Successful Travel Awareness Campaigns & Mobility Management Strategies

SIXTH FRAMEWORK PROGRAMME

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1.6.2 Sustainable Surface Transport Objective
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1 Publishable Executive Summary

1.1 Max Introduction

MAX ran from 2006 to 2009 and was the largest research project on Mobility Management (MM) within the EU's sixth framework programme. The MAX consortium, of 28 partners, served to extend, standardise and improve Mobility Management – it did so in the fields of quality management, campaigns, evaluation, modelling and land use planning. Much of the work was directly endorsed by the European Platform on Mobility Management (EPOMM) and continues to be supported by EPOMM – in order to provide truly Europe-wide expansion, standardisation and dissemination of Mobility Management.

The work has resulted in several products and services that can be downloaded via *www.epomm.org*.

For more information, please visit *www.epomm.org* or *www.max-success.eu*

Max Partners

Austrian Mobility Research, FGM-AMOR (project leader) – Austria	Mobiel 21 – Belgium
ILS Institut für Landes- und Stadtentwicklungsforschung gGmbH – Germany***	Eric N. Schreffler, Transportation Consultant – USA*
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Lyle Bailie International Limited – United Kingdom	synergo – Switzerland
Timo Finke Consult Aachen – Germany*	Traject – Belgium
Austrian Standards Institute – Austria	Trivector – Sweden

Universities

University of Piraeus Research Centre – Greece	University of Maribor, Faculty of Civil Engineering – Slovenia
Cracow University of Technology – Poland	Aristotle University of Thessaloniki – Greece**
University of Lyon – CNRS-LET – France**	Edinburgh Napier University – United Kingdom**
University of Central Lancashire – United Kingdom	Otto-von-Guericke-University of Magdeburg – Germany**
University of Giessen, Institute for applied and empirical social research – Germany**	Vilnius Gedimas Technical University – Lithuania

Demonstrators

Almada Municipal Energy Agency, AGENEAL – Portugal	Almada Municipality – Portugal
Lazio Transport Company COTRAL – Italy	Kortrijk Municipality – Belgium
London Borough of Hammersmith and Fulham &TfL - UK	Munich Municipality & MVG – Germany+
Tallinn Municipality – Estonia	

Outputs of MAX

All the results of WP A-D were compiled and interpreted into easy to use tools that are relevant to the appropriate target groups. The tools available as outputs of MAX are:

- **MaxTag** – Travel Awareness campaign guide, which helps to design and implement better travel awareness campaigns informed by the results of earlier experience and research. It is available as a simple web tool and as a paper guidebook. (WP A.)

- **MaxExplorer** is a web-based decision support guide. It defines, describes and helps to choose the right measures for MM projects. (WP B.)

- **MaxSumo** aims to standardise evaluation at the European level and helps in planning, monitoring and evaluating Mobility Management Projects. (WP B.)

- **MaxEva** is an interactive web database for evaluation data of MM projects. It allows MaxSumo users to add into it the results of their MM projects; in many ways MaxEva is MaxSumo on the web. The more that MaxEva is used, the more MM results there will be to compare and use in planning new projects. (WP B.)

- **MaxSem** – the Max Self-Regulation Model is the new – dynamic - model of behaviour change, going beyond previous models used in MM by explaining how and why people move from one stage of behaviour change to another. (WP B.)

- **MaxQ** - Quality Management Scheme for Mobility Management, and the description of its elements, together with a user manual and code of practice, gives MM practitioners a common quality framework to follow in developing and implementing MM policies. (WP C.)

- **MaxLupo** - guidelines for integrating land use planning with sustainable transport planning and guidelines for integrating MM and the planning and building permit processes of a new development. Both these guidelines are user-friendly tools to encourage planners to build MM into the land use planning process so that users of new buildings will find MM measures available there, from the day the development opens. (WP D.)

All these tools are available for download from both the MAX-website (www.max-success.eu) and from the EPOMM-website (www.epomm.eu).

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1.2 MAX: the project and its objectives

MAX (www.max-success.eu) ran from 2006 to 2009 and was a large and important multinational research project on Mobility Management (MM) and Travel Awareness (TA) in transport, funded by the EU 6th Framework Programme. MM and TA are both innovative ways to manage the demand for transport to help reduce congestion and local and global pollution. The key objectives of the project were as follows:

- To find out what works in behaviour change campaigns – and then how these lessons can be applied to transport.
- To develop a new theoretical model of travel behaviour change, and then integrate this with various tools to select, plan, predict the effects of and evaluate MM measures.

- To adapt quality management principles to MM, and then prepare a certification procedure for MM, to increase its status and credibility.
- To provide advice on and examples of better integration of mobility management with land use planning – as the planning process is a key "leverage" point to secure mobility management for new buildings, housing areas and other types of development.

MAX was different from previous framework research projects in this topic area in several ways:

- It looked at both travel awareness and mobility management together; they had been studied separately in previous projects.
- It focused less on demonstration projects and more on developing outputs that can be applied widely across the EU.
- It tried to pay particular attention to the context and needs of new member states (NMS) of the EU.

1.3 What is mobility management and why is it important?

MM is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of MM are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures can enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). MM measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio.

For example, a programme of mobility management measures in Darlington, England, cost a total of €923,000 for the financial year 2006/07. Evaluation (using pre-post-sample-control-group techniques) found a reduction of 12.8 million car km across the target area in one year due to reductions in journey distances and shifts to walking and cycling (although not public transport). Assuming a vehicle operating cost to the individual of around €0.50 per km (petrol, insurance etc – based on UK Automobile Association figures) and an average external cost (pollution, accidents etc) of €0.12 per km, the total benefit was about €7,936,000, giving a rate of return of around 860% (or BCR of 8.6:1) in year one alone – and this figure excludes health benefits from the switch to active travel. In comparison, road and rail schemes will rarely yield such a BCR over a period of 30-60 years; 4:1 would be considered high (Darlington case study from DfT (2007); external costs from www.webtag.org.uk)

To give an impression of what MM means in practice: in a city where MM is implemented:

- you would notice campaigns and promotions for walking, cycling and public transport;
- you could be offered personalised travel assistance to help you see where and how you might be able to reduce your car use;
- your employer might pay your public transport tickets to encourage you not to drive to work;
- at home, you might have a car-sharing service available on the street outside your house,
- at your children's school, there could be a mobility plan organising safe walking for the children's trip to school,
- for leisure trips by public transport you would have the option of using the consulting services of the local mobility centre;
- building permits might be connected to certain requirements to minimise the mobility impact of the new development, for example the development of a mobility plan for employees, visitors, and goods transport around the building site or limiting the number of parking spaces provided.

These are the types of measure MAX intended to make easier to implement, and more common. Typically, MM measures are rarely isolated, instead they come as a bundle of measures, such as information campaigns combined with infrastructure, pricing policy or regulations.

1.4 Why should you be interested in MAX?

There are very good reasons to be interested in the results of MAX, whether as an expert concerned with results, or a practitioner concerned with managing transport in towns and cities in Europe. MAX is the product of experts in the field, but also of practitioners with many years' experience of implementing MM programmes and measures; this includes not only the project partners themselves, but also the experience of experts who have attended workshops and meetings to provide input to and feedback on the research and outputs as they developed. In addition, a significant number of MAX partners were involved in earlier framework research on MM, so the learning from these previous projects has been carried over into the new one. MAX has addressed research gaps that have not been addressed before, such as how to model the behaviour change dynamic; and, as the next section shows, MAX has also produced a large number of integrated tools making it easier for practitioners to implement high quality MM measures.

MAX and the MAX-tools are supported by EPOMM, the European Platform on Mobility Management.

1.5 What has MAX produced and how does it link together?

A key benefit of MAX is the tools that it has produced. These will be described in more detail in subsequent chapters but are briefly introduced here.

- **MaxExplorer is a web-based decision support guide.** It defines, describes and helps those preparing MM to choose the right measures to include in MM projects. (addressed in MAX-work package (WP) B)
- **MaxQ provides a Quality Management Scheme for Mobility Management.** It describes the elements of the scheme, together with a user manual and code of practice, thus giving MM practitioners a common quality framework to follow in developing and implementing MM policies. (WP C)
- **MaxTag – Travel Awareness campaign guide**, which helps to design and implement better travel awareness campaigns informed by the results of earlier experience and research. It is available as a simple web tool and as a paper guidebook. (WP A.)
- **MaxLupo provides guidelines for integrating land use planning with sustainable transport planning and for integrating MM with the planning and building permit processes of a new development.** These guidelines are user-friendly tools that encourage planners to build MM into the land use planning process so that users of new buildings will find MM measures available there, from the day the development opens. (WP D)
- **MaxSumo is a detailed evaluation format.** It aims to standardise the evaluation of MM measures and programmes at the European level and should help in planning, monitoring and evaluating Mobility Management projects. (WP B)
- **MaxEva** is an interactive online database, into which users enter data on MM projects in the MaxSumo format – it thus complements MaxSumo. The more that MaxEva is used, the more results will be available in the benchmarking section, which allows practitioners to compare their results with others and use it in planning new MM projects. (WP B)
- **MaxSem – the Max Self-Regulation Model** is the new – integrated model of mobility related behaviour change, going beyond previous models used in MM by explaining how and why people move from one stage of behaviour change to another. (WP B)

There are many links between these different products: for example, MaxSumo and MaxEva could be applied to help achieve the requirements of the MaxQ, or to help monitor MM measures implemented as part of the land use planning process. Chapter Two of this report elaborates on these links in more detail.

1.6 Project organisation

MAX worked in four content-related work packages, as follows:

- WP A New approaches and innovative campaigns in MM
- WP B Development of a new behaviour change model and a prospective assessment tool
- WP C Linking MM to Quality management - with the potential for MM certification
- WP D Integrating planning and MM

These four content related works packages were supplemented by the work packages 1 – 5, which have integrated the research efforts – for example, WP2 produced a comprehensive research plan (CRP) that set out the research objectives for the rest of the project. MAX started in October 2006, the State of the Art analyses were completed in April 2007 and the main research was carried out over the subsequent two years.

1.7 MAX research

MAX went through three research phases:

Figure 1: MAX project phases

In the preparation phase, the state of the art in each field was researched, and over 300 case studies and projects were analysed. The state of the art served as a basis for identifying the research gaps and for developing a research plan. An important result of the State of the Art survey was identifying the need for writing a common definition of Mobility Management and Mobility Management measures. Therefore the MAX project developed a common definition which was used throughout the project and has been adopted by the European Platform on Mobility Management (EPOMM).

In the **main phase** of MAX, in-depth investigations were carried out according to the research plan. All work packages organised task forces (subgroups) that researched specific topics in detail. For example in the work package covering campaigns there was one task force called 'campaigning the campaign' – investigating how to best "sell" a campaign to a decision maker. The management coordinated the work of the work packages to ensure that work products were integrated with other parts of MAX and that deadlines were met. The research formed the basis for developing the tools. These were tested in demonstrations. The results of this research are presented in a series of task force reports, demonstration reports and annexes to these reports (downloadable in the download centre (http://www.epomm.org/index.phtml?ID1=2365&id=2365) of EPOMM). These are useful for learning how the MAX tools and guidelines were developed.

In the **finalisation phase**, all the results were brought together and integrated into one final report for each content-related workpackage as well as in two overall final reports – one for general publication (the one you're reading) and one for the Commission with all administrative details included.

1.8 Summary of MAX reports

As outlined in the previous section, MAX produced:

a series of reports:

- Comprehensive State of the Art Report – with the four annexes for each of the work packages A, B, C and D.
- Comprehensive Research Plan – it detailed the research plan for each of the four work packages, A, B, C and D and identifies the synergies between them. It also contains a common definition of Mobility Management that has now been translated into 14 languages.
- The final reports for the WPs A-D
- The final report you're reading

All reports are available in the download centre of EPOMM (http://www.epomm.org/index.phtml?ID1=2365&id=2365)

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2 MAX and mobility management tools

2.1 Why MAX has produced tools

In many European countries Mobility Management is becoming an accepted approach for addressing different kinds of transport related questions such as congestion, modal shift and emissions. This means that the demand for structured ways of identifying, implementing and evaluating different kinds of mobility management measures is becoming more significant.

Furthermore, the use of common methods and routines will make comparisons between countries easier, and will also make introduction of mobility management easier in countries where the potential of mobility management is not widely known.

From the beginning of the MAX project, the demand for easy-to-use guidelines, checklists, web-based assistance etc. was recognised. During the course of the project, the different work packages have increasingly focused on producing easy-to-use tools. The result is that MAX has created 7 integrated tools for practitioners designed to make it easier to implement high quality MM measures.

2.2 The integration of the mobility management tools in MAX

As this report indicates, the MAX project covers a variety of mobility management issues, including:

- Innovative approaches in campaigning
- Behaviour change models
- Assessment tools
- Quality management for mobility management
- Integrating mobility management and planning

This means that MAX investigated many aspects of Mobility Management and developed tools for all parts of the Mobility Management process. A key challenge was organising these tools into a structure that makes them easy to use and effective. This is especially important because many of the MAX tools can be used in several different phases of the MM planning process. Therefore MAX decided to use the 4-stage structure of:

- Policy
- Planning and strategy
- Implementation
- Monitoring and evaluation

The MAX tools are presented using this structure, since it easily shows the practitioner where the specific MAX tools can be used in the process of implementing Mobility Management.

As shown on the screen-shot below, the MAX tools are presented on the Web portal of MM-tools on the EPOMM-website, using the 4 stage planning process as the organising structure.

The web portal contains all the different tools, presented in an easy to use way, see example below. There are four main choices: Policy, Planning & strategy, Implementation and Monitoring & evaluation. Clicking on the different choices will guide you to relevant tools.

Figure 2: Screenshot of the portal of the MM-tools part on the EPOMM-website in this screenshot, "Monitoring and Evaluation" is highlighted – leading to the tools MaxEva and MaxSumo. Clicking on one of the other three stages would bring up descriptions and links to tools appropriate for that stage.

