) is safe in traffic															
	(8) offers good personal security															
	(9) has a good image															
	(10) is an enjoyable way to travel															
	(11) helps the environment															
Block [G] Perception of target mode	(1) gets me to [xxx] quickly															
	(2) does not cost very much															
	(3) is reliable															
	(4) is convenient door-to-door															
	(5) allows me to travel when I want to															
	(6) is comfortable															
	(7) is safe in traffic															
	(8) offers good personal security															
	(9) has a good image															
	(10) is an enjoyable way to travel															
	(11) helps the environment															
[J1] Frequency of car use																
[J2] Frequency of target mode use																
[E] "For my next journey ... I intend to [use target mode]"																

... continuation of Table 2: Cross-site comparison at 95% confidence level		Nantes	Vitoria carpooling	Vitoria InfoSpace	Hertfordshire	Stuttgart	Hampshire	Gävle vehicle test centre	Constanza	Geel & Mol	Gävle school	Linz parents	Linz pupils	Mechelen	Rome	Dublin
Block [H] Importance of features	(1) gets me to [xxx] quickly															
	(2) does not cost very much															
	(3) is reliable															
	(4) is convenient door-to-door															
	(5) allows me to travel when I want to															
	(6) is comfortable															
	(7) is safe in traffic															
	(8) offers good personal security															
	(9) has a good image															
	(10) is an enjoyable way to travel															
	(11) helps the environment															
Campaign efficiencies	Total cost of campaign delivery (Euro)	8900	250	700	23500	63000	10800	10600	5700	52000	3100	4400	10000	95000	22300	
	Total target audience	2450	25	52	36000	2500	6000	500	80000	6000	1800	780	20000	1350	6500	
	Cost per target member	3.6	10	13.5	0.7	25.2	1.8	21.2	0.1	8.7	1.7	5.6	0.5	70.4	3.4	
"Do you recall hearing about a campaign... Block [K] Campaign recall ('after')	(1) ... in last X months?"	65.1%	80.0%	50.0%	34.0%	91.1%	3.3%	52.1%	57.7%	n/a	90.9%	-	n/a	35.5%	n/a	24.2%
	(2) ... longer ago than last X months?"	0.0%	0.0%	0.0%	10.4%	8.4%	41.9%	19.7%	n/a	0.0%	-	n/a	4.7%	n/a	0.0%	
	(3) ... not sure?"	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	-	10.6%	n/a	0.0%	-	n/a	0.0%	n/a	0.0%
	(4) ... definitely not?"	34.9%	16.0%	50.0%	1.7%	0.5%	18.3%	43.6%	7.4%	n/a	9.1%	-	n/a	54.1%	n/a	75.8%
& 'false' recall 'before'	(1) ... in last X months?"	23.4%	28.0%	30.8%	29.7%	5.8%	3.9%	-	79.3%	n/a	0.0%	0.0%	n/a	21.4%	n/a	23.2%
Block [L] Messages ticked ('after')	(1) ONLY correct messages ticked	30.7%	32.0%	7.7%	13.7%	99.5%	2.8%	55.3%	-	27.4%	-	6.7%	26.3%	9.0%	28.7%	5.2%
	(2) Only INCORRECT messages ticked	30.7%	0.0%	25.0%	8.1%	0.0%	0.8%	1.1%	-	1.4%	-	4.4%	8.9%	2.1%	0.9%	7.2%
	(3) Mixture messages ticked	3.7%	20.0%	15.4%	22.9%	0.0%	1.8%	42.6%	-	-	-	0.0%	0.0%	5.7%	1.0%	0.0%
	(4) Ticked NO messages	34.9%	28.0%	51.9%	55.3%	0.5%	94.5%	1.1%	-	8.9%	-	16.9%	5.0%	34.5%	19.7%	38.7%
& 'false' recall 'before'	(1) ONLY correct messages ticked	0.0%	16.0%	5.8%	20.5%	5.8%	-	28.7%	-	-	-	5.8%	6.9%	4.2%	13.3%	0.0%
Block [M] Assessment of campaign materials	(1) "Interesting"	27.9%	48.0%	26.9%	21.9%	-	0.6%	33.0%	9.0%	4.7%	28.3%	8.4%	7.4%	3.1%	22.5%	10.8%
	(2) "Well designed"	34.1%	24.0%	0.0%	11.6%	-	0.2%	30.9%	9.3%	3.3%	25.8%	5.8%	3.5%	4.7%	16.2%	10.8%
	(3) "Directly relevant"	25.9%	24.0%	3.8%	5.0%	-	0.1%	24.5%	0.0%	-	33.6%	9.3%	6.2%	0.9%	0.0%	5.7%
	(4) "Made me think"	16.6%	24.0%	1.9%	12.9%	-	0.5%	9.6%	0.0%	4.9%	8.5%	8.4%	3.5%	0.2%	0.0%	0.3%
	(5) "Agreed with content"	22.3%	48.0%	1.9%	29.6%	-	0.6%	33.0%	0.0%	11.6%	0.0%	9.3%	4.2%	5.2%	0.0%	2.6%
	(6) "Seemed irrelevant"	10.1%	0.0%	3.8%	5.5%	-	0.5%	7.4%	0.0%	3.5%	0.0%	5.2%	2.2%	2.1%	0.0%	0.0%
	(7) "No effect at all"	10.4%	0.0%	0.0%	5.5%	-	0.8%	8.5%	0.0%	6.8%	10.8%	5.2%	3.2%	5.2%	0.0%	0.0%
	(8) "Found it irritating"	0.8%	0.0%	0.0%	0.0%	-	0.2%	0.0%	0.0%	2.6%	1.6%	5.2%	2.2%	0.2%	0.0%	0.0%

In summary the cross-site analysis indicated that:

- the campaigns generally produced a lot of significant changes in both attitudes and behaviour; there were overall more positive changes, than negative ones
- most campaign costs fell in the range of EUR 1 –14 per potential target group member
- potential negative effects of the survey instrument itself, which may cause irritation, may be reflected in the campaign results
- sensitisation by campaigns may raise expectations or alter awareness in the target group, in such a way as to make some question changes ambiguous
- regarding changes in importance of modal choice elements, it appears to be more difficult to change the perceived importance of the *cost* or *reliability* of a particular journey type - the importance of comfort, safety in traffic and personal security may be softer campaign targets; indicators requiring particular care in interpretation and those which were more useful and straightforward in their use for campaign assessment have been identified
- at the aggregate level, there is evidence which actively supports the conceptual principles of the Seven Stages of Change model and nothing which appears to be in direct contradiction of it.

Six case studies demonstrated statistically significant increased uses of the target mode (one of which was based on a pre-selected sample of public transport test volunteers); three case studies demonstrated statistically significant decreased use of the car (as did one other with a pre-selected, small sample).

TAPESTRY Recommendations and Results (Deliverable 6)

The role of Deliverable 6, the recommendations and results, is to present the key TAPESTRY outputs in a format suitable to advise policy makers about the role that best practice in campaign targeting, design and implementation can play in meeting their strategic transport and environmental objectives.

The recommendations and results are split into three distinct parts. Part one provides an introduction to the premise of the project and provides a brief summary of the case study results. This section emphasises that the results of the TAPESTRY case studies have provided some important learning:

- Campaigns can lead to an increase in the use of sustainable modes (such as public transport). Four TAPESTRY campaigns led to an increase in public transport use.
- Campaigns can lead to a decrease in car use. Five TAPESTRY campaigns led to a decrease in car use.
- Communications campaigns can achieve high levels of awareness within the target community.
- Campaigns can achieve significant shifts in attitudes. Overall there were more positive than negative changes
- Some attitudinal shifts are more easily achieved by campaigns. For example few campaigns were able to alter people's perceptions about the cost of bus travel, while they were able to change opinions about personal security or comfort

- Changing levels of awareness, attitudes and perceptions, prior to behavioural change are valid and useful campaign objectives. Some campaigns demonstrated attitudinal changes without behaviour change.
- Ensuring that the campaign materials and design attract the interest of the target group can achieve better results.
- In general the campaigns with better evaluation frameworks provided more conclusive results.

Within part two, the main policy recommendations section, we briefly summarised the policy situation within which TAPESTRY fits and then set out a framework which shows the role of the TAPESTRY outputs in linking strategic policy considerations with local case studies and with future campaign practices. The development of the framework highlighted existing gaps leading to proposals for a series of options for future actions and research work. These future options would build upon the work started within TAPESTRY and link into EU, national and other policy directions.

The benefits of communication actions are potentially significant in many ways. Campaigns have a role to play both in improving the efficiency of existing infrastructure and ensuring that new strategies meet their objectives. Although the overall conclusions are positive in showing that campaigns can have positive effects it is important to be realistic about what to expect. In particular before setting out on this route the campaign manager or initiator must realise that the impact of an individual campaign is time limited, specific and dependent on proper targeting. Therefore there are important contextual lessons to be learned:

- Ensure campaigns are implemented in a well-structured overall framework where top-level messages support more detailed initiatives at the local level. This involves keeping objectives and communication lines simple, well targeted and non-contradictory. Any perception of mixed messages in the target group can destroy the desired effect.
- Ensure a campaign programme which develops the message in a structured way. This will involve understanding the opinions of your target audience before designing the campaign and tracking their opinions through every stage to ensure each step is implemented at an appropriate stage. Be prepared to repeat or redesign individual stages if progress is slower than expected or desired.
- Be prepared for a campaign programme to take time to achieve results, both for each individual step on the journey from raising awareness to changing behaviour and for the achievement of overall goals. Remember that continual reinforcement is essential.

Although we believe the results of TAPESTRY show that campaign programmes have a valuable role to play, it is also important not over-rely on them. Campaigns can only work if the proposed change is credible in the view of the target audience. This is a key reason why targeting is important in all contexts.

Finally part three contains a short set of recommendations based on the results of TAPESTRY and provides a menu of measures showing how the recommendations could be put into action.

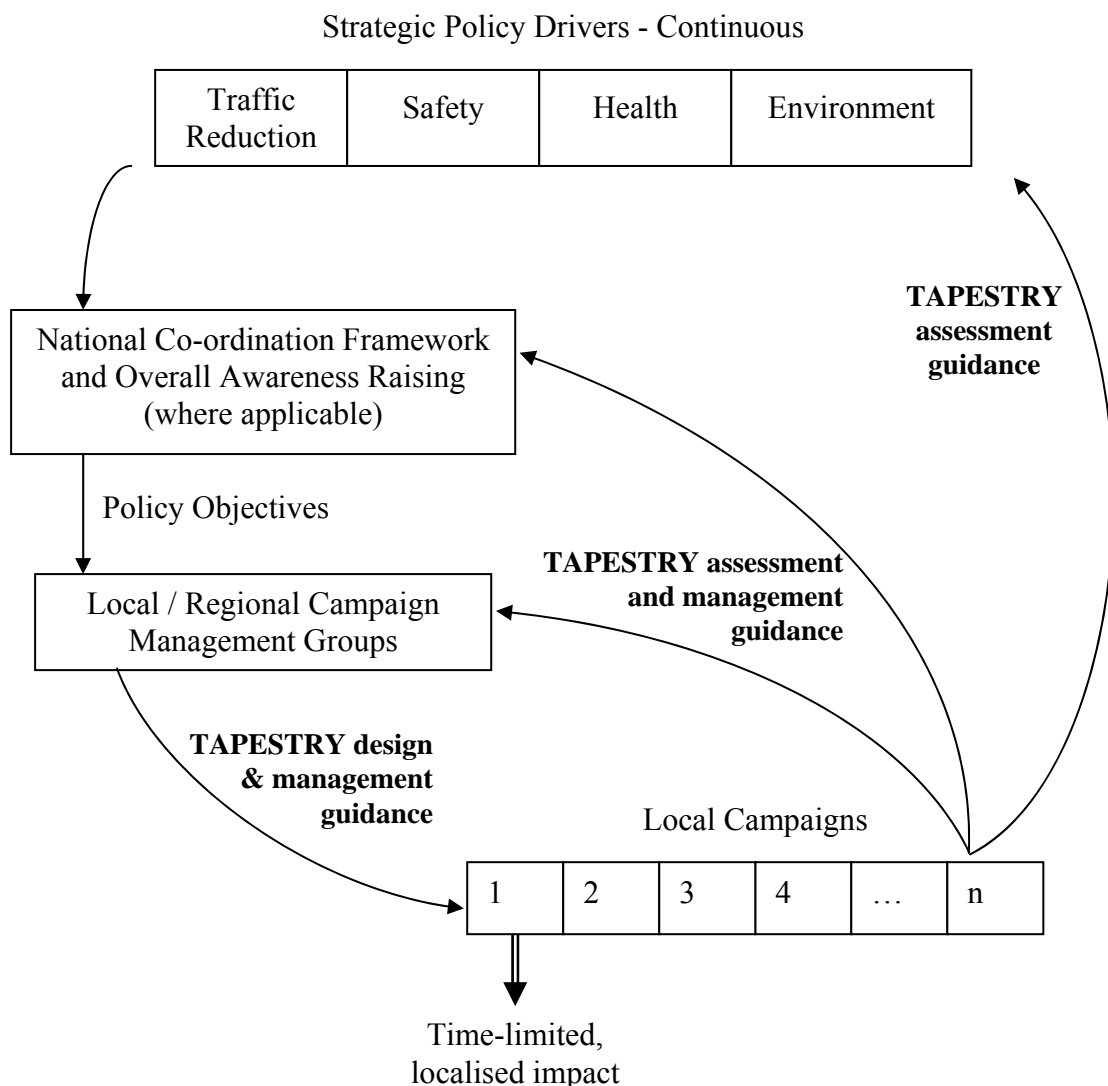
TAPESTRY Checklists for Local Policy makers and Practitioners (Deliverable 6, Annex A)

Following on from the summary of recommendations and results, we provided checklists for organisations or campaign managers who are developing policy-driven transport-related

campaigns at local regional or national level. This information was intended to help enable the formulation of effective and successful campaigns.

Figure 7 shows how the TAPESTRY outputs provide guidance that links local campaigns to policy drivers, where actions are initiated at a local level within a hierarchical framework. Policies and related objectives can be achieved using many alternative or complementary methods. Local policy makers have the opportunity to select the most appropriate method or combination of methods for meeting these policy objectives and to address in particular those which are most appropriate to their area. Campaigns may form an important part of the chosen approach, either in their own right or as a support to other measures.

Figure 7: How TAPESTRY Links Policy with Campaign Design and Outcomes



Campaigns have commonly been used to address the environment, health and road safety policy areas. Such campaigns have been based on clear messages aimed at individuals explaining a clear benefit to either the individual or society as a whole from a particular change in behaviour. Although campaigns that address individuals' transport behaviour directly from a policy-driven perspective are relatively new, there is already plenty of

evidence of their success as short-term actions, as proved by the success and expansion of the annual 'In Town Without My Car' events.

The decision about whether running a campaign is appropriate is dependent upon a combination of factors, including the adequate provision of existing infrastructure and transport services to support the campaign, the level of political and management support and a clear understanding of the target group's perspective following detailed research.

The topics covered by these checklists are:

- Creating the Right Institutional Framework
- Political and Management Support
- The Campaign Strategy
- Understanding your Target Group
- Campaign Objectives
- Implementation Strategy
- Assessment

Dissemination Activities

Dissemination activities have formed an important part of TAPESTRY, as you would expect of a project that deals with communication and campaign strategies. Indeed the project's dissemination actions have succeeded in generating a significant positive profile for the project by the time of its conclusion. In the early project stages activities relating to dissemination and exploitation were mainly concentrated upon planning these aspects of the project. This was in part because the first scientific results of the project - the TAPESTRY Common Assessment Framework and the State-of-the-Art Review - were only completed towards the end of year one of the project, but also because the nature of TAPESTRY in giving guidance for marketing and communication campaigns means that it is essential for the dissemination process to be well defined and to target its audience carefully.

Three target groups were identified for the TAPESTRY dissemination material:

- People involved in making decisions at the policy level
- People responsible for defining / influencing local strategies
- People involved in the practical implementation of campaigns

Each of these groups has different needs in terms of the format of information that they would respond to and the level of detail that they would require.