2.3 Maintenance of the MAX web portal of mobility management tools

EU projects such as MAX normally produce a website as one important end product, but a common problem is that no one supports the website after the project ends. In MAX we are producing tools that we hope will be used by many people, for a long time. To meet this goal there needs to be a body to maintain the tools and website. This has now been solved in that EPOMM, within the new EPOMM-PLUS project, will do this work. The MAX tools and additional material are included in the EPOMM website and maintained by EPOMM.

2.4 MAX – translations and MAX-names

The MAX consortium strongly supported translating MAX products and information into as many languages as possible. As MAX had a limited budget for translation, the MAX management team decided to expand available budget for translation as far as possible. The translations required extensive editing by the whole MAX-team and partly, for languages not covered by MAX, of partners of the EPOMM-PLUS team – as many specialist terms had to be defined in some languages for the first time.

The following translated MAX products are available on the EPOMM-website (all in the download part but also at appropriate other parts of the website).

	Czech	Dutch	Estonian	French	German	Greek	Hungarian	Italian	Lithuanian	Polish	Portuguese	Slovene	Spanish	Swedish
Definition of MM	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Max Final Brochure	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MaxLupo		x		x	x					x	x		x	x
MaxQ		x		x	x					x	x		x	x
MaxSumo		x		x	x					x	x		x	x
MaxTag		x		x	x					x	x		x	x
Fact Sheet MaxEva	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fact Sheet MaxExplorer	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fact Sheet MaxLupo	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fact Sheet MaxQ	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fact Sheet MaxSem	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fact Sheet MaxSumo	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Fact Sheet MaxTag	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Table 1: Overview of translated documents

The translated documents form a very important basis for further dissemination of Mobility Management and the MAX products. Specific benefits include:

- In some countries, the MAX products represent the first time that Mobility Management has been defined in that language.
- Users will not be limited to the few persons that have a good command of English – the MAX tools will also be usable in national workshops and national trainings.
- The national networks for Mobility Management planned in EPOMM-PLUS will have working materials in their own language right from the start.

- The networking with other EU-projects planned in EPOMM-PLUS will be greatly eased as translated documents are already available.
- The branding approach used in the naming convention for MAX-developed tools (MaxTag, MaxLupo etc.) will greatly assist connections across themes and language barriers.
- Translations that could not be implemented (such as MaxEva, MaxExplorer) due to lack of resources within MAX, will in the future be easier since the terminology has been defined.

The consortium believes that this translation effort will remain one of the major achievements of MAX.

In the final part of the project, the team decided that all seven main tools should have an easily recognisable name, giving them a sort of MAX-family brand. This resulted in the names: MaxEva, MaxExplorer, MaxLupo, MaxQ, MaxSem, MaxSumo and MaxTag. The next seven chapters describe each of these tools in detail.

3 MaxExplorer – a decision support guide for MM measures

MaxExplorer aims to give decision makers and MM practitioners guidance on selecting suitable MM measures while taking into account specific target group characteristics and project location. MaxExplorer is primarily designed to suit less experienced users, i.e. those who have decided to introduce a MM programme but are not sure about the best measures to implement.

3.1 Main findings and results

MaxExplorer helps users to

- select and find out more about suitable measures for their organisation and situation,
- further develop projects and schemes at the local level with reference to the characteristics of the target group,
- benefit from the experience of MAX experts in choosing appropriate measures.

The idea to develop a decision support guide of MM such as MaxExplorer resulted from the finding that MM measures appear to be more effective when they are tailored to the particular needs of target groups. As there are many different MM measures, MaxExplorer supports practitioners assessing in advance which measure may be most useful to induce the desired travel behaviour. Decision support tools have only been developed for companies or single sites, there has not been a comprehensive tool that addresses various types of MM measures, user groups and locations, based on a uniform methodology. Another important reason for developing a decision support tool is the need for user-friendliness, clarity, and comprehensibility in the whole decision making process of MM, to which the MaxExplorer tool is expected to contribute.

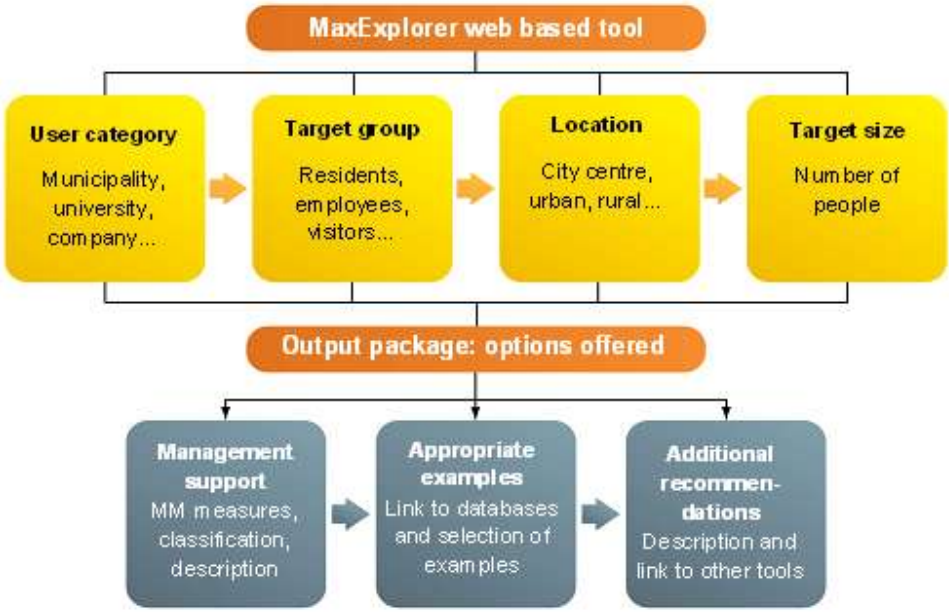


Figure 3: Conceptual illustration of MaxExplorer

3.2 Description of MaxExplorer

MaxExplorer is an interactive internet application that helps decision makers and MM practitioners select suitable MM measures for specific situations in regard to type, size and location of the target group. MaxExplorer was developed using data from a Delphi survey process carried out as part of the MAX project. In this survey experts were asked to rank the effectiveness of different MM measures in different situations for different user groups and in different locations.

MaxExplorer is designed to be used by newcomers and less experienced users from all around Europe. In contrast to existing guides, it is designed for users with different organisational backgrounds and offers guidance to companies, municipalities, schools, PT operators and public services (e.g. hospitals) working with a variety of target groups.

Advertising & other promotion actions	Offering integrated fares
Car Parking Management	On-Demand Public Transport services
Car Pooling	Park and Ride
Car Sharing	Personalised Travel Assistance (PTA)
Cycling Bus	Pool Bikes
Cycling facilities improvements	Reorganisation of PT schedules
Cycling training	School Bus
Eco-driving	Site-based Parking Management
Flexible working hours	Special ticket offers for pupils
General improvements for PT accessibility	Telework
Job PT ticket /rebated seasonal PT tickets	Travel Awareness Campaign & Events
Mobility Consultant/ Mobility Manager	Van Pooling
Mobility Education	Walking Bus
Multimodal information & trip advice	

Table 2: List of measures featured in MaxExplorer

3.3 How to use MaxExplorer

To start MaxExplorer, the users select from a set of options that provide details about their organisation, the target group for the MM measures as well as its size and the characteristics of its location. Then, a ranked list of recommended measures suitable for this selection is displayed as output, see figure below.

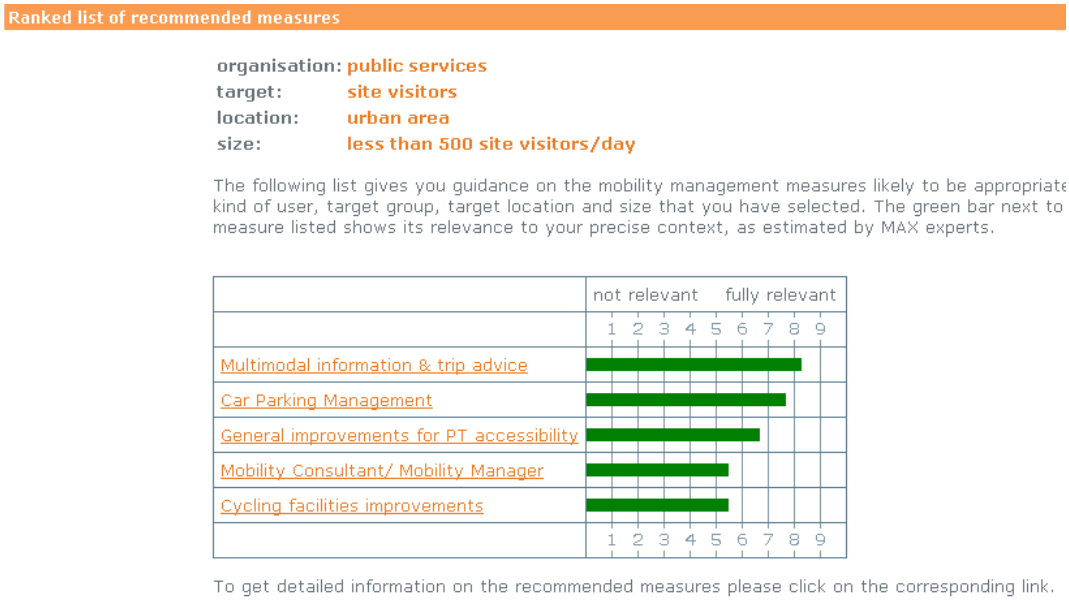


Figure 4: Screenshot as example of the MaxExplorer ranked list of measures following the user's answers to the four questions (orange text above the list)

Subsequent clicks on one of the measures provides the users with further information about the measure, its usefulness in different situations and links to existing case studies.

It is also possible to go from each measure description to a multi-criteria assessment that shows the contribution of a particular MM measure to public policy goals, as well as the main drivers for it and possible barriers to its successful implementation.

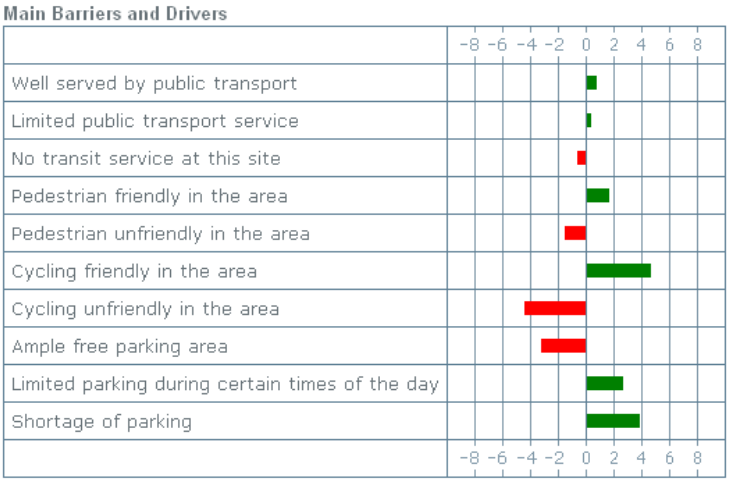


Figure 5: example of the multi-criteria assessment showing the part with main barriers and drivers for the same selection as in figure 4 (selected measure: „cycling facility improvements")

Finally, MaxExplorer provides links to other MAX tools that can assist users in planning, monitoring and evaluating their MM measures and projects.

3.4 Benefits of MaxExplorer

The main benefit of MaxExplorer is intended to be improved decision making in the selection of MM measures by practitioners who are new to the topic. It is especially targeted to people from the new member states of the EU, where MM may be a new concept, but is also very useful for other newcomers to MM. In support of the MAX project's main objective, MaxExplorer is intended to:

- Help more people discover Mobility Management through MaxExplorer's general overview of a wide range of measures.
- Make a better choice of MM measures to include in MM projects through advice customised to the user and assisting in the selection of appropriate measures according to the characteristics of the target group.
- Enable comparison between MM measures by providing the opportunity to look at the relevance and the possible efficiency of different types of measures in different situations, through a multi-criteria assessment.
- Understand the variety of different MM measures, as MaxExplorer covers many common situations, from Company Mobility Plans to Walking Buses for Schools or Travel Awareness Campaigns.

4 MaxQ - Quality Management tool for Mobility Management

4.1 Main findings and results

A Mobility Management programme in general focuses on organising a series of MM measures into a systematic process, designed to enhance sustainable transportation in cities. The aim of the Quality Management System for Mobility Management, MaxQ, is to help decision makers (organisations, city authorities) to develop a systematic approach to the design, planning, implementation and evaluation of MM measures and activities, based on quality management principles.

An effective Quality Management System for Mobility Management should focus on developing strategies and action plans, listening and responding to the general public (customers) and stakeholders, empowering employees to continuously improve their work processes, and gathering data and analysing key performance indicators. The key criteria for MaxQ have been drawn from existing quality management tools such as Total Quality Management (TQM); the ISO9000 and ISO14000 families of standards; the Eco-Management and Audit Scheme (EMAS); and the European Foundation for Quality Management (EFQM), amongst others.

The MaxQ was refined based on a survey and a focus group, which indicated its shortcomings and proposed enhancements. MaxQ was then tested as part of a demonstration in the municipalities of Kortrijk – Belgium and Lund - Sweden, which led to final improvements to the scheme and the production of supporting documents. Through the overall research process, it was found that it is desirable, feasible and useful to introduce QM and MM and that the final MaxQ product is an appropriate tool for that purpose.

4.2 Description of MaxQ

Quality is the driving force in the development of efficient and effective services. Retaining customers / users and providing a high level of service are major goals of any organisation, with quality management being a powerful tool used to do so. Mobility Management is among those service areas that can benefit from a quality management approach – MM-related services should be provided in an organised and consistent manner and continuously improved based on user satisfaction.

MaxQ is a management process that can be adopted by any organisation for managing their Mobility Management policy and measures. The process focuses on monitoring, assessing and improving both the overall Mobility Management policy and the specific measures in a repeated, systematic way. It involves four steps – Policy, Strategy, Implementation, and Monitoring & evaluation – and twelve sub steps – called **elements** – which are structured in a loop – as shown in Figure 6.