The dissemination mechanisms envisaged as suitable for TAPESTRY included:

- The project website, which opened to the public during year one and was subsequently revised and updated on a regular basis;
- A series of short newsletters which were posted on the website and which advertised through a series of e-mails containing an internet link to the newsletter location;
- Development of a flexible brochure pack which was designed to contain the introductory project leaflet together with an assortment of A4 leaflets covering the scientific background of the project and the details / results of the case study campaigns as they were implemented and assessed;

- Conference presentations and journal articles.

As the project proceeded the consortium was in a position to offer a greater range of outputs, including:

Start	Introductory information
Midway	Case study information
Completion	Case study results Campaign guidelines TAPESTRY toolkit Policy recommendations

The use of the flexible brochure pack ensured that design activities at the start of the project in producing an information pack were still able to meet the needs of the consortium at the end of the project. The flexible approach also allowed for the use of brochure inserts in the local language of the recipients and the use of alternative sheets about particular topics that cover the needs of the three target groups identified previously.

Exploitation of the results was also targeted at the different target groups we had identified. Each group needed to understand a slightly different message. For example,

- Policy makers needed to be convinced that the results of TAPESTRY would help them meet their policy targets, without needing, at least initially, the full project results;
- People responsible for defining / influencing local strategies needed to have a greater insight into the way that successful campaign partnerships were formed, campaign messages were developed and the structures that needed to be in place to bring about a positive outcome.
- Those responsible for the practical implementation of campaigns needed access to the detail of the TAPESTRY campaigns, the outputs and the assessment results.

Successful exploitation depended on making these elements accessible to the various groups in such a way that they can implement the results of TAPESTRY without excessive effort, which would act as a barrier to such innovation.

The aim of workpackage 3 was to raise awareness of the TAPESTRY project and the value of using 'soft' measures in communications in order to bring about a desired attitudinal, and ultimately behavioural, change (e.g. reduced car use) in society. Much of the effort within workpackage 3 was directed at developing a strategy to meet these aims: i.e. for successful dissemination of project information whilst the technical work was in progress and subsequent exploitation of the results of the project so as to ensure take-up of the practical project outputs. Our approach to the dissemination of TAPESTRY has been to draw on best commercial marketing practices and techniques in order to build a robust brand with appeal to a number of clearly defined audiences.

1. Identification of Audiences

The following were identified as discrete audiences each with different information needs and presentation preferences:

- Executive level: Decision makers (e.g. politicians, heads of transport companies)

- Managers - people with budgets and responsibility to execute the policies of people at the executive level. (e.g. head of local authority transport/ environment departments, PT marketing managers etc.)
- Practitioners / specialists - people who do the work. (e.g. consultants, campaign managers, academics)
 - members of other EU consortia (some of these may be practitioners.)

2. Identification of Audience Needs

For each of these audiences a descriptive profile was researched under the following headings:

- Influencing criteria (what will influence audiences to want to know more and make use of TAPESTRY) - 12 different influencing factors identified.
- Critical Success Factors - 7 factors that will contribute to success or otherwise of TAPESTRY communications - over 21 different elements identified and profiled for each audience.
- An output or product profile for each audience.

Results from these activities would be of value to other EC project consortia for formulating a dissemination plan.

3. Information Databases

Information sharing across the consortium was an increasing activity with information being gathered under the following headings:

- **Conferences meetings and workshops**, - opportunities for information input to TAPESTRY and information to others about TAPESTRY. Information recorded includes; location, topic, attendance by TAPESTRY members, actions taken, type and size of audience, outcome / further actions and materials produced
- **Papers presented or published**
- **Forthcoming conferences**
- **Contacts and interested parties** (Database has 1470 entries to date)
- **Potential contacts** (People and organisations who could be targeted in the future)

4. Media and Activities

Media and the TAPESTRY 'brand image', personality and style were all developed from outputs of the dissemination research outputs described above.

Table 3: The main TAPESTRY dissemination activities / outputs.

TAPESTRY Products	Target Audience	Progress during project
<p>Written material The main medium is an A4 size card carrier depicting a new universal TAPESTRY branding and strap line 'Campaign solutions for transport'. The carrier will carry inserts appropriate to the intended audience. A range of stationery and DL size brochure 'flyer' was also designed.</p>	All audiences - inserts to be adapted as appropriate	Carrier - 2000 produced. DL flyer - 2000 produced.
<p>Website A comprehensive web site has been developed. It is split into two parts – the first part is meant for the general audience giving information about the project's approach, the case studies and results and recommendations when they become available. The second part is for internal use of the partners to pass on material and information (password-protected).</p>	ALL	Initially established 01/2001 (internal site +1 page draft public site) Public site redrafted 04/2001 ongoing: regular up-dates (changes, results etc.) Significant updates early 2002 - better case study information. Outputs available as downloads throughout the project once Commission approval obtained.
<p>Electronic newsletter The electronic newsletter covers all aspects of the project. Newsletter is sent to all contacts on the 'dissemination database' managed by TTR. It is also posted on the project web site</p>	Anybody with a potential interest in TAPESTRY	5 newsletters in total were published. First one issued January 2002. Distributed using a database of 870 relevant individuals / organisations.
<p>Best practice workshops Workshops were developed in the closing stages of the project for dissemination of results, learning and tools.</p>	Local, regional, national govt, NGO's other professionals in the transport, environment, public health fields, consortium partners, marketing professionals	June – October 2003
<p>Conferences & Published articles</p>	Academics and professionals including EC consortia	Papers were given at a number of international events including ECOMM 2002, ECOMM 2003 and the POLIS annual conference, 2002.
<p>Local and National Press / radio / TV</p>	Local audiences	e.g. Geel 2001 - newspaper articles Gavle 2001 - newspaper article

These issues are covered in greater detail in Deliverable 8, which records the full extent of the project's dissemination activities.

5. Exploitation

During workshops at the consortium we identified that there are differing perspectives on exploitation between partners. Some academic, government or local authority partners are end-users of the project outputs, they are also able to disseminate the tools and results at no personal cost. Private organisations can only make use of the project products if these or the partner's knowledge and skills are bought commercially by other end-users. These different perspectives gave rise to differing approaches by the partners. This difference in perspective is reflected in the information contained within each partner's Technology Implementation Plan.

6. Followers

As well as the work conducted by the official project partners, TAPESTRY interacted with five follower cities during the course of the project and one follower transport operator. The follower cities were all from areas where transport-related information campaigns had not been implemented previously, and hence this represented a good way of ensuring information transfer and exploitation during the course of the project. The followers were:

City of Chisinau, Moldova
City of Gdansk, Poland
City of Iasi, Romania
City of Reykjavik, Iceland
City of Volos, Greece
Dublin Bus, Ireland

The followers were invited to attend the technical sessions of the consortium meetings, hence learning from the experiences of the full project partners in designing, implementing and assessing their case studies.

At the start of the project the followers were classified at one of four levels depending on their level of involvement.

1. Participatory followers were to contribute to the project, but did not expect to obtain any financial contribution from the Commission.
2. Base level followers could learn from the project through association and were expected to attend selected meetings and share experiences and also to contribute a short report.
3. Intermediate level followers were expected to attend meetings, share experiences, write a report and/or organise a local meeting. At the intermediate level, the followers were given the opportunity to undertake a national review of travel awareness campaigns to feed into the research work being undertaken to investigate the state of the art of travel awareness campaigns.
4. In addition to the tasks of intermediate level followers, advanced level followers were further involved with a direct link to one of the TAPESTRY case studies demonstrating campaigns based on one of the cluster topic areas. Advanced level followers attended meetings, shared experiences with the TAPESTRY Consortium, undertook a case study and organised a local meeting / workshop.

The followers in categories 2, 3 and 4 were funded under subcontracts to the research coordinators, with payments being linked to specific deliverables. The following table shows the involvement of the followers by clusters and levels.

Table 4. Follower involvement

Cluster	Level			
	Participatory Followers*	Base	Intermediate	Advanced
Intermodal			Reykjavik Volos	
Mode Repositioning	Dublin Bus		Gdansk	Chisinau City Iasi

*not receiving financial contributions from the EU

Interaction with the followers was excellent throughout the project. Their relative inexperience in mobility management meant that the followers did not find the process of case study implementation (where applicable) or reviewing existing initiatives easy. However, they found it a worthwhile process and in combination with their attendance at consortium meetings and interaction with the project partners we anticipate that they will be able to use their new-found knowledge in future practical applications.