Figure 6: MaxQ Quality Circle

Policy consists of a city's or an organisation's overall vision with respect to transportation. This policy framework is used to develop an MM strategy, which includes the MM-programme to be implemented, along with any necessary partnerships, budget resources, and internal organisational restructuring. The implementation of measures follows, accompanied by high quality documentation of them. Finally, the development of a sound evaluation plan contributes to the overall quality of the Mobility Management programme. Monitoring and evaluation consists of collecting data on specified performance indicators to measure the direct output of all measures and services.

4.3 How to use MaxQ

To use MaxQ requires that the responsible agency (e.g. within a city administration) takes an active role in examining and assessing their current practices regarding each of the MaxQ elements and then to determine how changes in these practices could further improve the Mobility Management programme's effectiveness. The process of collecting and analysing evidence related to each element (through a combination of document analysis, personal interviews, questionnaires and collective discussions with the MM team and with the main stakeholders) enables the organisation to assess the current status of QM and MM in the organisation, and to formulate and action for further improvement.

MaxQ provides a systematic approach for evaluating the quality of each element in the quality circle. In MaxQ each element of the quality circle as well as each MM component is assessed according to a ladder of development, with a scale from 0 to 5 where 0 means no MM-activities at all and 5 means that the MM activities are being implemented using a Total Quality Management approach.

The MAX project developed five different levels of quality management audit for MM programmes. A short description of these levels is presented, starting from the least ambitious and ending with the most ambitious level:

- **The self assessment tool** - a short questionnaire which serves as a first and quick scan of the quality status of Mobility Management in the city. The questionnaire consists of 25 questions which refer to the 12 elements of the quality circle. The assessment can be done within half an hour to two hours.
- **Small internal audit:** done within the MM-team of the city, without any external involvement. A questionnaire, with several questions on each of the 12 elements of the quality circle, is used as a basis.
- **Internal audit**: done by the MM-team of the city, but persons and institutions beyond the MM-team are involved, at least at the political level but if possible also external stakeholders.
- **External audit:** same as above, but with the involvement of an external auditor, that can also help to benchmark with other cities.
- **Certification and benchmarking:** this can be done when quality is already well established and the ambition is to progress toward total quality management in MM - meaning certification according to a CEN-Norm and attaining an average level of over 4 on the ladder of development.

In the part on monitoring and evaluation, MaxQ recommends the use of MaxSumo and MaxEva, which would lead to a higher quality Mobility Management programme but also to a higher quality assessment and feedback for the overall quality assessment.

In other words, MaxSumo and MaxEva deliver data on the impact of Mobility Management measures, and these data can also, at least partly, be used for the assessment of the quality of some elements of the Mobility Management programme, but not for all of them.

4.4 Benefits of MaxQ

The MaxQ process it expected to significantly improve Mobility Management programmes and policy. Similar quality management is already used in a wide range of organisations and services, and they have been shown to lead to better performance of provided services and reduced costs. MaxQ presents a straightforward approach to introducing quality management in MM programmes. However, if an organisation already has a quality management culture in other services (quality management, environmental management etc), this could also be extended to mobility management.

Adopting a quality management programme like MaxQ means that the overall mobility policy and measures will be run and managed in a consistent, systematic and organised way and that the credibility of the mobility management system and its organisation will be considerably improved. In addition, when a quality management system is applied to mobility management, senior management, employees and users will be actively involved in the system's successful development and improvement. In summary, MaxQ is expected to improve the performance of a city's MM system and enhance its credibility with travellers.

5 MaxTag - Travel Awareness Campaign guide

5.1 Main findings and results

Travel Awareness Campaigns are at the core of Mobility Management and are prepared differently throughout Europe. The MAX project has identified the key factors that make Travel Awareness Campaigns successful and summarised this in the MAX Travel Awareness Campaign Guide– MaxTag. MaxTag is designed to help organisations create successful Travel Awareness Campaigns. The guide offers a 10-step programme for organising successful campaigns. It is available as a written document and as an on-line tool. MaxTag will be useful for anyone, regardless of their occupation or level of experience in Mobility Management.

One of MAX's aims was to understand the most important considerations when designing successful travel awareness campaigns. Within MAX, the insights of practitioners in the field who fund, design and roll-out campaigns were at the core of the research enquiry. Around 20 good practice campaigns in and outside the transport sector were analysed in all their aspects, One specific topic in the research on campaigns was about how to convince decision makers and other stakeholders to invest in mobility management or in other words how to campaign-the-campaign. A separate survey among car users in 5 MAX partner countries with different cultural backgrounds investigated the importance of the message and messenger in Travel Awareness Campaigns. Last but not least, concrete guidance for successfully integrating infrastructure measures and education with awareness raising activities was set up. Four small demonstrations tested out and further explored the research results.

The MAX research indicated that it is possible to 'map out' a Travel Awareness Campaign into stages, and important processes which take place during the campaign's life-time, plus to identify key success factors which are important at each individual stage. By breaking down the campaign into component parts – planning stage, implementation stage and post-campaign stage – it is possible to better understand the critical success factors and to explain these factors especially for the readers who might only be interested in reading about one aspect of a campaign.

MaxTag provides examples of best practice in all the projects investigated by MAX in addition to success factors and advises on how to use them to maximum advantage in campaign design.

5.2 Description of MaxTag

The MaxTag is a tool that offers Mobility Management practitioners step-by-step guidance in setting up their own successful Travel Awareness Campaign. The guide is structured along three main campaign stages and 10 steps as is shown in the following graph.

Figure 7: Structure of MaxTag

The guide takes Mobility Management practitioners on a journey through success factors and describes inspiring good practices at every stage of Travel Awareness Campaigns.

For practitioners who are at the planning stage of their Travel Awareness Campaign, this tool offers guidance on: setting aims and objectives, performing formative research into the target audience(s), communication to stakeholders and the community, listing of environmental conditions, and setting the frame for monitoring and evaluation. It refers to MaxSumo for more detailed guidance on this topic and recommends the use of MaxEva. It is also recommended to use MaxSem in the formative research to determine more information about the target audience.

For practitioners who are at the implementation stage of their Travel Awareness Campaign, the tool helps to identify campaign target groups and segmentation of the audience (with reference to MaxSem for more details), as well as defining the exact social marketing mix in delivering your Travel Awareness Campaign.

For practitioners who have completed their Travel Awareness Campaign, the so-called 'post-campaign phase', the tool provides recommendations for obtaining stakeholder feedback and evaluating the campaign effect – again referring to MaxSumo and MaxEva.

The MaxTag offers Mobility Management practitioners a full A to Z guidance on planning, implementing and evaluating a Travel Awareness Campaign.

5.3 How to use MaxTag

The MaxTag can be used by anyone, regardless of occupation or level of experience in Mobility Management. It is suitable for people involved in projects of any scale from small Travel Awareness Campaigns in towns or companies up to larger more ambitious schemes in cities or regions. It offers guidance to people planning Travel Awareness Campaigns, managing existing campaigns or evaluating campaigns that have recently been completed. More detailed information and guidance is

provided throughout the 10 steps. In the sections on segmentation, monitoring and evaluation, the reader is referred to the MaxSem model and MaxSumo guidance.

The campaign guide also gives access to different levels of information. For example, a reader might be particularly concerned about what kind of research to conduct before the campaign. At the highest level, the entire TA campaign framework shows where formative research fits into the life-cycle of a Travel Awareness campaign, and the next level only the planning stage. At a second level, the reader can find an overview of the planning stage and the key actions for successfully planning a TA campaign. The third level is the formative research 'box' itself, and the associated section in the guidebook contains a brief description of the related activities a campaign designer undertakes, reasons why this process is important, and a summary of important success factors to consider when carrying out formative research.

If more information is required on the of good practice examples presented in MaxTag, a report detailing the relevant research can be obtained from the Max-tools portal on the EPOMM-website. If you are interested in going to the most defined level of detail, references for source material for each piece of information or success factor (the research reports or case study) are given throughout the guide. This material can also be accessed on the EPOMM-website.

5.4 Demonstrations

In WPA four smaller demonstration projects were carried out **to test and/or further explore the research results on travel awareness campaigns**. The demonstrations of the city of Tallinn (Estonia) and of Cotral, the regional bus operator of the Lazio region (Italy) both were targeted at local decision makers and tested the results of the research on how to convince local decision makers to invest in Mobility Management. An evaluation framework – based on MaxSumo – was set up in order to assess the activities towards this specific campaign target group. The Hammersmith study elaborated further on the research results regarding the campaign message: in a real life experiment the effectiveness of the use of emotional versus more rational imagery and message types was further explored. Within the Short Trip Contract campaign, an existing community based social marketing campaign in the Belgian city of Sint-Truiden, the research results on message and messenger were taken on board, the formative research was extended with a baseline questionnaire including the stage diagnostic questions of MaxSem and an evaluation following the different assessment levels of MaxSumo took place.

What are the main lessons learned from these demonstrations for MAX.

The demonstration of **Cotral** found that MAX helped them in planning the campaigning-the campaign activities: in setting clear targets, defining the target group, conducting a formative study, making a swot analysis before taking action. The recommendations resulting from the research on campaigning-the campaign helped them to decide on what message and media to use to address the target group.

The demonstration of the city of **Tallinn**, showed us on the other hand how difficult it is to plan for activities targeted at local decision makers: a last minute change of priorities in the individual agendas of politicians and high level decision makers might be a barrier, external factors can interfere with planned activities in a negative way (due to the global financial crisis, the planned study visit was cancelled) but also in a positive way (Tallinn won the Civitas II-bid and created new financial opportunities to invest in Mobility Management).

The London-**Hammersmith** study delivered new evidence about the importance of emotional messages and images as compared to more rational messages in images. And therefore, this study was an important extra research result of MAX.

The extension in the planning phase of the existing community based social marketing campaign short trip contract in **Sint-Truiden** of the formative study based on MAX guidance, provided new insights into the different segments of the campaign in order to fine-tune the marketing mix in the future; the use of elements from MaxSumo to evaluate, delivered new evidence on the effectiveness on the different assessment levels.

5.5 Benefits of MaxTag

MaxTag is expected to provide users with the following benefits:

- Provide customised step-by-step advise on designing their own Travel Awareness Campaign
- Learn how to apply success factors, such as the message giver, the type of message used and the importance of hard and educational measures, to make a Travel Awareness Campaign work
- Be inspired by Travel Awareness Campaign best practice from throughout Europe and the US
- Find recommendations on how to convince your decision makers to adopt Travel Awareness initiatives

6 MaxLupo - Guidelines for integration of MM and planning

6.1 Main findings and results

By integrating MM with land use planning (LUP), both the plan-making process and the site-related building permission process have the potential to bring about a more sustainable transport system. For example, local authorities can, if they become involved early in the planning process, when land use plans are made, ensure that a new development will be sited in locations where a choice of modes is available. Local authorities can also condition building permit approval on development of comprehensive MM plans.

There is a great deal of information available on integration of MM with land use planning (especially in the USA), but many strategies are either not well known or lack appropriate legal backing in Europe. On the other hand, as documented in the MAX research of WPD, some European countries (e.g. Switzerland and the UK) have strong programmes linking MM with land use planning. Finally it should be noted that many of these programmes are implemented on the local level rather then at the national level, but national level enabling legislation is needed.

Mobility Management and its measures often focus on specific sites – an office, shopping centre or stadium, for example. When a new site is being planned or an existing one expanded or changed, this usually requires building permission, involving negotiations between the site developer(s) and public authorities. Such negotiations can be used to secure MM measures for the site before it opens for example: parking management; infrastructure for cycling, walking and public transport; new bus services; or advertising and promotion to encourage site users to take alternative modes. Ensuring that site users have a choice of ways to reach the site from the first day that it opens, when they need to consider how to get there, is beneficial since people are more open to considering car alternatives for their trips at this time.

MAX reviewed the LUP systems of 10 European countries to understand the extent to which sustainable transport is used as an objective in the land use planning process, and to identify existing opportunities for integration of MM. Three groups of countries were identified: those with almost no integration, those with integration at a policy level (especially at higher levels of government) and some ad-hoc integration on the ground, and those with more consistent integration in both policy and practice. This latter situation was seen to be a product of more political will for the integration at various levels of government, plus the creation and/or identification of various tools to assist integration. Nonetheless, ways in which greater integration of MM with LUP could be brought about were seen to exist in most of the states whose planning systems were reviewed.

After reviewing the LUP systems, the MAX team developed a planning simulation workshop technique designed for use by local agencies in reviewing land use plans and encouraging implementation of MM in the planning process. This technique was tested in five workshops, one each in Germany, Lithuania, Poland, Slovenia and Spain. The workshops all considered the planning and building permission process for real sites of large new developments, and brought together a number of local professionals who are involved in planning decisions to discuss how MM might be integrated into the process for the site in question. Many of the sites considered in the workshops were poorly integrated with walking, cycling and public transport networks, as transport was not really considered in selection of the site locations. Also, MM was a new concept to most participants, and one whose possible successful transfer to their local contexts was greeted with some scepticism. No legal mechanisms were found that require or facilitate the integration of MM with the permission process for new buildings, but it was agreed that such integration could sometimes be achieved through advice and negotiation.

In the final step the MAX team developed guidelines and tools to increase the integration of MM in the land use planning process based on the research and workshop results. These guidelines and tools are described in the sections below.

6.2 Description of MaxLupo

Figure 8 illustrates the MaxLupo guidelines, training tools and recommendations developed in MAX.