Detailed reports from the followers' workshops are contained within Deliverable 8. Brief summaries of each follower's activities are contained within Annex 1 of this report.

List of Deliverables

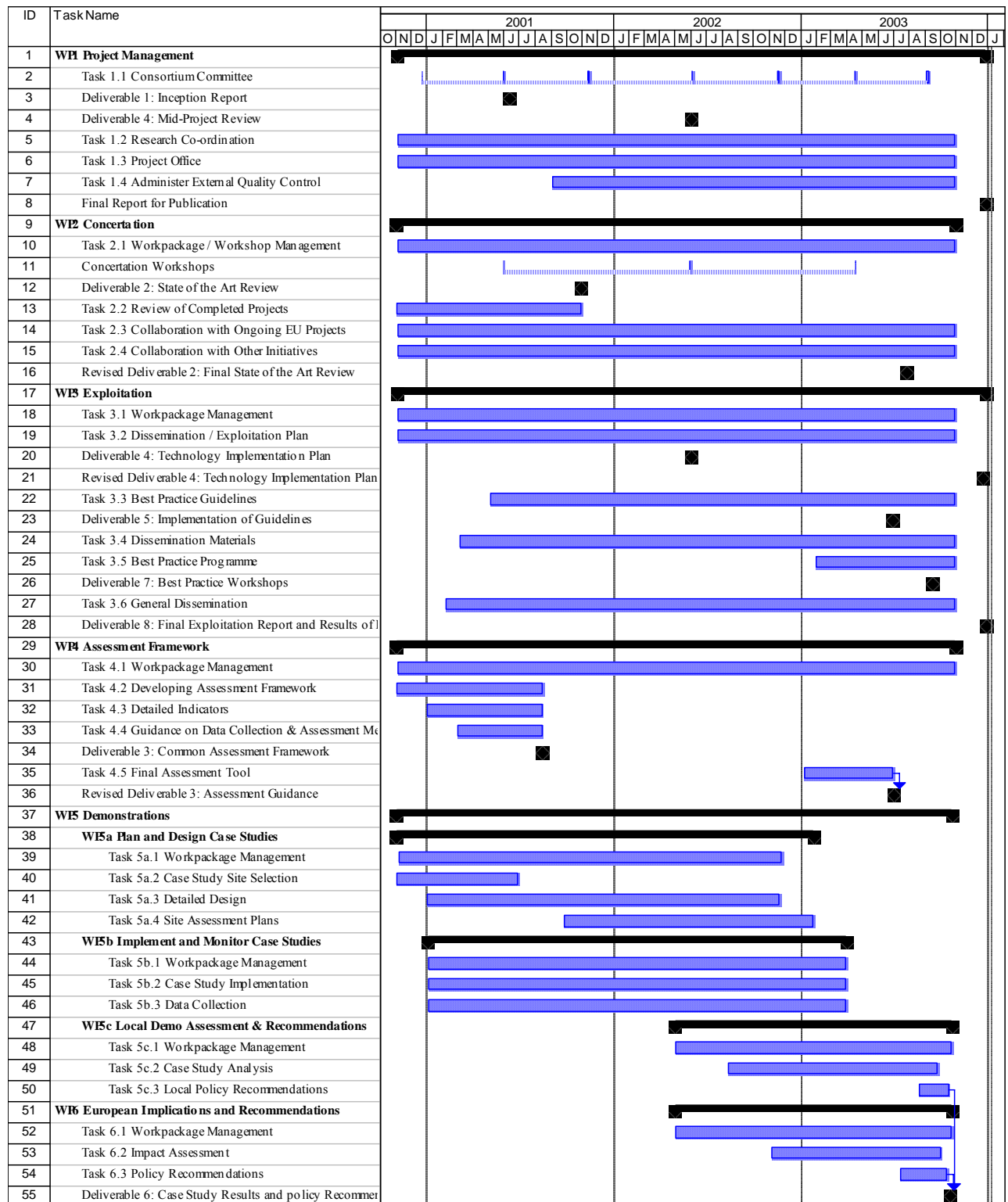
Table 5 contains a list of the project deliverables together with details of their content, main author and submission date.

Table 5. Deliverables scheduled for this period.

Deliverable	Description	WP	Leader	Planned Submission	Actual Submission
Deliverable 1 Inception Report	Deliverable 1 provided the management framework for the rest of the project, including a workpackage by workpackage summary of the tasks and technical methodology to be applied.	1	TTR	Month 5	Originally submitted month 6 Revised month 8
Deliverable 2 State of the Art Review	The State of the Art Review was one of the main components of TAPESTRY workpackage 2. The aim of the “State-of-the-Art Review” was to provide a common understanding to all TAPESTRY partners and to third parties about the behavioural and attitudinal concepts, the factors affecting them and the relationships between theory and practice, based on previous and ongoing EU and non-EU research projects and studies related to travel, health and environment awareness.	2	AUTh	Month 6 Month 34	Originally submitted month 9 Resubmitted month 12 Month 33
Deliverable 3 Common Assessment Framework (CAF)	The objective of the TAPESTRY CAF was to develop a common, pragmatic basis for the assessment of all the TAPESTRY case studies, covering the entire campaign life-cycle, allowing for a local assessment, a European cross-site assessment and a thematic assessment. The CAF was revised and re-issued towards the end of the project to provide assessment guidance to future campaign projects, based on the experiences of the TAPESTRY case studies in implementing the CAF.	4	UOW	Month 8 Month 32	Month 10 Month 32

Deliverable	Description	WP	Leader	Planned Submission	Actual Submission
Deliverable 4 Mid-Term Review	Administrative Mid-Term Review & Draft Technology Implementation Plan	1	TTR	Month 18	Month 18
Deliverable 5 Best Practice Guidelines	The best practice guidelines, based on the experiences of the TAPESTRY case studies, set out a step-by-step approach on how best to plan, design, implement and assess a campaign.	3	UOW	Month 32	Month 32
Deliverable 6 Recommendations and Results	The recommendations and results present the key TAPESTRY outputs in a format suitable to advise policy makers about the role that best practice in campaign targeting, design and implementation can play in meeting their strategic transport and environmental objectives.	5/6	TTR	Month 33	Month 35
Deliverable 7 Workshops	A workshop format was developed in the closing stages of the project for dissemination of results, learning and tools to local, regional and national government representatives, NGO's, other professionals in the transport, environment, public health fields, consortium partners and marketing professionals. The main events were held in Brussels, Strasbourg, Stockholm and Lyon and were backed up by a number of smaller local events.	3	UOW	Month 36	Months 35 & 36
Deliverable 8 Exploitation Report and Results of Best Practice Programme	This records the full extent of the project's dissemination activities, including workshop reports.	3	INTR	Month 36	Month 38

Comparison of Initially Planned Activities and Work Actually Accomplished



Comparison of the above GANTT chart with the initial project plans shows that all project tasks were accomplished. Some tasks were slightly modified in discussion with the Commission’s project officer and in some cases the tasks were delivered slightly late. The following table indicates the deviations that occurred from the original detailed plans.

Activity	Deviation from Original Schedule
Case Study Implementation	It took longer than anticipated to plan and implement the final 3 case studies. This resulted in the workpackage 5 tasks being spread over a longer duration, with final case study reporting being slightly delayed
Formulation of Results and Recommendations	This task started later than planned due to the late finish to some of the case studies. Although it also finished one month late, the work of formulating the results and recommendations was condensed into a shorter timescale than originally planned.
Best Practice Workshop Programme	The programme of best practice workshops was delivered one month later than planned due to the need for final materials to be available for the events.
Final Conference	Instead of organising our own stand-alone final conference, with the agreement of the project officer we arranged a more extensive programme of BP workshops including one held in conjunction with the European Transport Conference (same venue in Strasbourg on the preceding day

Management and Co-ordination Aspects

Management

The TAPESTRY Kick Off Meeting was held at the POLIS offices in Brussels between 19th and 21st December 2000. This was almost 2 months after the formal contract start date and resulted in some delays to the initial tasks as compared with the project plan. The kick-off meeting allowed the project co-ordinator, in conjunction with representatives of the Commission staff, to explain clearly to all partners the full range of expectations that apply to 5th Framework RTD projects. It also provided the partners with their first formal opportunity to discuss the technical work of the project.