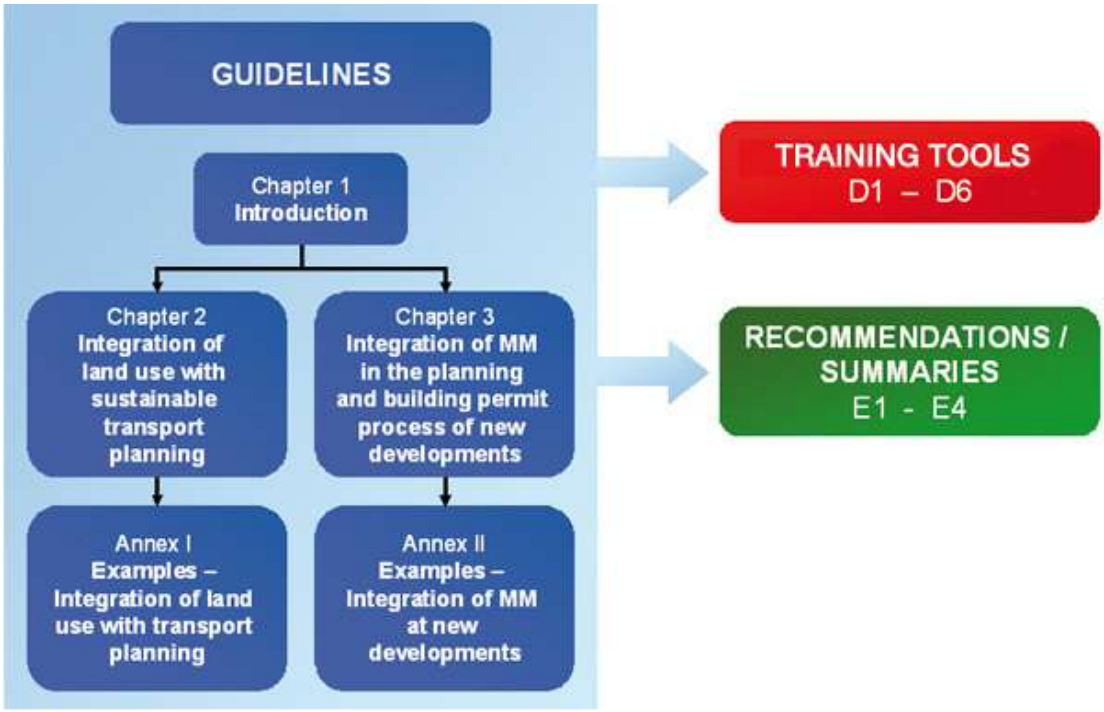


Figure 8: MaxLupo guidelines, training tools and recommendations

6.2.1 MaxLupo Guidelines

The MaxLupo guidelines for the integration of Mobility Management with Land Use Planning give practical input on:

- How to better integrate transport planning and LUP.
- How MM can be made a part of the LUP and building permission process.

The document gives in-depth information about the topic of better integration of MM and LUP. Both the plan making and the building permission process are covered and illustrated with actual existing policies and good practice examples.

Two annexes to the guidelines present 38 case studies which give more detailed information about the examples of best practice for policies and instruments. Annex I presents a range of examples of existing policies that support the integration between transport and land use planning. Annex II presents a range of examples of existing policies that support the integration of MM in the planning and building permission process of new developments. Each example is described in detail using a standard format.

These guidelines can be used by different target groups:

- *Planners* working in land use, transport or environmental planning departments in national, regional or local administrations.
- *Personnel* in local and regional administrations involved in the planning and building permit process.
- *Urban and transport planning consultants as MM experts* working for public administrations or for developers / owners of developments.
- *Developers.*
- *Universities, Schools of Planning, etc.*

6.2.2 Training material and summaries that accompany MaxLupo

In addition to the guidelines, the MAX project also developed several other training materials or instruments that can be used to support any discussion about the integration of MM and LUP, to transfer knowledge, and to raise awareness of the potential benefit attained when land use and transportation planning are better integrated:

What is site-based Mobility Management? (Power Point).

This presentation is targeted at politicians (and developers) and serves to explain what Mobility Management is, how it can be applied at the site level and its benefits. The presentation includes descriptions of several successful cases of site-based MM.

How can Mobility Management be included in the planning and building permission process of a new development? (Power Point).

This presentation is targeted at transport/ land use planners of cities and regions, people working in environmental units, as well as for departments which are directly involved in the planning and building permit processes. In addition to explaining MM at the site-level and providing examples, etc., it shows at what stage of the planning and building permit process to consider MM measures and how developers can be encouraged or required to implement MM measures.

User guide for a training course (one day)

This tool consists of a model training course designed for public administrations at local and regional level. The training course provides a basic presentation about Mobility Management at the site level, its measures and how to include it in the planning and building permit process, the core part of this course is having the group consider the theme in relation to a real site(s) in the area where the training course takes place.

User guide of a planning simulation workshop: solutions for integrating Mobility Management into local planning

This tool consists of organising a planning simulation workshop to help raise awareness and acceptance of the topic with relevant stakeholders. Experiences from the planning simulation workshops held in MAX show that these can be useful. The guide includes an outline programme for the workshop (content and procedure), recommendations of stakeholders to invite, how to establish their role during the planning simulation workshop, and the kind of results that can be achieved.

Compendium of MM measures

This consists of a list and description of site based Mobility Management measures targeted at developers, employers, consultants and public authorities.

Examples of contracts between public administration and developer

The sample negotiation contracts are intended to be used by local administrations involved in the building permit process. The examples can be used as a model for municipalities' own contracts tailored to the specific cases of new developments.

Summaries in the form of one to two page fact sheets were produced as support for awareness raising amongst the different target groups, with the most important key points to be considered as follows:

Integrating Land Use and Sustainable Transport Planning: Promising Policies

A short list of promising policies for integrating land use and sustainable transport planning was produced, addressed to administrations of land use, transport and environmental planning on the national, regional and local planning levels.

Integrating Mobility Management with the Building Permission Process: Promising Policies and Examples

A short list of promising policies and examples for integrating MM with the building permission process was produced addressed to administrations involved in the planning and building permit process of a new development.

Site-based Mobility Management: A Brief Overview

This summary gives a quick overview about site-based MM and offers a very brief description of the benefits and cost of MM measures as well as the process for their implementation. It is targeted mainly at developers.

Integrating Mobility Management and Land Use Planning at the Local Level: A benefit for the site-actors and the local authority

This summary is addressed to local politicians. It gives a brief overview of site-based MM; it is aimed at local authorities that want to tell their politicians about this new mobility strategy.

6.3 How to use the materials

The MAX research indicates that the best way to achieve the integration of MM into LUP is not to focus on theoretical reflections, but to show target groups existing examples where policies appropriate to the group have been successfully implemented. This approach makes the guidelines more concrete. The readers start from practical examples where they can decide if the framework matches conditions in their "own case" and permits them to act in a similar way (with some adaption if required) – or whether implementing the policy is not possible at all because of hindering framework conditions, which may be difficult to overcome in the near term.

In this sense the question of transferability of the illustrated policies can only be treated in a very broad view by these guidelines because it would be "out of proportion" to consider the legal, planning or other framework condition of each country, region or municipality within Europe in order to produce tailor-made policies. This judgement of the transferability of the guidelines to their own situation is the responsibility of the readers themselves.

6.4 Benefits of MaxLupo

Using the MaxLupo guidelines and training materials will help:

- reduce congestion and pollution caused by motorised traffic at new developments;
- increase access to developments for all, regardless of whether or not they have a car;
- lead to opportunities for improving an area's transport sustainability affecting users beyond the specific development

Importantly, integrating land use planning with MM is very effective: New hospitals in Cambridge and Edinburgh, in the UK, were subject to MM as part of the building permission process and now only 40-50% of their staff drive on their own to work. Without MM, this figure would be closer to 90%. This means less traffic, less congestion, healthier staff and fewer CO2 emissions.

7 MaxSumo - guidance on how to plan, monitor and evaluate mobility projects

7.1 Main findings and results

For anyone carrying out Mobility Management, it is of primary interest to know and to be able to show that the effort and the costs are justified. Nonetheless, many projects are not evaluated at all. One obvious reason is the lack of a common, generally accepted evaluation tool. Based on previous European projects and on the evaluation tool SUMO that is widely used in Sweden, MaxSumo has been developed to meet this need and offers an accessible and systematic method for evaluating MM measures and projects.

MaxSumo can help decision makers and MM practitioners to:

- structure and manage the monitoring and evaluation of a MM project, as well as structure the project in itself,
- monitor and adjust services and projects during the process, so as to make them more effective,
- learn from results obtained in earlier MM projects, and
- compare the obtained results with similar projects and with the targets set at the beginning of the process.

7.2 Description of MaxSumo

MaxSumo offers an opportunity to effectively plan, monitor and evaluate mobility projects and programmes aimed at behavioural change. MaxSumo includes assessment of the process of the project, of the mobility behaviour change and of the change in attitudes towards different mobility behaviour options – for the latter it uses the stage model of MaxSem (see chapter 9). MaxSumo helps to structure the necessary steps of a project, e.g. setting targets, defining target groups, selecting measures. MaxSumo uses small steps that can be monitored and evaluated successively, making it easier to follow the project activities and what happens within the target group. This makes it possible to correct deviations at an early stage.

MaxSumo divides the process into several assessment levels (see Figure 9). These assessment levels cover the whole process. It starts with the services provided, with which the activities carried out are meant – such as the provision of new information material or test tickets for public transport. The awareness, usage, acceptance and satisfaction with these mobility services are assessed. In a next step, the impact these services have on mobility options (e.g. cycling or public transport) is assessed – in terms of new attitudes towards these mobility options, the usage of these options, the satisfaction with these new options and the long term stability of the behaviour change. All these inputs then deliver the system impact of the MM-measure or MM-project. MaxSumo also enables a deeper analysis of data to gain knowledge on the reasons for the achieved changes.

MaxSumo helps managing the evaluation. In the planning stage of a MM-project, MaxSumo shows how to set up a Monitoring and Evaluation Plan (MEP), how to monitor during project implementation and how to evaluate the effects. For each of the assessment levels the users need to decide what shall be assessed, which indicators shall be used and how they shall be measured. However, it is perfectly possible to skip some levels – depending on resources, feasibility and necessity – MaxSumo recommends to keep the evaluation as simple as possible.

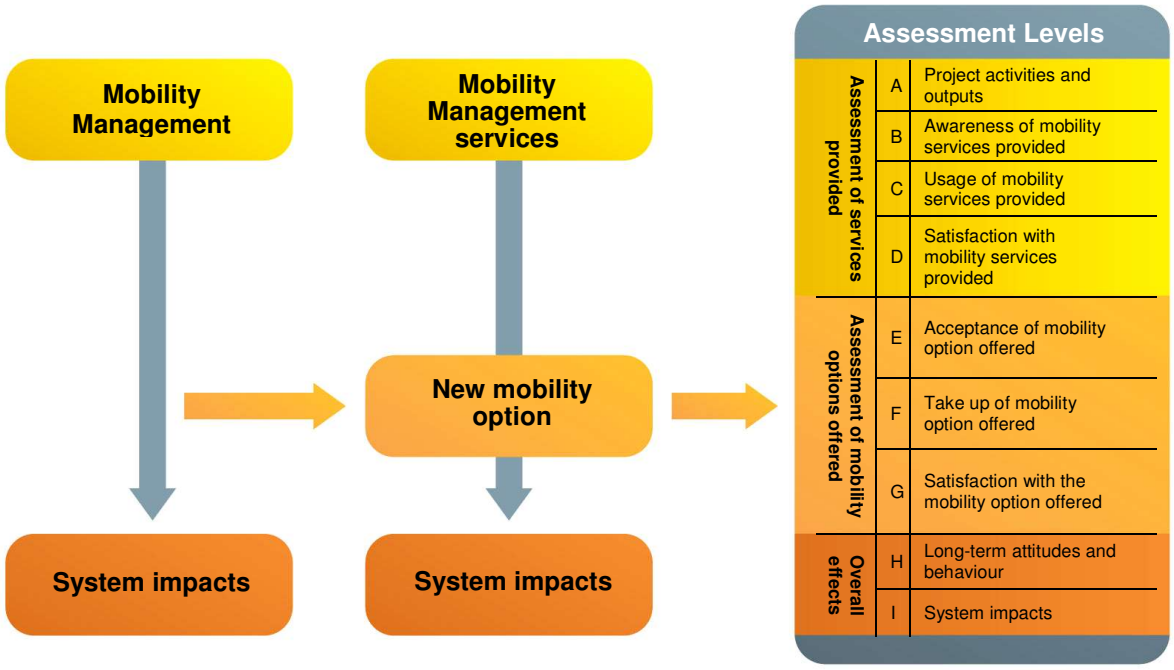


Figure 9: MaxSumo breaks down the gap between what we do in MM and the targeted impacts, into manageable units

To repeat: MaxSumo distinguishes "services provided" and "mobility options offered". Services are activities and outputs the project provides (what the MM-team does), and mobility options are the mobility alternatives provided for the target group of the MM-project.

Figure 9 lists nine (A-I) different assessment levels in the three assessment groups (assessment of the services, assessment of the mobility options and assessment of long term impacts). MaxSumo provides questions for each assessment level that can be used by managers to evaluate the implementations and effectiveness of MM measures and programmes.

MaxSumo can be used to evaluate single measures, but also combined measures. It has already been tested successfully in several countries. The main objective is to collect evaluation data in a standardised way. The goal is to encourage MaxSumo's use as broadly as possible. This will enable development of a consistent database (with MaxEva – see chapter 8). This database can be used to develop a tool for estimating the effectiveness of MM-measures and MM-projects in advance – see chapter 10 on "MaxImise".

7.3 How to use MaxSumo

MaxSumo provides decision makers and practitioners with an effective tool for planning, monitoring and evaluating Mobility Management projects. MaxSumo guides the user through a process that provides guidance during all steps of the project. See Figure 10.

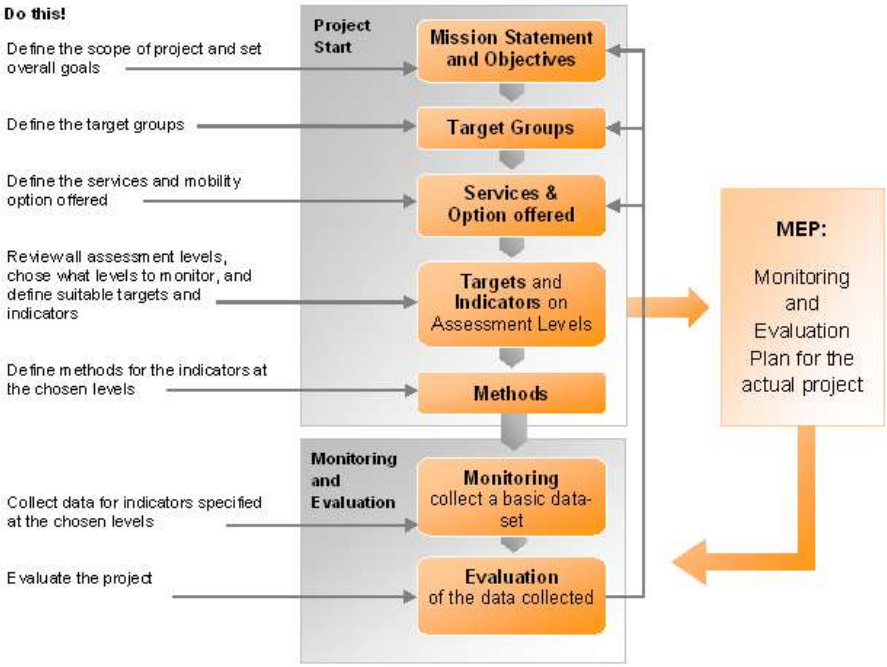


Figure 10: The MaxSumo process

For each project, the user should plan the evaluation right from the very first step of his or her project by adopting the following procedure:

Step 1: Define the scope of projects and set overall goals

Step 2: Define the target groups

Step 3: Define the services that will be provided by the project and the mobility option(s) offered

Step 4: Review all assessment levels, chose what levels to monitor and define targets and indicators for the chosen assessment levels

Step 5: Define suitable methods for collecting data for the chosen assessment levels

After this, the last two steps follow:

Step 6: Monitor the chosen assessment levels

Step 7: Evaluate the project and explain observed changes

In the planning stage of a project a Monitoring and Evaluation Plan (MEP) is set up, supporting such monitoring during project implementation and the efficient evaluation of the effects.

MaxSumo can be used for most projects, measures and programmes that aim to influence attitudes and behaviour with respect to transport modal choice decisions and transport related behaviour. The method can also be used for other projects and measures with similar methods and goals, such as road safety projects. The MaxSumo approach can also be used to evaluate traditional physical measures when these are combined with information or other behaviour change measures.

7.4 Benefits of MaxSumo

- MaxSumo helps to effectively evaluate and manage projects and programmes – by making decision makers adopt a quite simple but carefully designed systematic monitoring approach.
- It offers helpful advice on setting targets and choosing consistent indicators throughout the planning, monitoring and evaluation process.
- It provides a method that permits project monitoring both during and after the project. So it helps to adjust your services during the process, to make them more effective.
- It produces results that can be stored in a database (MaxEva), which allows users to compare MM measures and projects to those implemented elsewhere in Europe
- It facilitates the assessment process by providing agreed-upon and understandable evaluation outputs.
- It substantiates the success and effectiveness of MM measures and justifies investments in MM-programmes.
- It contributes to the development of a European-wide database that can be used to better estimate the success of MM measures and programmes in advance.
- It is a helpful tool for the work with MaxQ, MaxTag and MaxLupo.

8 MaxEva - online evaluation database

8.1 Main findings and results

MaxEva is an online evaluation database that has been developed in order to provide a resource for practitioners to store their evaluation data and to benchmark the effectiveness of their MM-measures and MM-projects. The database will be filled as users enter data into the system. The main purposes of this database are to allow practitioners to work online according to the MaxSumo evaluation process – and to be able to view structure and results from other projects and compare them with their own results. MaxEva is not limited to MaxSumo users, but the database fields reflect the MaxSumo evaluation process.

The MaxEva database will thus grow and collect reliable and comparable data on MM-measures and MM-projects. Eventually, the database can provide the foundation for developing a prospective assessment tool that can estimate the impact of MM measures in advance, thus enabling users to choose the best measures for their MM-projects.

The MaxEva database will help users:

- Collect data and evaluate Mobility Management projects.
- Calculate the environmental effects of MM projects.
- Learn from the obtained results.
- Compare their MM-projects with similar projects and with the targets set at the beginning of the process.
- Form a base for further research into the effects of different MM measures.

8.2 Description of MaxEva

MaxEva is an interactive web database for storing evaluation data of MM projects. It is based on the type of data which will be generated by using MaxSumo for evaluation and offers simple tables and boxes to be filled in. Its use also provides additional information regarding the evaluation of Mobility Management measures.

The idea is that MaxEva, over time, will accumulate data from a large number of MM projects, which will then constitute a database with reliable information. Then users will be able to use this database to determine what effects can be expected from MM measures they are considering. In the short term, MaxEva can be used as a benchmarking tool where similar projects and their impacts can be compared.

MaxEva will also help to identify key performance indicators – which can help decision-makers to prioritise their investments in MM. Furthermore, MaxEva can function as a constructive tool for researchers at universities and other research institutions.

8.3 How to use MaxEva

The MaxEva database includes the full set of different types of MM measures defined for MaxExplorer (and in the MAX MM-definition). It features both single measures and plans or programmes including a large number of measures. See for example table 2 in chapter 3 on MaxExplorer.

Information to be entered in MaxEva is data collected according to MaxSumo when planning, monitoring and evaluating a Mobility Management project. .MaxSumo users are recommended to consider using MaxEva and the data required at an early stage of project planning. MaxEva requires in some fields (e.g. measure selection and description of the target group) more detailed information than the MaxSumo guide. MaxEva users can either successively enter their data in the database by means of boxes and tables when they collect baseline or monitoring data, or enter all their data after finalising the evaluation.

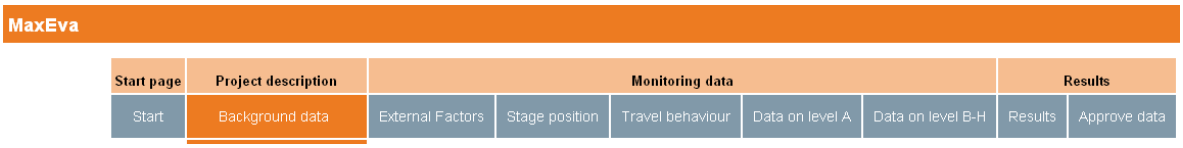


Figure 11: MaxEva structure – the users enter data on successive web-pages, results are calculated automatically and a summary is presented on a result page for the project and on benchmarking pages for direct comparison with other projects

The output of the database consists of a result page which presents the information obtained. MaxEva also calculates CO_2 emissions using several selectable country-specific default values on the use of fuel etc.

The users of MaxEva can finally approve their own project data and thus allow others to take a look at these projects results through the benchmarking function of the database. The benchmarking function is accessible on the opening page of MaxEva. To facilitate comparisons with other projects, the main results are listed in one comparison table.

8.4 Benefits of MaxEva

- MaxEva enables evaluation data to be compiled in a standardised way.
- MaxEva guides the user through the process of using MaxSumo and determining what to measure for an evaluation.
- MaxEva enables users to assess the results of their MM projects.
- MaxEva calculates the CO_2 reduction impacts of MM projects.

Once the database is filled with sufficient data,

- MaxEva can be used as a benchmarking tool for comparing similar projects and their impacts,
- MaxEva helps users to estimate what impacts can be expected from MM measures,
- MaxEva helps users identify key performance indicators - which can help decision-makers prioritise their investments in Mobility Management,
- MaxEva forms a key basis for further research into the effects of MM measures.

9 MaxSem – behaviour change model

9.1 Main findings and results

Scientists of the health sector and the social sciences began studying behaviour change models in the mid-20th century and research on travel behaviour models in the transport sector benefited from this early work.

However, in the transport sector there has been little research in the development of theoretical 'standard models' explaining behavioural change with regard to transport modes. Given the need for a standard model to help explain mode choice with respect to MM measures, the MAX project developed and tested a new theoretical model called the "Max Self Regulation Model" (MaxSem).It combines the most important aspects of static and dynamic models and shows that within the process of behavioural change, people move through different stages of 'readiness' to change their travel behaviour.

The model can be used to present the underlying processes involved in changing the behaviours of car drivers to more sustainable transport modes. The aim is also to assist practitioners in the design and evaluation of MM projects. MM measures have, so far, seldom been developed on the basis of behavioural change models and theories. Thus, the MAX project developed and tested some MM interventions in Munich (Germany) and Hammersmith (UK) based on the constructs of MaxSem. Results showed that MaxSem is a good model although more work is needed to refine and improve it. Application of MaxSem and more experience with such theory-based interventions should help make MM more effective.

9.2 Description of MaxSem

Mobility Management aims to change individuals' choice of travel mode. To be effective here, it is very helpful to understand the underlying behavioural change process and to apply this knowledge to, for example, select an effective strategy to get people cycling instead of using the private car. For this the integrated psychological model of behaviour change MaxSem was developed. It was validated via a cross-cultural survey of car-drivers in seven European countries and demonstrated in Munich and Hammersmith. The new model uses the most important constructs of 'static' psychological models of behavioural change and interlinks those with the temporal dimension of the process of change by incorporating the four key 'stages' of behaviour change, as shown in Figure 12 below:

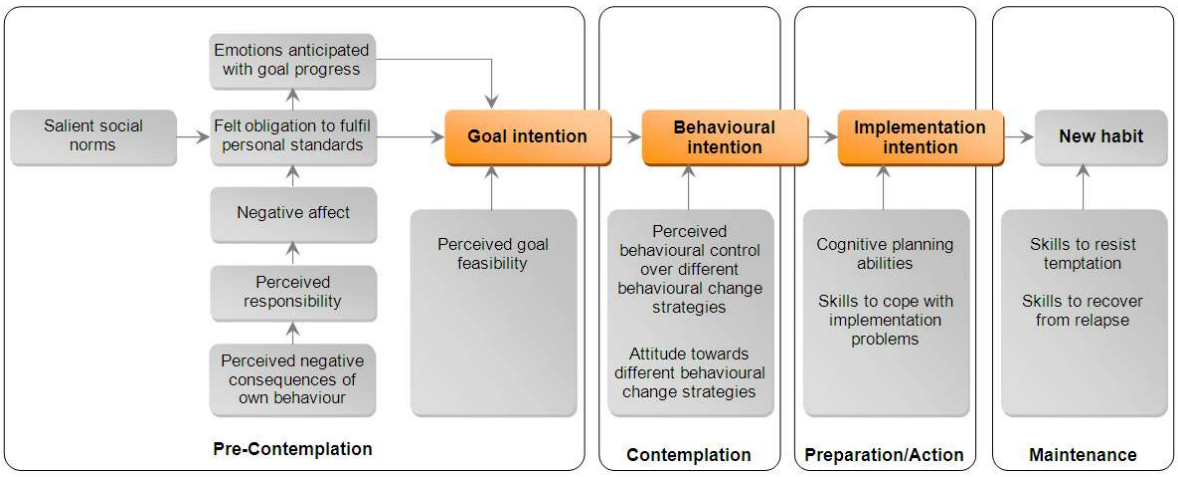


Figure 12: Overview of MaxSem constructs and stages

A change of behaviour doesn't happen at once, but takes time and proceeds via several stages. In order for people to progress from earlier to later stages, key threshold points (orange shaded in Figure 12 above) have to be 'satisfied'. These different thresholds need to be overcome in order to arrive at the final stage "maintenance". In the maintenance stage the goal is to maintain the habitual use of alternatives to single car use. Emotional processes and the manner in which an individual evaluates his or her own behaviour are central parts of the model. By taking into account MaxSem, MM measures can be specifically designed to achieve good results at each stage of behavioural change.

9.3 How to use MaxSem

MaxSem describes the behavioural change process and explains individuals' readiness to change travel within a four stage approach.

MaxSem focuses on achieving transitions between the stages and can be used to adopt measures fitting to the stage of the target group. MM measures should then aim to trigger the different underlying attitudes and perceptions, and motivate people consider, to try out and to adopt new travel mode behaviours. At the first stage this may be addressing the awareness of the problem (from pre-contemplation to contemplation) and in a next step instilling the desire to reach a personal goal (i.e. reduce use of personal cars) as a main source of motivation towards a change. Emotional processes and the manner in which an individual evaluates his or her own behaviour are central parts of the model.

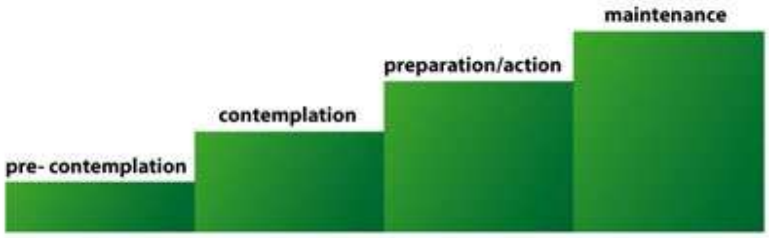


Figure 13: the four MaxSem stages

- **Stage 1: Pre-contemplation stage.** Individuals in this stage typically make most of their trips by car, are quite happy with the way they currently travel (i.e. as car drivers) and at the moment have no wish, or desire to change to another mode, or feel that it would be impossible for them to do so at the present time, whether this be through subjective or objective reasons.
  Here, the aim of MM and TA should be to make this group aware of negative consequences of car use for environment or their own health and make them think of possible changes.

- **Stage 2: Contemplation stage.** Individuals in this stage also typically make most of their trips by car, but are not as content with their current travel behaviour as the pre-contemplators. They would like to reduce their level of car use and change to another way of travelling (mode), but at the moment are unsure of which mode to switch to, or perhaps don't have enough confidence to do so. They are not really sure which alternative mode they could use, or when they will begin.
  Here, the aim could be to inform about alternative possibilities and to present new attractive travel options. As the attitudes towards the different options are an important aspect in this stage, (e.g. towards walking or cycling), describing the benefits of these options using different messages ("it is easier than you think") is seen as a good idea.

- **Stage 3: Preparation / Action stage.** Individuals in this stage also typically make most of their trips by car, but have decided which mode they intend to switch to for some or all of their trips (e.g. using the bike instead of the car to go to work), have the confidence to do so and may have already tried this new mode for some of their trips.

Here, the aim of MM is to have the group actually try out new behaviour and to facilitate the maintenance of this new behaviour. Offering more precise information about tickets, lines or time tables for public transport, maps for cycling routes and 'cycle together' events or provide special incentives like free test tickets to encourage testing the new travel options could be suitable MM interventions.