Given this slightly late start, the TAPESTRY partners worked hard on all aspects of the project since that date in order to ensure that the project ran to the planned timescale, particularly when considering the planning and implementation of the case studies and the detailed analysis of the results.

Given the large size of the consortium, the emphasis of the TAPESTRY management structure was on clarity and distinct division of responsibilities, decision-making and communication channels. The Project Co-ordinator led TAPESTRY in an administrative capacity. They were aided by a Research Co-ordinator who was responsible for the research and assessment aspects of the project.

The co-ordinator was responsible for chairing the consortium meetings and the follow-up of decisions made there. The Project Co-ordinator was also the sole management link between the project and the European Commission and so was responsible for the submission of all contract deliverables to the EC, for all periodic reporting and auditing, and for the transmission of any project documents between the contractors and the European Commission, as well as internal quality control.

The TAPESTRY Research Co-ordinator was responsible for achieving the technical goals of the project. The Research Co-ordinator was able to call meetings of the technical workpackage leaders and monitored the progress and quality of the output. The RC also acted on quality control reports and prepared six-monthly reports to the Board of Partners.

A Project Management Group (PMG), consisting of the Project Co-ordinator, Research Co-ordinator, Workpackage Leaders and Case Study Cluster Leaders, was established to oversee the running of the project. The PMG was responsible for:

- overseeing the steering of the technical aspects of the project
- ensuring the needs of all workpackages are included within meeting agendas and discussions
- ensuring that an appropriate level of co-operation is established between workpackages
- ensuring that the research element of the project is targeted at the needs of the case studies as represented by the cluster leaders.

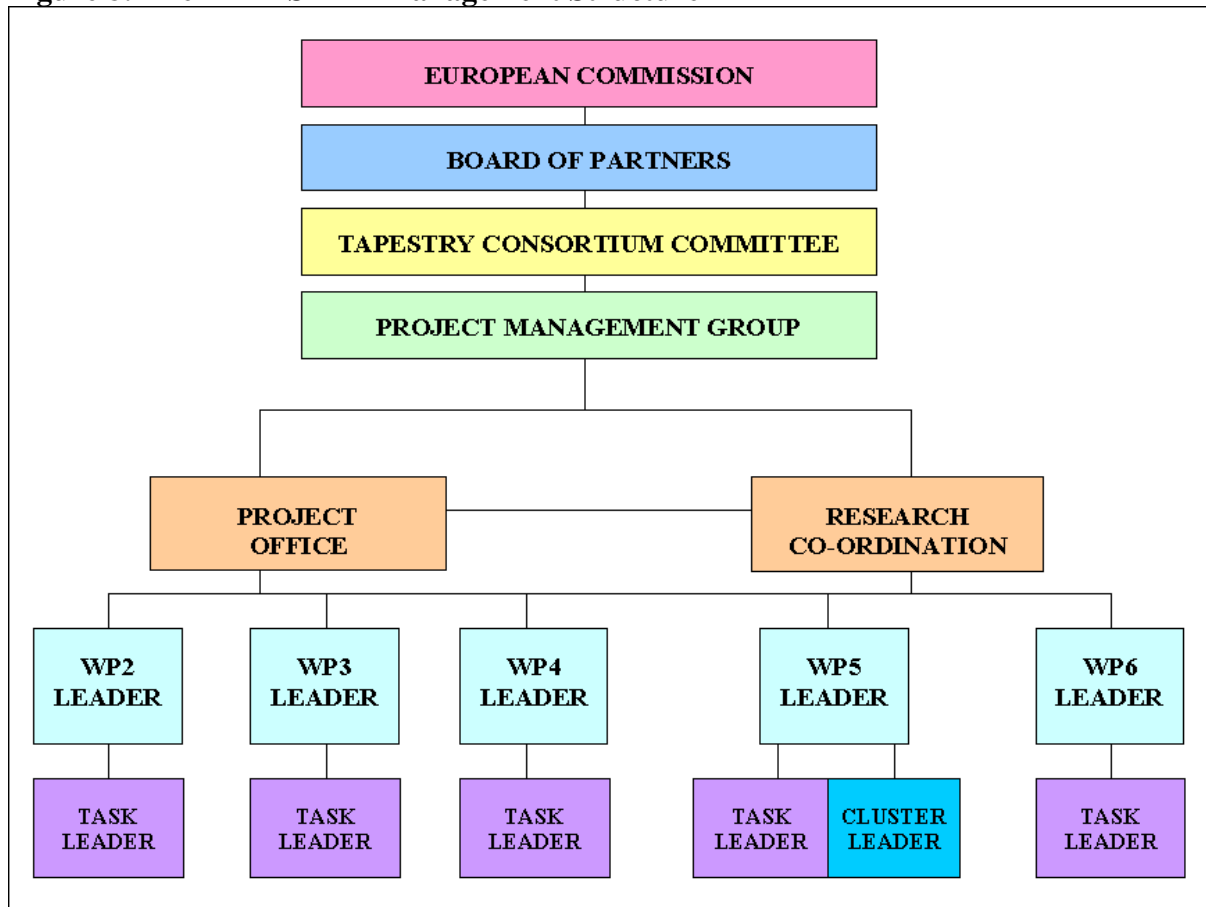
PMG meetings were held at regular intervals both immediately prior to or following consortium meetings and between consortium meetings, in order to ensure continuity and progress. The minutes of the PMG meetings were made available to all project partners via a private section of the project website to ensure nothing was withheld from the partners regarding the steering of the project.

Consortium meetings were broken into two distinct parts: major decisions relating to contractual issues and administration were made at a Board of Partners meeting, to which each partner was allowed to send one nominated representative. The Board of Partners meeting was kept as a tightly focused element of the meeting, separate from the main consortium meeting, in which the main technical discussions took place. All contractors, followers and EC officers were invited to the main element of the consortium meeting.

To back this up the co-ordination team (TTR the co-ordinators and UoW the research co-ordinators) met at approximately two-month intervals to ensure good progress on all aspects of the project.

A diagram of management structure, which proved to work very effectively, is shown in Figure 8.

The initial draft of the TAPESTRY Inception Report was submitted to the Commission project officer in April 2001 (month 6). All partners had a significant input to the Inception Report, especially those involved in designing the case studies, as the annex contained detailed descriptions of all case studies. Although there were some specific queries relating to the detailed content of the Inception Report, the overall quality of the report was praised. A revised version of the Inception Report, taking into account the comments of the European Commission project officer on providing additional information about some of the case studies was submitted in June 2001 (month 8).

Figure 8: The TAPESTRY Management Structure

The TAPESTRY co-ordination team have committed throughout the project to running a high quality project on behalf of the European Commission. Because of this we have set up an external quality control group, consisting of two experts who undertook regular activities in order to ensure that the project outputs are of the highest quality and that the project is managed in an appropriate manner.

The two external quality control experts were:

- Nick Cavill, who was responsible for quality checking project deliverables prior to submission to the Commission. This appointment was based on his considerable experience in developing campaigns on related topics in the UK and in European projects. This procedure was followed for the first time for the re-submission of the revised Deliverable 2 in month 12 and from this point onwards proved an extremely useful final tool in ensuring the delivery of a high quality product to the Commission.
- and Tomi Ristola who conducted 2 administrative and financial audits of the project co-ordination. These took place in months 17 and 32 of the project. In his first visit he spent 2 days visiting the Oxford and Nottingham offices of the co-ordinator, where the project financial and technical management were respectively managed and checking that procedures employed were up to the level he would expect for a major international project. In his second visit he attended the meeting of the PMG held at University of Westminster in June 2003 in order to see how this group worked together in the steering of the project.

Tomi Ristola provided two short written reports on his findings which are appended to this report. In each case he was very positive in his comments to the co-ordination team about the way the project was managed and provided some constructive feedback which we did our utmost to implement.