- **Stage 4: Maintenance stage.** Individuals in this stage typically make most or all of their trips by non-car alternatives (public transport, walking, cycling etc.). These can either be people who do not own or have access to a car for their trips (and therefore dependant on non-car modes for travelling), or people who do own have access to cars but for various reasons deliberatively use them very infrequently, or not at all.
  Here, the aim is to reward the new habit and to prevent relapse to the old behaviour. Possible MM measures could include incentives or awards, offering further information material about sustainable travel options in other fields, presenting special subscription conditions for (seasonal) PT tickets, or running a 'thank you' campaign in the city.

In order to facilitate the use of the model for detecting the more subtle effects of MM measures, MAX has developed six so called 'stage-diagnostic questions'. With the help of these questions, the stage position of people can be detected. MM measures and campaigns often have not a direct effect on changing the actual behaviour, but according to the model they can be of great importance to move people closer (to change their 'stage-position') to behavioural change. The model and the questions are integrated into MaxSumo and MaxEva and can thus be used to obtain a fuller picture of the impacts of MM projects.

To summarise: on the one hand MaxSem is a theoretical model that can be used by scientists to explain the process of behaviour change. On the other hand it can be used by practitioners to select or develop measures for people at different stages of behaviour change or to evaluate the change of stage-positions of the target group.

9.4 Benefits of MaxSem

- MaxSem helps to understand the complex process of voluntary behaviour change.
- MaxSem's stage-diagnostic questions have been developed to allow individuals to be allocated to one of the four stages. Comparing stage-membership before and after the implementation of MM measures helps to evaluate the success of a measure in more detail, by measuring more subtle changes in attitudes and perceptions (towards modal shift), as well as overt behavioural change per se.
- MaxSem can be used to identify and refine the most suitable MM measures for certain target groups.

10 Description of MaxImise and the possible future development of MaxEva and a prospective assessment tool (PAT)

Planners, administrators, policy-makers and their advisors often ask two key questions when it comes to implementing Mobility Management measures: how much will it cost and what impact will it have? The second question has been an important issue for the Mobility Management profession as much of our expertise is based on case studies, anecdotes, and reports that describe MM projects, but not on sound planning tools, such as simulation and predictive models.

One central goal to MM is mode shift: getting travellers to use – instead of their (own) car – more sustainable modes of urban transport, such as public transport, car-sharing, car-pooling, cycling, and walking. As such, a key planning need is the ability to forecast the probable mode shift that should occur if certain MM measures and packages of measures are implemented in a given setting. A forecasting tool or "Prospective Assessment Tool" (PAT) would allow planners and administrators to estimate, in advance of implementation, the mode shift resulting from a specified set of MM measures. Such tools are also referred to as sketch-planning and predictive models.

Two basic types of prospective assessment tools are possible, one more rudimentary that the other. The most useful tool would be able to estimate the interactive mode shift impacts of packages of MM measures. This is the ultimate goal of a European PAT. However, for those cases where sufficient empirical evidence exists on a single measure, based on comparative findings, one form of assessment tool can be developed to assist users in assessing whether their planned activities can be expected to generate "average" results for the measure, Max WP B developed MaxImise as a demonstration of such a kind of assessment tool.

10.1 Development of the demonstration assessment tool - MaxImise

Given the lack of sufficient data with which to develop a fully integrated assessment tool, to predict the mode shift resulting from a package of measures, MAX WP B developed a simple assessment tool as a demonstration version for a single measure. Using comparative evaluation findings on Personalised Travel Planning (PTP) from a U.K. study (http://www.dft.gov.uk/pgr/sustainable/travelplans/ptp/) an assessment tool was developed, called MaxImise.

MaxImise allows someone planning or implementing a PTP project to assess whether their efforts are likely to produce expected (average) results. Empirical evidence on these average impacts and the factors that contribute to success are taken from a comparative British study of PTP experience over many actual cases. MaxImise, provided in Appendix E, allows the user to describe various characteristics of the local and target population, as well as about the PTP planning and implementation process itself. These items are entered into a spreadsheet with a web interface.

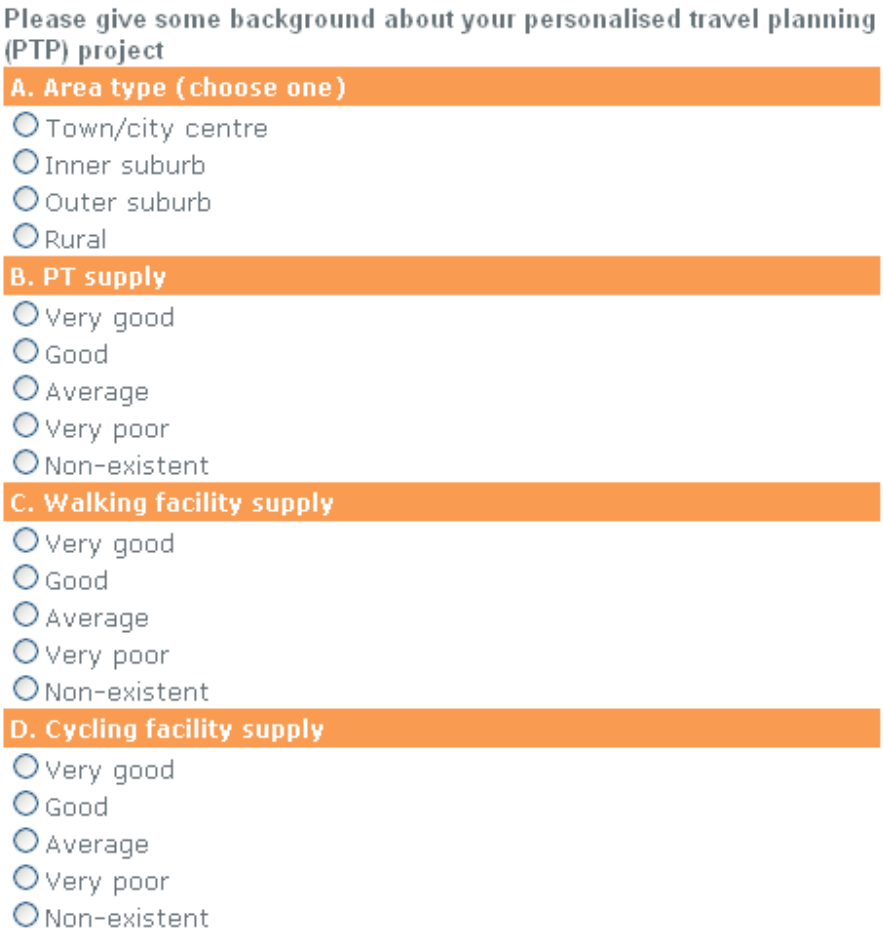


Figure 14: Example of some background information requested in MaxImise

"Behind" the input information is expert information about the relative weight of each factor in influencing the success of the PTP project and its expected reduction in car use with regard to mode share and vehicle kilometres travelled (VKT). The input data, as weighted by influence on outcomes, creates a score that is sort of a "passing grade." If an input variable level is deemed influential, it is considered a "passing mark" For example, experience shows that PTP programs that are implemented over six months or more are more effective than those with fewer months. Therefore, if the user inputs more than six months, the weighted response is considered "passing."

If the sum of all passing marks is above a certain level (33), then the PTP project is considered to have sufficient factors in place to realise above average impacts. If the sum is less than that level, the user is told (see Figure 15) that the project will likely result in below average results and the user is provided with suggestions on which factors might improve the likelihood of better results. MaxImise also points the user to more comprehensive guidance on PTP from the source evaluation study.

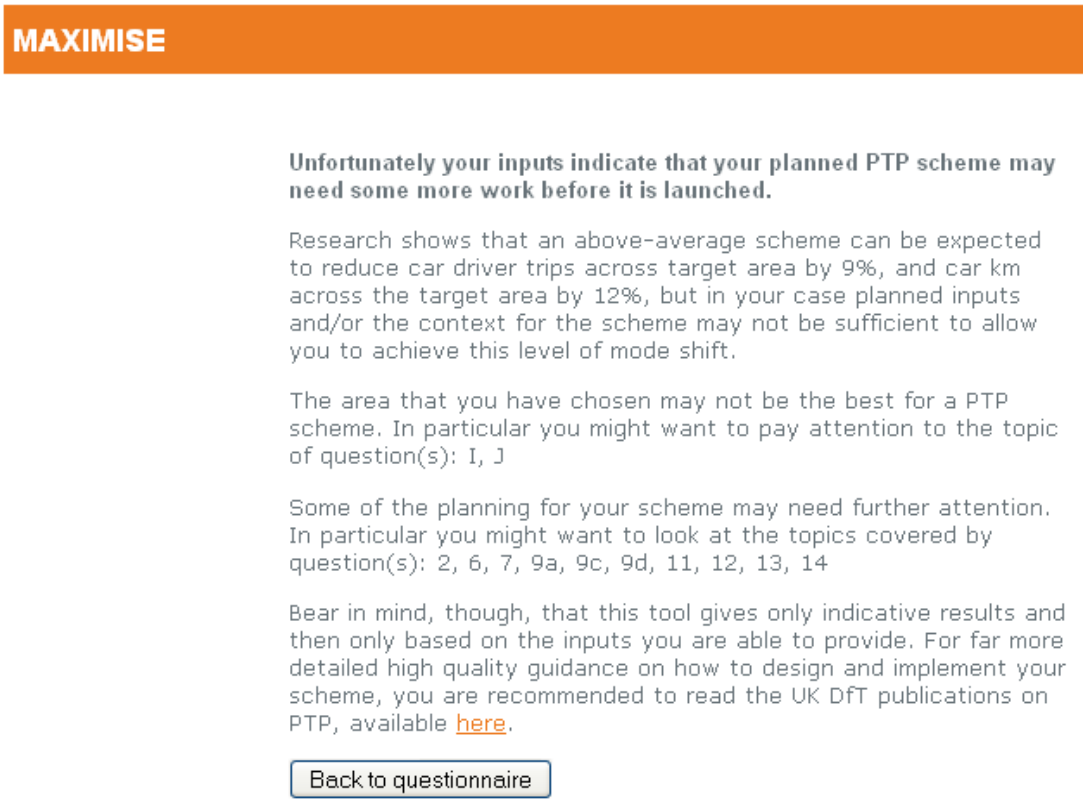


Figure 15: MaxImise information output for users with below "passing level" score

MaxImise provides an example of a "first generation" prospective assessment tool based on limited experience on one MM measure. Coupled with MaxExplorer and the benchmarking function of MaxSem, Mobility Managers now have a new set of useful tools for assessing the likely outcomes for planned or implemented MM measures. In fact, MaxImise and additional versions for other MM measures could be linked to MaxExplorer and MaxEva to provide each with the next level of assessment.

10.2 Specification of a future fully functional European Prospective Assessment Tool

In a second generation future European Prospective Assessment Tool, the interactive MaxEva database could serve as a crucial foundation, in which there would be the critical-mass of high quality study data to allow more accurate predictions to be calculated for similar type interventions. A regression analysis could then be used for analysing the evaluation data or other comparative studies, taking into account project background and contextual circumstances such as where this intervention is to be implemented and the characteristics of the sample population. Such data on the effectiveness of the more 'soft' interventions from all over Europe is needed for feeding into a fully functional PAT. Such a future or second generation PAT would also take into account additional aspects like interactions between selected measures, something which cannot be provided within the simplified demonstration tool, MaxImise.

In addition to MaxEva data (or other comparative evaluation findings) on the 'softer' measures, elasticity values for the 'harder' measures could be integrated into a fully functional European PAT, as described below.

A fully integrative Prospective Assessment Tool for Europe should be developed with the following features:

- User-friendly interface and instructions, requiring no knowledge of "transport modelling";
- Minimal user inputs and reliance on existing data (no new surveys needed);
- Easy navigation in model and simple means to save and report impact forecasts;
- Able to predict impacts of packages of measures by assessing interactive effects.

The PAT inputs would likely include:

- Number of travellers and the type of the target group (company, target market, students, etc.)
- Average trip characteristics (travel time, trip distance, vehicle occupancy)
- Type of application setting (city centre, employment centre, suburban area, well/poor accessibility by foot, bike, public transport, etc.)

The U.S. models provide default values and factors for many of the needed inputs, including average carpool occupancy, average trip distance by purpose, average emission factors, average fuel economy. However, they also allow the user to enter key local inputs, including the basic elasticities, if the data are available. Local data is always more desirable than generalised default factors based on averages across cities or even countries.

The Mobility Management measures included would hopefully be all those included in MaxSumo and MaxEva. The only limitations would be the inability to obtain or derive demand elasticity for "harder" measures or insufficient benchmarking data from MaxEva for all other measures.

The PAT outputs would likely include:

- Baseline and projected mode shares and proportional changes;
- Baseline and projected vehicle trips and proportional changes;
- Baseline and projected vehicle kilometres of travel and proportional changes;

- Emission reductions (CO_2, NO_x, etc.);
- Energy reductions (litres of petrol saved);

The following figure provides an example of model outputs from the COMMUTER Model.

File Edit Inputs Results Help

Type a question for help

COMMUTER MODEL RESULTS

SCENARIO INFORMATION

Description	Example Scenario v2.0
Scenario Filename	Example Scenario v20.vme
Emission Factor File	
Performing Agency	Cambridge Systematics, Inc.
Analyst	C. Porter
Metropolitan Area	Boston
Area Size	1 - Large (over 2 million)
Analysis Scope	1 - Area-Wide (e.g., MSA, county)
Analysis Area/Site	Cambridge
Total Employment	100,000

PROGRAMS EVALUATED

- [ ] Site Walk Access Improvements
- [ ] Transit Service Improvements
- [X] Financial Incentives
- [ ] Employer Support Programs
- [X] Alternative Work Schedules

- [ ] User-Supplied Final Mode Shares

MODE SHARE IMPACTS

Mode	Baseline	Final	%Change
Drive Alone	78.2%	75.4%	-2.9%
Carpool	12.1%	11.7%	-0.4%
Vanpool	0.5%	0.5%	-0.0%
Transit	4.9%	6.3%	+1.4%
Bicycle	0.4%	0.4%	-0.0%
Pedestrian	3.0%	3.0%	-0.0%
Other	0.8%	0.8%	-0.0%
No Trip	-	2.0%	+2.0%
Total	100.0%	100.0%	-

Shifted from Peak to Off-Peak	0.0%

TRAVEL IMPACTS (relative to affected employment)

Quantity	Peak	Off-Peak	Total
Baseline VMT	1,289,745	810,817	2,100,561
Final VMT	1,243,026	781,447	2,024,473
VMT Reduction	46,718	29,370	76,089
% VMT Reduction	3.6%	3.6%	3.6%
Baseline Trips	102,780	64,614	167,394
Final Trips	98,987	62,230	161,217
Trip Reduction	3,793	2,384	6,177
% Trip Reduction	3.7%	3.7%	3.7%

Figure 16: COMMUTER Model Output Screen and Report

One possible enhancement to the second generation European PAT would also be a cost effectiveness module. This is one of the strengths of the TRIMMS model in the U.S. If generalised costs are known or can be estimated, then benefit/cost ratios or cost effectiveness (e.g., cost per kilometre of travel or ton of emission reduced) estimates can be produced. The ability to estimate benefit/cost ratios provides a powerful tool for convincing policy-makers and engineers of the advantages of implementing Mobility Management measures compared to more expensive capital and operating strategies.

The fully integrative PAT should be developed as a combination of three primary elements that serve as the "heart" of the predictive functioning of the model:

- A set of demand elasticities for price- and service-based measures. This would include: public transport fare discounts, public transport service expansion or new services, alternative mode incentives, etc. So-called "harder" MM measures in that they involve pricing or service provision.

- A set of experiential relationships based on the benchmarking function of MaxEva or other comparative evaluation studies and their findings. This would relate to "softer" measures that involve promotion and information. Comparative cross-sectional analysis from MaxEva or another dataset would provide a relationship in the form of average mode shift impacts from a given MM measure when applied to a certain target group.

- Inclusion of a behavioural change module from MaxSem that provides results that are not strictly related to mode shift impacts. Rather this "stage diagnostic" module would provide estimates of the proportion of the target population what would move between stages as a result of the offer of a given measure. As such, the PAT would estimate shifts to more sustainable modes (mode shift) and precursor behavioural shifts (stage shifts).

10.3 Conclusions and Recommendations

Recommendations and specifications; showing how MaxExplorer, MaxEva and MaxImise could be integrated, adapted and further developed towards a fully functional interactive Prospective Assessment Tool are as follows:

It is expected that a future PAT would be an online resource, designed with a user-friendly interface that practitioners intending to implement MM measures will enter specific background and contextual information, as well as MM intervention type information. They would then receive as an output a prediction of the likely effects for that particular intervention. Once data for each individual and packages of MM types are entered into the database they will be subjected to 'expert analysis' to synthesise and estimate what the expected result would be for each measure or each package of measures, taking into account the specific influences of relevant contextual and framework conditions. Ultimately, these expected results may be calculated by using elasticities or other heuristic models of travel behaviour change.

For now, MAX provides a first generation of assessment tools in the form of MaxExplorer (a prioritised list of appropriate measures), MaxEva (benchmarking to similar examples) and MaxImise (assessment tool for Personalised Travel Planning using existing findings from the UK).

Growing MaxEva and the PAT in the future

In many respects this last section of the chapter can be seen as a series of open research questions. Given timescale and resources, the nature of the project (with limited actual interventions built into it) and the lack of available reliable data, it was not possible for MAX to gather enough data to build the fully-functioning second generation PAT as had been originally envisaged in the DoW. Instead, such a PAT has been specified, and a first generation demonstration version built that gives an indication of how a fully functioning version could look.

Future research needs largely revolve around the ability to **assemble a sufficient database of MM evaluation results** for a range of measures and packages of measures with which to develop a fully interactive predictive model. In the absence of such a database, or in the mean-time, single-measure assessment tools can be developed when sufficient data is available, either within MaxEva or via other comparative evaluations (as was used to develop MaxImise on personalised travel planning).

The main reason that the MAX project has been unable to develop a fully functioning prospective assessment tool (PAT) is because of the general paucity of impact-level evaluation data from previous MM programmes and measures: there are

some limited data, but they come largely from a few countries (UK, Netherlands, Sweden) and are mainly focused on one or two types of MM measure – primarily workplace mobility plans. In contrast, in the USA, it has been possible to develop prospective assessment tools because such data exist, having been the by-product of mandatory workplace MM programmes, in which employers of a given size in a region were, or still are, required to produce, implement and monitor a plan (collect before and after employee travel behaviour data). This data is needed to develop the analytic functions of a prospective tool, be it point elasticities, average impacts, or coefficients from explanatory models.

It is therefore clear that, if a European PAT is to become a reality, then **the focus must be on ensuring that more evaluations of MM measures are carried out in a standardised fashion preferably by using MaxSumo**, and that MaxEva is then used to input and store the resulting evaluation data so that, over time, the critical mass of MM evaluations is built up such that the hundreds of individual cases on which the US tools are based are also available in similar numbers here in Europe.

The most effective way to ensure the use of MaxSumo and MaxEva is to require MM practitioners to employ them, for example as a condition of funding, as with SRA-funded projects in Sweden. In London, another example of this, an evaluation database for site-based mobility plans secured through the site planning system has been set up (iTRACE https://london.itrace.org.uk/), and developers are required as part of the planning system to collect monitoring data so that ultimately the database will be populated and relationships between variables measured so that predictions of the effectiveness of future plans can be made.

In the absence elsewhere of this kind of leverage over MM practitioners, then **education, promotion, encouragement and exhortation** to use MaxSumo and MaxEva are the key activities that must be taken forward. MAX partners have an important role here due to their involvement in other national and EU level MM projects - for example, the IEE project ACTIVE ACCESS (MAX partners FGM and ENU) is using MaxSumo to structure its evaluation activities, and such an approach can be taken by other MAX partners. For example SUMO, the predecessor of MaxSumo, has been used in Sweden since 2004 and has been proven to work in hundreds of projects, and the new version MaxSumo will be presented as an updated version of Sumo in Sweden. MaxSumo trainings have already been held as part of the COMMERCE project (Lithuania June 2009) and in the Netherlands (Utrecht Oct 2009), for participants from 10 European countries.

However, at the current time, probably the most appropriate vehicle for such activities is EPOMM-PLUS, since it has a Europe-wide network and resources for training and promotion. It has a vital role in making people aware of the tools, why they are important, providing instruction on their use, and, most importantly, highlighting the benefits that they bring for users. In the case of MaxEva, making this latter case is problematic in the early stages since the primary attraction of the database to users is to be able to benchmark their own results against other similar projects; but, until there are sufficient data in the database, then such benchmarking is not available – something of a “chicken and egg” situation.

The solution to this problem may be to secure relatively small amounts of EU resources to fund those with known evaluation data from MM projects to input those data into MaxEva. For example, in the UK, evaluation data from site based mobility plans and from personalised travel planning programmes *do* exist and so the only barrier there is to provide those with the data an incentive to spend time inputting it to MaxEva. Similarly projects in Switzerland and Sweden have evaluation data available. The probability that MM practitioners feel comfortable about putting their data into MaxEva could also be increased, were consideration to be given to enabling the anonymous presentation of data in the benchmarking functions of the tool.

The population of the MaxEva database with sufficient data is only one major challenge of developing a fully-functioning PAT. If a model similar to its US counterparts is to be built then **generalised price and service elasticities will also be required** that can then be used to predict changes in demand resulting from changes in transport prices, frequencies and journey times – but at a European-wide scale. These have been estimated through previous projects such as TRACE (4th Framework 1998-99) but only partially for a limited number of countries and modes. It is highly likely that a second

generation PAT would have to rely at least initially on elasticities derived from only a few EU countries and further survey work undertaken to derive them for a wider range of modes and member states.

Producing a tool that could deal with more than one MM measure would also be a challenge – the US models all currently focus on workplace MM and at most one other measure, but **an EU PAT would ideally cover a wide variety of MM measures.** Because of this, and because of the need to link it to MaxEva that would, ideally, be receiving data input from new projects all the time, then **in terms of structuring and programming the PAT would also be quite complex. For these two reasons – elasticities and programming – significant resources would be required to further develop the PAT.** However, there would be little point in devoting resources to these two aspects until reasonable quality data for at least 150-200 individual cases of MM measures or MM plans are logged in MaxEva, as such data is above all the key input to a better PAT.

11 Final plan for using and disseminating the knowledge

MAX had an extensive dissemination process and the team will continue the dissemination effort in the future. The previous dissemination work is described in the MAX Final Activity Report. This chapter describes the continuing efforts.

Take up by EPOMM and EPOMM-PLUS

The European Platform on Mobility Management – EPOMM and the Steer project EPOMM-PLUS have decided to take up the MAX-products and to use them as a central part of their work. This is reflected in their website, their support of the translations, the joint conference and their plans for the future.

EPOMM-PLUS has a budget of 2.1 Million Euro, 22 partners in 20 countries and started in June 2009 with a duration of three years. It is committed to expand MM-practise in Europe and to expand EPOMM towards a membership of over 20 members.

EPOMM consists (at the end of 2009) of 8 member states encompassing Austria, Germany (represented by Hessen), France, the Netherlands, Portugal, Spain, Sweden and the UK.

MM tools developed in MAX on the EPOMM website

The MM-tools developed by MAX will be maintained, updated and improved by EPOMM (and EPOMM-PLUS). WP6 of EPOMM-PLUS is directly responsible for collecting MM-project data for the MaxEva database. The tools can thus continuously be improved.

The MAX-website

The MAX-website will be maintained for the next two years and thus accessible for researchers until the end of 2011 – any reports can already now be accessed on the EPOMM-download centre.

Training materials, workshops and trainings

Every MAX-tool has a section for training presentations in which some training materials can already be found. This will be extended to ongoing university courses that were started at the end of the MAX-project. EPOMM-PLUS has its own training WP that aims to develop trainings, workshops and train the trainer courses for the MAX-tools. All training materials developed by MAX will also be available on the appropriate sections of the EPOMM-website.

Translations and national dissemination

The high number of translations made in the final phase of MAX has laid a good groundwork for further dissemination on a national level for many countries. EPOMM-PLUS has its own translation WP (4) in which it can conduct further translations of MAX-products as needed. New EPOMM-members can be offered a range of already translated products, but also special translation services when needed.

WP3 of EPOMM-PLUS is responsible for building national networks on mobility management and has already decided that spreading the usage of MAX-tools will be one of the key strategies they will use to start or improve national network development.

On the EPOMM-website, a country section is under construction, in which each country can find all MAX-tools and documents that are available in the country language.

Dissemination through European projects

WP2 of EPOMM-PLUS is responsible for the networking of EPOMM with European Projects. It is approaching 20 ongoing EU-projects (that often are in dire need but unaware of the tools developed in MAX). EPOMM-PLUS describes the MAX tools to these projects and works with the project team to determine how the MAX tools can be used effectively.

Additional dissemination platforms

There are several platforms in addition to the EPOMM-PLUS effort that while not focused exclusively on MM, could help disseminate the MAX research and tools. These include:

- **ELTIS** will place the link to the tools prominently on their website and disseminate information on the MAX-tools though their newsletters (input will come from EPOMM). Currently, a new tender procedure for the next 5 years of ELTIS are ongoing, some important MAX-partners are partners in bidding consortia.
- **allinx.eu** is the new discussion platform for Mobility Management, to which EPOMM is closely related. A MaxSumo user group has already been started, EPOMM plans to establish a MAX user group on allinx as soon as MAX has been finalised.
- **Eurocities** is WP leader in EPOMM-PLUS and as such is actively lobbying for some MAX-tools to become recommended or even obligatory in EU-funded MM-projects. It is also promoting the usage of MAX through their Mobility Forum
- Contacts have been made with several other platforms including **CIVITAS, POLIS, UITP or the Union of Baltic cities**, contacts have been made, but as MAX tools and research results have only been online for a week at the time of finalising this report, no concrete cooperation programmes have been concluded. But increasing cooperations is an aim of EPOMM and EPOMM-PLUS.

11.1 Commitment of MAX partners to use the MAX tools and support their further use

The MAX partners have reported how they will contribute to the dissemination and use of the MAX tools and research results as described in the following sections:

FGM-AMOR

FGM-AMOR will continue to work to extend the use of MAX tools in the following ways:

1. As a Mobility Management practitioner, FGM-AMOR will make use of MaxTag, MaxSumo, MaxEva and MaxLupo in its own projects. Therefore, it will also develop an internal training programme for its staff.
2. As project partner in a great number of EU-projects, FGM-AMOR will advise these projects to use the MAX tools.
3. As coordinator of both EPOMM and EPOMM-PLUS, FGM-AMOR will foster the spread and use of Max tools as described in the previous section.
4. FGM-AMOR will generally advise institutions it works with: schools, companies, cities, regional and national administrations, public transport companies and other cooperation partners to use the MAX tools.

Mobiel21:

Mobiel 21 plans to introduce MAX tools in the future in a number of ways:

5. First of all, as travel awareness campaign initiator, Mobiel 21 will make use of the MaxTag, MaxSumo and MaxSem within its own campaigns towards citizens and schools and other target groups; the aim is to fill MaxEva with these campaign results
6. Mobiel 21 will advise companies and cities to use MaxSumo in their mobility management activities. At the moment, Mobiel21 has contacts with one big company in Belgium active in the MM-field that is interested to introduce MaxSumo and use MaxEva.
7. Currently Mobiel 21 uses the MaxSumo evaluation framework in an EU-Steer project called Bambini; Mobiel 21 is work package leader of the WP on evaluation. All demonstrators are requested to use the MaxSumo framework.
8. For December 2009, Mobiel 21 and MAX partner Traject have planned a meeting with the Belgian Regional Transport Government where they will discuss the possible introduction of MaxSumo in specific Flemish subsidy programs for mobility management actions. They will also discuss the opportunity to organise training sessions towards mobility managers from cities and organisations.