Communication

A Project Handbook was developed during the early months of the project and the completed document was distributed to partners in June 2001 as a definitive guide for common project management procedures. The TAPESTRY Consortium Agreement - the agreement covering the legal relationship between partners - took longer to finalise than would have been ideal but a final version was finalised prior to the mid-term review. Regular contact between the co-ordinator and all partners has been ensured through the dissemination of an internal project newsletter produced by the co-ordinator between consortium meetings. A part of the project website was also constructed that can only be accessed by project partners and was used for the posting of internal documents and the sharing of both technical and management information within the consortium.

Regular contact was maintained with individual partners regarding the development of the technical work both in terms of horizontal activities such as the development of the State of the Art review and the Assessment Plan and in terms of the planning of the individual case studies. This contact was split between the two co-ordination organisations depending on the topic involved: TTR has dealt with administrative and management issues and UOW has covered technical / research issues.

Financial Issues

A system of three monthly management reports (3MMRs) was set up in order to monitor actual work against the project plan. These were collected by the co-ordinator from all partners on a regular basis. This was intended as an internal tool, but did allow the production of summary information at intermediate stages of the project that was used to check consistency of the information included in cost statements as well as monitoring of progress against initial budget estimates and was helpful in the production of the final consolidated progress report.

Generally the financial commitment of the partners has matched that within the project remarkably well for such a large project. Some partners have taken the opportunity to realign the distribution of their budgets between the various cost categories without changing their total budget, in line with Commission procedures. There was also a small realignment of budget between partners to allow Aristotle University of Thessaloniki and Interactions Ltd. to participate within the project management group.

Contractual / Commission Issues

Since the signing of the contract, four of the project partners have undergone some form of change in the formal status of their organisation. TTR has supplied the project officer with details of the change in status and will continue to liaise with the Commission on this matter.

When commenting on the project inception report, the project officer noted that four of the TAPESTRY partners were also partner organisations in the parallel MOST project. He asked

that TTR, as TAPESTRY project manager, take what measures it could to ensure that the activities of the two projects were kept clearly separate. As a result of this, TTR obtained a signed declaration to this effect from each of the partners concerned.

Results and Conclusions

The TAPESTRY case studies have provided some important learning:

- Campaigns can lead to an increase in the use of sustainable modes (such as public transport). Four TAPESTRY campaigns led to an increase in public transport use.
- Campaigns can lead to a decrease in car use. Five TAPESTRY campaigns led to a decrease in car use.
- Communications campaigns can achieve high levels of awareness within the target community.
- Campaigns can achieve significant shifts in attitudes. Overall there were more positive than negative changes
- Some attitudinal shifts are more easily achieved by campaigns. For example few campaigns were able to alter people's perceptions about the cost of bus travel, while they were able to change opinions about personal security or comfort
- Changing levels of awareness, attitudes and perceptions, prior to behavioural change are valid and useful campaign objectives. Some campaigns demonstrated attitudinal changes without behaviour change.
- Ensuring that the campaign materials and design attract the interest of the target group can achieve better results.
- In general the campaigns with better evaluation frameworks provided more conclusive results.

The benefits of communication actions are potentially significant in many ways. Campaigns have a role to play both in improving the efficiency of existing infrastructure and ensuring that new strategies meet their objectives. Although the overall conclusions are positive in showing that campaigns can have positive effects it is important to be realistic about what to expect. In particular before setting out on this route the campaign manager or initiator must realise that the impact of an individual campaign is time limited, specific and dependent on proper targeting. Therefore there are important contextual lessons to be learned:

- Ensure campaigns are implemented in a well-structured overall framework where top-level messages support more detailed initiatives at the local level. This involves keeping objectives and communication lines simple, well targeted and non-contradictory. Any perception of mixed messages in the target group can destroy the desired effect.
- Ensure a campaign programme which develops the message in a structured way. This will involve understanding the opinions of your target audience before designing the campaign and tracking their opinions through every stage to ensure each step is implemented at an appropriate stage. Be prepared to repeat or redesign individual stages if progress is slower than expected or desired.
- Be prepared for a campaign programme to take time to achieve results, both for each individual step on the journey from raising awareness to changing behaviour and for the achievement of overall goals. Remember that continual reinforcement is essential.

Although the results of TAPESTRY show that campaign programmes have a valuable role to play, it is also important not over-rely on them. Campaigns can only work if the proposed change is credible in the view of the target audience. This is a key reason why targeting is important in all contexts.

In summary the cross-site analysis indicated that:

- the campaigns generally produced a lot of significant changes in both attitudes and behaviour; there were overall more positive changes, than negative ones
- most campaign costs fell in the range of EUR 1 –14 per potential target group member
- potential negative effects of the survey instrument itself, which may cause irritation, may be reflected in the campaign results
- sensitisation by campaigns may raise expectations or alter awareness in the target group, in such a way as to make some question changes ambiguous
- regarding changes in importance of modal choice elements, it appears to be more difficult to change the perceived importance of the *cost* or *reliability* of a particular journey type - the importance of comfort, safety in traffic and personal security may be softer campaign targets; indicators requiring particular care in interpretation and those which were more useful and straightforward in their use for campaign assessment have been identified
- at the aggregate level, there is evidence which actively supports the conceptual principles of the Seven Stages of Change model and nothing which appears to be in direct contradiction of it.

Six case studies demonstrated statistically significant increased uses of the target mode (one of which was based on a pre-selected sample of public transport test volunteers); three case studies demonstrated statistically significant decreased use of the car (as did one other with a pre-selected, small sample).

Acknowledgements

On behalf of the co-ordination team we would like to thank all the partners for their hard work and for the helpful guidance provided by our project officer at DG TREN.

Glossary

CAF - Common Assessment Framework, developed in TAPESTRY workpackage 4.
PMG - Project Management Group, comprising the co-ordinators, workpackage leaders and case study cluster leaders; responsible for overseeing the management of the project.
INPHORMM - 4th Framework project - one of the main precursors to TAPESTRY.
CAMPARIE - 4th Framework project - one of the main precursors to TAPESTRY.
MAESTRO - 4th Framework project - Monitoring, Assessment and Evaluation Scheme for Transport Policy Options in Europe
MOST - 4th Framework project - Mobility Management Strategies for the Next Decades
TTR - Transport & Travel Research Ltd - TAPESTRY Project Co-ordinators
UoW - University of Westminster - TAPESTRY Research Co-ordinators
WP - workpackage

Annexes

Annex 1: Follower Summary Reports

City of Chisinau, Moldova

In order to enforce the strategic position of the electric transport in Chisinau, to better develop the network and to market the new opened routes the City Hall of Chisinau, in the framework of the TAPESTRY Project, implemented an awareness and information campaign on the new trolleybus routes, 6, 25 and 28.

While planning to introduce the new routes the administration of the city followed the following objectives:

1. Improve the services provided to the population.
2. Prevent air pollution.
3. Prevent traffic congestion.

The campaign objectives were settled according to the criteria set by the TAPESTRY Project and by the actual needs of public transport in the City of Chisinau, and are as follows:

1. To market three new trolleybus routes.
2. To continue the process of awareness began through INPHORMM, CAMPARIE and Know How Fund in this field.
3. To attract corporate bodies in participating in promotional events.

Further to the above-mentioned the operational targets have been set for the campaign:

1. To make the population aware of the new routes (From Chisinau to Durlesti - 6 and 28 and from Chisinau to Posta Veche - 25).
2. To create a better image of the Transport Services Provider.
3. To explore practically the results of INPHORMM, CAMPARIE projects of EC and other international projects implemented in Chisinau.
4. To attract companies to put their publicity on the transport posters, maps and guides.
5. To develop the WEB advertising of urban transport.

During the campaign we targeted two main segments of the population:

1. the people travelling from Durlesti and Posta Veche suburbs to the centre of Chisinau and back, and
2. the people living in Durlesti and Posta Veche and working in big companies placed in the down town. Also a specific target has been developed: Corporate bodies employing workers from the above-mentioned suburbs.

Learning from the materials issued by the TAPESTRY Project and the transport situation in City of Chisinau the campaign was run between April 2002 and August 2002.

Together with the UK consultant, Mr. Peter Warman, and after the approval of the research coordinator of the Project, we decided to inform the population on the public transport using the most perspective means of information and the most needed. We followed the knowledge acquired during the other European projects, like INPHORMM, CAMPARIE and projects

implemented within the framework of collaboration between City Hall of Chisinau and Hampshire County Council and decided to produce the following promotional materials to provide information on/in/at: a. peoples' hands, b. on-vehicle, c. at-stop, d. on other information networks (Internet).

- The **Guide** of the public transport of City of Chisinau and the **Leaflets** of the routes have been designated to serve as in-hand information,
- the **Map** of the Public transport of City of Chisinau was meant to serve as on publicity carrier information respectively in the street,
- the **Posters** of the routes were displayed on the vehicles and at the stops, respectively in the vehicles and in the streets and
- the **WEB page** on the INTERNET.

By displaying the produced promotional materials we covered almost all information's carriers listed in the marketing literature for this kind of publicity.

The pre-evaluation survey was carried out in November 2001. A social survey was carried out for the target groups specified under this project. 400 people from the above mentioned target group were asked about their opinion according to a questionnaire elaborated in collaboration with Mr. Peter Warman and approved by the research coordinator of the TAPESTRY Project - University of Westminster. In order to evaluate the impact of the campaign a post-evaluation survey was carried out at the beginning of September 2002.

City of Gdansk, Poland

The objective of Gdansk as a follower city in TAPESTRY, within the "mode repositioning" cluster, was to promote the image of public transport and encourage the usage of tram routes among a geographically targeted population.

Taking into consideration the "Updated Strategy of The Development of the City of Gdansk up to the Year 2010", and the priorities of improving air quality and tackling with noise pollution, the local authority has identified the need to use a campaign to increase the patronage of the tram service in conjunction with an ongoing upgrade of the system. The main objective of the campaign will be to convince residents to have a positive attitude towards public transport. The campaign should also present travelling by public transport as a better way of getting to the city centre than by car and that it should be considered as being more environmentally friendly, up to date and modern way of living. As a consequence the campaign should make people have a positive attitude towards public transport and in future make them change their behaviour towards it, use it more often.

The need of changing people's attitude towards public transport and, in future, their travel behaviour concerns residents from all districts of Gdansk. But because of modernisation of tram tracks joining Oliwa Dolna with Śródmieście the campaign will target residents from this district, for all kinds of usage.

The experience gained from TAPESTRY will be combined with local experience from the 2002 Car-free Day in Gdansk to design, implement and assess this campaign in the near future.

City of Iasi, Romania

In Iași, during the Saint Cuvioasa Parascheva Holidays, the number of visitors, pilgrims increases every year in October. One of the problems generated by the event is providing transportation for the pilgrims on their arrival in Iași to the Metropolitan Church and to other religious sites.

With a view to reducing traffic and providing alternatives to the private car, a campaign, promoting public transport, targeted at pilgrims, was launched. In order to raise the pilgrims' awareness on the pollution issue, the slogan of the campaign was "A clean soul in a clean city".

The specific campaign objectives were:

1. Contribution to the assessment and evaluation activities before, during and after the promotion of national and local campaigns in the Eastern regions of Romania (called Moldova and Bucovina).
2. Promoting the use of public transport to visitors during the seasonal peak (tourists visiting Iași on the occasion of religious events, when the population almost increases to over 1 million people).
3. Disseminating TAPESTRY results to target groups (tourists, tourism agencies, public transport operators) in the Eastern regions of Romania (Romania is currently divided in 42 counties, grouped by 8 regions).

The target group is represented by the tourists and pilgrims who arrive every October in Iași for the Saint Cuvioasa Parascheva Holiday. The number of tourists who visit Iași during this religious event almost exceeds 1 million every year.

As part of the campaign, it was hoped to find out more about the size of this phenomenon, its intensity, as well as how to meet the pilgrims' transportation needs. In addition, the type of transport used by the pilgrims and their preferences, as well as their opinions about transport, depending on their demographic, economic and social characteristics would be investigated.

The survey was carried out in two stages. The samples are independent, as the people who were surveyed were different for each of the two stages. The first stage was carried out at the railway station. We surveyed the pilgrims **before** the event i.e. persons who arrived at the railway station as well as those who arrived at the Metropolitan Church, by coach, upon their arrival. **After** the event, we surveyed them in places especially organized for pilgrims, such as shops, as well as in cultural institutions which organized specific activities to tie in with the religious events.

The campaign's objective to increase the awareness of pilgrims of using public transport in order to avoid traffic congestion and excessive pollution during religious events in Iași was reached through the promotional actions (banners, posters, leaflets, season tickets, conferences).

The survey results provided useful information to be able to identify the changes in respondents' behaviour between "before" and "after" the campaign.

With regard to environmental protection, there was a positive change in the respondents' opinion between the two stages of the survey, meaning that the campaign had impact on pilgrims' attitude towards sustainable transport.

City of Reykjavik, Iceland

The history of urban settlement in Reykjavik and in Iceland is very short. Although the history of Reykjavik can be traced back to the end of 18th century, the city and its 6 neighbouring communities were developed mainly after world war two². Consequently, low density, segregation of land uses and emphasis on the private automobile have characterised urban development in the area. The private automobile has been the prevailing transport mode in Reykjavik at least for four decades. Public transport ridership, first established in 1931, has been declining almost continuously since 1970. Responses to this decline by city authorities have been negligible. Conventionally, the decline in ridership has been viewed by the authorities as inevitable consequence of increased car-ownership and the operators have been facing increasing difficulties.

In last few years there has been increasing awareness among politicians, professionals and the public, of the need to strengthen and promote public transportation. There are several signs that indicate that the past trends of increasing automobile dependency and decreasing public transport ridership can be reversed in the coming years. There are several reasons for this statement:

- The two public bus companies in the area finally merged into one company, Greater Reykjavik Transport (GRT), in the summer of 2001
- Revision of the route system is in progress and the first stages of a new system will be implemented in fall 2003. Improvement of the system includes construction of a new central station, located close to the centre of the area, which will give opportunity to coordinate the public bus system with inter-city bus routes and buses to the international airport.
- More favourable and effective policy regarding public transportation in a new regional plan for the area and new master plan for City of Reykjavik.
- After the merger of the two public bus companies more support from the state can be expected. So far the support to urban public transportation from the state has been negligible and has only been in form of discount to road taxes.

After establishment of Greater Reykjavik Transport, more considerations have been given to marketing (see section 3.2). It was, therefore, especially valuable for Greater Reykjavik Transport and City of Reykjavik to be able to participate in and learn from the TAPESTRY project to help formulate progressive marketing strategy for next years, given the forthcoming improvements to the service, where timing of marketing campaigns, changes of the service and implementation of new infrastructure would be coordinated.

City of Volos, Greece

Volos is the capital of the prefecture of Magnesia and is situated at the centre of the Greek mainland, at an approximately equal distance from the country's two main urban centres, Athens and Thessaloniki. Volos is known as an important Greek industrial centre and a port,

² The total population in Reykjavik area is 175 thousand in 2001. According to a new forecast the population will be 230 thousand in 2024.

while the service sector and especially tourism appears lately with a growing importance for the local economy.

Volos suffers from traffic congestion at peak hours, especially in the main arterial streets that cross the city centre. The factors aggravating traffic conditions at the city centre are:

- shortage of parking space both in the commercial centre of the city and peripheral to the city centre.
- high level of illegal short-term parking and very often double parking on the main arterial streets that reduce the flow of traffic (otherwise, the estimated capacity of the existing arterial ways is judged as adequate).
- absence of a ring road and transport links to the port that could divert through traffic away from the main arterial streets (both are currently under construction).
- high preference for the private car as a transport mode, even for relatively short distances within the city.

The public transport company is privately owned, operates as a co-operative of bus owners and offers a rather low level of service, which is also affected by the poor traffic conditions at the city centre and the main arterial streets.

Although there has been a tradition in the city favouring the use of bicycle and there is still a relatively high level of bicycle ownership among the inhabitants, the aggravating traffic conditions in the streets are rather discouraging for cyclists, while initiatives to improve infrastructure for the bicycle (cycle lanes, cycle parking) have remained incomplete and studies carried out are still to be implemented.

A wide scale pedestrianisation scheme has been implemented during the last few years at the city centre and is still under progress. The plans under implementation also include widening of the pavements along the main arterial street crossing the city centre.

The policy of the Municipality is to increase the scale of car free zones, where it is pleasant and safe to walk on, make pavements wider so that pedestrians enjoy using them and gradually discourage the use of private car at the city centre. At the same time efforts are made to provide parking infrastructure for the private car at the periphery of the city centre.

Volos' participation in TAPESTRY led them to run a locally designed campaign informed by their participation in the TAPESTRY discussions. The target group for the campaign was employees working in the city centre, as well as residents of the central area. The area chosen was within a walking distance of the city centre. The campaign had the following objectives:

- Increase awareness of the problem of traffic congestion.
- Link the problem of traffic congestion to travel behaviour of individuals.
- Inform on the negative impacts of using the private car versus the positive impacts of walking to work.
- Show the benefits of walking on health and the environment.
- Inform on the pedestrianisation scheme and the new infrastructure provided.

The campaign was followed up with a local workshop which presented the situation, the campaign and its results and which achieved extensive coverage by the local newspapers, radio stations and TV channels.

Annex 2: External Quality Control Reports

EXTERNAL REVIEW REPORT #1

BACKGROUND

TAPESTRY is a project funded by the European Commission under the Transport RTD programme of the 5th Framework Programme.

TAPESTRY aims to increase knowledge and understanding of effective communication programmes or campaigns which support sustainable transport policies and encourage sustainable travel behaviour in Europe.

In order to ensure that the TAPESTRY Project conforms to the appropriate quality standards expected by the European Commission, internal and external quality control procedures have been implemented.

This report represents the first results of an external review on the management and financial procedures of the project.

This review work will include an independent assessment of the TAPESTRY project achievements, as well as management proficiency and outreach effectiveness.

This first report deals with management proficiency and makes some recommendations for dissemination work. A second report will be prepared during summer 2003, concentrating on outreach effectiveness and achievements of TAPESTRY.

The work has been carried out by reviewing project documents and making a visit to the Project Management Office, TTR Ltd in Oxford and Nottingham in March, 2002.

The work has been carried out by Mr Tomi Ristola, a project manager in Traficon Ltd.

GENERAL REMARKS

Since the project management group has a lot of experience in managing European R&D projects there are well established procedures and systems in use.

The project management is shared between two organisations which creates some risks. In this case the arrangement seems to work well and there is a good straightforward co-operation between University of Westminster and Transport and Travel Research Ltd. This could be partly due to the complimentary skills of the two organisations but also largely due to good individual relationship.

The fact that the financial and administrative tasks are the responsibility of TTR mean that UoW can concentrate on the technical quality of the work carried out as part of the project. It also means that the most important management decisions are taken in consultation with another partner, which ensures that different views or ideas can be taken into account, enhancing their quality.

The shared management structure was not totally clear to all partners at the beginning of the project. An attempt was made to try to formalise this, but in practice, things are largely worked out along the way. This has been helped enormously by the very good one to one relationships inside the management team. The advantage of this 'ad hoc' approach has been that it is very flexible and avoids needless bureaucracy. However, it should be considered, as part of the Mid Term Review process, whether there should be more written rules determining the allocation of responsibilities.

PROJECT MANAGEMENT

The consortium agreement has been signed only by 12 out of 24 partners. Although this has not yet caused any special problems, attention should be put into getting the agreement signed.

The demonstration site management is shared between three persons in TTR and they have some different ways of keeping record of the sites. The filing system should be harmonised.

Quality control has been well arranged by TTR staff and the external expert (Mr Cavill).

Only three internal newsletters have been produced (5 were planned). These should be used more to inform the large consortium about progress of the project.

FINANCIAL MANAGEMENT

Some partners have used already more than 50 % of their allocated resources. Care must be taken that these partners are able to fulfil all their commitments in the project.

It has been noted that some partners allocate resources to workpackages differently than others. The project management should make a clear definition of what is project management work and what work should be allocated to technical workpackages.

In a large project such as TAPESTRY it is likely that some partners will not use all their resources while some partners will overspend. Careful monitoring of resource usage will help in making necessary resource shifts between the partners early enough. (It would have strengthened the project management possibilities, had there been a consistency budget.)

The project management tool is very useful for the Project Co-ordinator, although it is not very informative for someone who is not fully familiar with the project progress.

The cost statement return by the partners is very slow. The project management should be more proactive to expedite the process. For some partners (especially small companies) it is important that there are no unnecessary delays in the payment process.

It seems that the resources reserved for project management have been underestimated when planning the project.

PROJECT HANDBOOK

The project handbook is very comprehensive (but also too demanding in practice).

SUGGESTIONS

Copy the 3 monthly reports of partners to the relevant workpackage leaders so that they have better possibilities in managing the work in their WP.

The minutes of PMG-meetings should be emailed to all partners (instead of only informing them that they can be found on the web site).

As mentioned in the Inception Report, outreach work is a key feature that should be running throughout the project. However, very little outreach work or planning of it has been done so far. It should be started without further delay.

EXTERNAL REVIEW REPORT #2

BACKGROUND

TAPESTRY is a project funded by the European Commission under the Transport RTD programme of the 5th Framework Programme.

TAPESTRY aims to increase knowledge and understanding of effective communication programmes or campaigns that support sustainable transport policies and encourage sustainable travel behaviour in Europe.

In order to ensure that the TAPESTRY Project conforms to the appropriate quality standards expected by the European Commission, internal and external quality control procedures have been implemented.

This report represents the results of the second external review on the management proficiency and outreach effectiveness of the project.

The work has been carried out by reviewing project documents and by participating the Project Management Group meeting in London in June, 2003.

The work has been carried out by Mr Tomi Ristola, a project manager in Traficon Ltd.

GENERAL REMARKS

TAPESTRY has a large number of partners and requires efficient project management. It is apparent that the project management team has been successful in this task.

The proposals that were made in the first external review have been properly dealt with.

The project produces a lot of interesting scientific results. The main challenge that the consortium faces at the finishing phase of the project is how to present these results and how to disseminate the results to a wide audience.

At this stage it can be expected that the project will have no major financial problems. However, a contingency budget would have been useful also at the closing phase when arranging outreach activities.

SCIENTIFIC ACHIEVEMENTS

The scientific achievements at this stage seem to be promising. Interesting results have been achieved in many TAPESTRY case studies.

The consortium now faces the challenge in linking these results with strategic considerations (local, national and EU policies). Care shall be taken not to draw too far-reaching considerations.

The draft of the Best Practice Guidelines (Deliverable 5) can be developed into a very useful tool in assisting campaign design and implementation.

OUTREACH ACITIVITIES

Various occasions have been planned to present the results of TAPESTRY:

- A conference in Strasbourg
- Two dedicated workshops
- 4...5 follower workshops

One seminar (“a guinea pig workshop”) was held in Brussels in June 2003 with an audience of almost 100 people. The consortium has reviewed the seminar critically and it can be expected that the lessons learned will benefit the future series of workshops.

One of the outreach challenges is how to attract the “right” people to attend these occasions. It will be especially difficult to reach people outside the countries where TAPESTRY has partners in. Therefore it would be useful to arrange more local seminars in various countries or at least to have TAPESTRY speakers in other local seminars or conferences.

Three different objectives can be given to exploitation:

1. Raise awareness

2. Present clearly (in a compact manner) the main results
3. Present comprehensive results

The web site, leaflets, scientific articles, presentations in conferences etc. help in achieving the first objective.

The project deliverables, the guidelines and CD-ROM especially, are useful in presenting comprehensive results.

The second objective is the most challenging. TAPESTRY will produce a strategic policy document for this purpose. The draft outline structure of this document is good. Attention should be made to the approach so that besides EU officers, also the policy makers at national and regional level will benefit from this document.

The web site is a good tool for disseminating the project results. A solution should be found to have it active for at least three years after finishing the project.

SUGGESTIONS

Look for the opportunities to arrange more local seminars in various countries or to have presentations at other local seminars or conferences.

Focus on national and regional level in the strategic policy document.

Disseminate the strategy policy document and the CD-ROM to a wide audience.

Arrange the update of the web site after the end of the project.