ILS:

9. ILS has been involved in the development of mobility management schemes in Germany at the federal as well as at the regional and local level for many years. During the MAX project ILS often showed stakeholders in the field the benefits they will gain from using the MAX tools. Meanwhile there seems to be a higher awareness that using the MAX tools and especially MaxSumo and MaxEva will support the stakeholders in implementing mobility management measures more efficiently. ILS will continue to promote the MAX tools in Germany.
10. As partner in the EPOMM PLUS project ILS will focus their efforts on including the MAX tools and especially MaxSumo and MaxEva into the current Federal action programme "effizient mobil", which should become a precondition for funding the implementation of good mobility management concepts in Germany.
11. Furthermore, currently there are ongoing discussions to develop a Mobility Management Masterplan at the Federal level in Germany; ILS supports the development of such a Masterplan, and is also working on including all the MAX tools into this Masterplan (if this long-time perspective actually will be developed)
12. Additionally, ILS will set a link to the MAX tools at the EPOMM website on their mobility management platform www.mobilitaetsmanagement.nrw.de, the only website in Germany which promotes and informs about Mobility Management in a broad way.

TRIVECTOR:

13. Trivector is number one in Sweden in sustainable transport and Mobility Management, and introduced the concept of Mobility Management in Sweden, and later on also took the evaluation method from the former EU project MOST, MOST-MET, and convinced the national road administration to adopt it and use it. This resulted in an enhanced version called SUMO. (SUMO has up until now been used for evaluation in more than 100 mobility management projects in Sweden) SUMO was then brought back to the European community in the MAX project where it was further enhanced into MaxSumo. In this work Trivector played a major role. It is now natural for Trivector to take MaxSumo and promote and market it and use it. Trivector has already used the new version in several educations and also projects. MaxSumo is used and will be used instead of SUMO in Mobility Management projects in Sweden.
14. The database MaxEva, where the project management and the programming also was made by Trivector, will also be marketed by Trivector. Some years ago Trivector made the specification of a similar database for the national road administration in Sweden. This work made it possible to develop MaxEva in such a short period that was available in the MAX project. Now Trivector will be very glad to use this new MaxEva database, and will try to sell it to their customers.

15. The MaxSem tool has already been used by Trivector in some travel surveys, the quality management tool MaxQ in two commissions so far. Trivector has also already had discussions with customers on the use of MaxLupo.
16. Trivector is also part of several national and international research projects where the MAX-tools will be introduced.
17. All the Max tools have been presented by Trivector in a seminar in October 2009 to the national road administration. In November Trivector held a presentation on the SWEPOMM seminar, and there are to other seminars planned in December. In January 2010 the tools will be presented by Trivector at the biggest yearly national Swedish transport event, Transportforum.

ETT:

18. When working with cities, ETT will actively promote the usage of all the MAX-tools from the start of the project, and even at tender level as an extra benefit:
    - ETT will ask these cities to use MaxSumo and MaxEva in the evaluation of the implemented measures
    - For cities who are interested in deepening their knowledge in making campaigns and how to integrate MM in land use planning, ETT will give special training and advice based on MaxTag and MaxLupo.
    - For advanced cities in Mobility Management, ETT will promote MaxQ as a way to take the MM-implementation to a higher quality-level.
19. ETT will also start using MaxSumo in their own projects.
20. ETT will also distribute MAX brochures through mass mailings and at events, presentations, etc.

Napier (NU)

21. NU has already started using MaxSEM and MaxSumo in projects such as the Scottish Smarter Choices Smarter Places project in Falkirk in Scotland and in a large Climate Challenge funded MM project with employers in Edinburgh. In other projects it will adopt the MaxSumo methodology and encourage others to do so.
22. NU plans to distribute MAX brochures to local authorities and transport consultancies via a mass mailing in 2010 as well as via events, presentations, etc, and through NU's own networks.
23. NU will continue to incorporate MAX into its teaching via, for example, its transport psychology and transport policy modules at both undergraduate and postgraduate level. Teaching material will also be made available to other transport teaching universities in the UK.
24. At the international level NU is adopting element of the MAX approach and findings in new MM projects such as the STEER project Active Access.
25. At training events NU will ensure that MAX ouputs are highlighted wherever they are relevant.

UCLAN:

26. UCLAN will continue to incorporate MAX into UCLAN's teaching
27. UCLAN will include the MAX tools as suggestions in UCLAN's recommendations of project reports (for example where project results suggest measures to reduce car use)
28. UCLAN will circulate details of MAX tools among peers and practitioners through UCLAN's networks

TALLINN:

29. Since October 2008 Tallinn is participating in the CIVITAS MIMOSA project, and within this project 10 different measures are being implemented in Tallinn. One of those measures is specifically directed at the development of Mobility Management in Tallinn. Within this measure various MM activities, campaigns and events will be designed and implemented. MAX tools can be used while designing, implementing, monitoring and evaluating these MM activities in Tallinn.
30. Furthermore, TALLINN will contact Measure Leaders in the other MIMOSA partner cities that are in charge of implementing Mobility Management measures and forward them information about MAX tools.

31. In addition, TALLINN will inform the MIMOSA project Dissemination Managers (in partner cities) and Communication Group members of the possibilities of MAX tools and their availability at the EPOMM website.

ÖNORM:

32. ÖNORM will continue to raise awareness within their networks regarding the benefits of Mobility Management in general and also regarding the MAX-tools. (By implementing the CEN-workshop MOBIMA this process of awareness raising has already started, and the discussion within CEN resulted in the idea of establishing a new CEN-committee that shall deal with the topic of mobility.)

CNRS:

33. CNRS cooperates with CERTU (the French member of EPOMM) regarding the promotion of MAX results in France
34. CNRS will continue to promote MAX through master degree courses at the University (in transport and city planning diplomas)
35. CNRS will send the MAX brochure to other French universities dealing with transport
36. Dissertations in the fields of MM and city planning will be an opportunity to apply some results from MAX (one of such dissertations is already ongoing in cooperation with one of the main French consultancies specialised in soft modes measures)

UPCR:

37. UPCR is in the process of informing the newly created Ministry of Environment, Energy, and Climate Change on the usefulness of MAX tools

UMAG:

38. Depending on external administrative decisions regarding schedule, UMAG will integrate the results of the Mobility Management Project MAX within education concerning environmental and social psychology. The results of the project will be introduced as an effective tool to change mobility behaviour. Further use of the MAX project results through students in bachelor exams might be considered depending on students' amount of interest but UMAG will offer that specific topic nonetheless.

LyleBailie:

39. LyleBailie are currently tendering for two projects one for the Northern Ireland public Transport system and one for Travelwise (a UK government sustainable transport organisation). In both tenders LyleBailie have used and recommended MAX and the MAX Tools to be used particularly MaxSem, MaxSumo and MaxEva. LyleBailie believe that the knowledge of MAX and its excellent toolkit will give them the edge over their competitors.

12 Recommendations

The MAX project has succeeded in bringing together researchers and stakeholders from throughout the EU in an effort to extend the research on MM and to develop practical tools that can be used to improve the effectiveness of MM measures programmes. But there is still much work to be done

This chapter presents recommendations form the MAX-team for future research as well as the use and updating of the MAX tools. The first section presents technical (content related) recommendations and the second summarises important lessons leaned in managing the project.

12.1 Mobility Management recommendations

The MAX team has developed the following recommendations for improving the effectiveness of MM measures and programmes:

12.1.1 Use MAX-developed MM-tools

The tools developed by MAX can be used by practitioners all over Europe to enhance the process of Mobility Management in all the stages of their work: policy setting, planning/strategy, implementation and monitoring and evaluation. These tools are designed to help both newcomers in the field and experienced users.

The wide use of these common tools is important, because it will make comparisons and benchmarking between several countries and MM programmes possible. This has the potential to trigger the further development of MM measures.

It is also clear that some of the tools provide the means, and opportunities, for faster and broader dissemination of mobility management in general and its component parts.

12.1.2 Work towards European MM standardisation

The tools in MAX will provide the foundation for an evolving standardisation of how Mobility Management is utilised in Europe. These tools have a solid basis and pedigree: for example MaxSumo is based on the former EU-project MOST, user experience from Sweden and new research carried out in MAX.

Standardisation means continuity. And continuity will be created through the fact that the administratorship of the tools will be handed over to EPOMM. In the new EU-project EPOMM-PLUS there will be possibilities to promote the further use of MAX-tools through training sessions, conferences, publications. The network of EPOMM-PLUS is especially well placed to continue MAX work because it covers the majority of EU member states and includes government contacts in a position to recommend the use of MAX tools to regional and local governments and to other MM stakeholders in their countries.

A first step was that the MAX final conference in Cracow included the whole EPOMM-PLUS consortium as well as the EPOMM-members. After the full presentation of all Max-tools the spread of the MAX-tools in the individual countries was discussed in an interactive workshops

In its board meeting of 2 October 2009 EPOMM endorsed the plan to make the MAX-tools a central part of EPOMM

EPOMM-PLUS has partners in 21 EU-countries and will disseminate the MAX-tools by the way of national and international workshops and e-news to all of these countries

EPOMM-PLUS will maintain contact with at least 20 ongoing EU-projects, with as one objective, to encourage the use of MAX-developed tools

EPOMM-PLUS will take up the training materials from MAX and use them in the trainings to be offered during the project.

EPOMM will lobby for the use of MAX-tools on the European level – starting with a first public event in Brussels on 1 December 2009 and with a reaction to the just (30 September 2009) released Communication from the European Commission: "Action Plan on Urban Mobility". In this it will incorporate recommendations from the MAX project. The work will be continued in further communication and lobbying plans.

It is planned, that EPOMM will continuously maintain and adapt the MAX-tools so they remain up to date.

EPOMM will aim to address the many open questions and to follow up on the recommendations of MAX – it is planned that it will become part of the work programme of EPOMM for the coming years.

12.1.3 Encourage support for MM at all levels of government

MAX has spent several years producing its outputs, which give detailed guidance to policy makers and practitioners not only on how to improve MM practice, but also on how to raise awareness and acceptance of the concept of MM and its component parts. There is clearly then an important role for different levels of government, and other actors, not only in using the MAX outputs, but also in raising awareness of these outputs.

At the European level, the EU – primarily through EPOMM and the IEE STEER project EPOMM-PLUS – has an important role to play in making more people aware of the outputs from MAX, helping them to understand how and where they can be applied, and building acceptance for their use. The MAX team recommends that use of MaxSumo and MaxEva be obligatory in European projects that work in the field of Mobility Management.

National governments, especially those involved in EPOMM, should try as far as possible to both disseminate the outputs from MAX, and to recommend their use in developing, evaluating and monitoring MM projects. In particular, if it is possible to give lower levels of government and other actors (e.g. private developers) incentives or disincentives that encourage or require them to use tools such as the MaxLupo, or MaxEva, this would be highly beneficial.

At the regional and local level, we recommend that **cities** all over Europe are made aware of and encouraged to use the MAX tools – which is most likely to occur if there are incentives and disincentives that encourage them to do so. This will provide possibilities not only to adopt a more standardised approach to the measures, but will also form a base for benchmarking MM measures at the national and European levels.

12.1.4 Increase awareness of MM

The benefits of mobility management and strategies for implementing MM measures and programmes are not well understood in all parts of Europe. This is a problem because MM is an effective and cost efficient concept to improve transport system operation and increase economic and environmental sustainability. Therefore the MAX team recommends programmes to increase awareness of MM using ideas such as:

Training programmes

Raising awareness amongst different groups, especially beyond the traditional MM and transport planning community – for example among all stakeholders in the building permit process

Identifying local authorities that are willing to take a step ahead of the others – that would like to be "pathfinders" for other cities

Inviting national or international experts to participate in local MM planning processes.

Lobbying, raising awareness on the needs and benefits of changing law and policy to improve the effectiveness of MM – for example by encouraging the integration of MM into general transport plans.

12.1.5 Raise awareness of the benefits of non-motorised transport

Many forms of non-motorised transport have a negative image especially in countries where there was limited access to private automobile transport in the past. Therefore, it is essential to raise the image of cycling and the awareness for the problems caused by motorised traffic before the start of building new cycling infrastructure.

12.1.6 Monitor usage and improve MAX developed tools

Recommendations for the **future administrators of the tools** (which for the foreseeable future will be EPOMM), made by the MAX-partners but also during the MAX final conference:

Monitor and evaluate the usage of the tools – quasi apply a MaxSumo-process for the management of the MAX-tools. Are the tools used, how much, why? Are they easy to use and useful? Does it help new users or is it just used as a tool for users that already know MM and just switch the tool? Are the links between the tools clear to the users?

Organise trainings for the use of the tools – and develop a "train the trainer" programme for each country

Encourage ongoing or future EU-projects to apply the tools

Continue the translation work and adapt the tools to the political context of each country

Use the feedback for continuous improvement

Critically apply MaxSem and seek to achieve more refined stage diagnostic questions and define and develop suitable MM measures for each stage in cooperation with further research projects

Try to improve the quality process towards an auditor system similar as in BYPAD (Bicycle Policy Audit) so that there will be certified auditors, regular trainings and continuous development.

Try to improve the ratings of MaxExplorer through the data-feedback from the MaxEva-database – install a feedback process

12.2 Recommendations for further research

Use data obtained through MAX for further research

Many of the Max tools will, if they are well-used, provide new knowledge about the effects of MM measures. The outstanding example for this is the MaxEva database, which will form a base for new research on the effects of different MM measures. These data should be made accessible for researchers and used for further research – also, as described above, for further development of the MAX-tools.

Proceed to further develop a predictive assessment tool

It was not possible to solve in detail the development of a precise predictive tool, and – given the complex nature of MM and behaviour change – it might never happen. But in many MM-segments it is possible to come close to it. This has been attempted by MAX via developing MaxExplorer and also for at least one example, the MaxImise-demonstration tool – making predictions for personal travel planning. Both the MaxExplorer and the nucleus MaxImise-demonstration tool should be refined with help of the accumulation of experience and suitable data by the MAX-tools. Details are described in chapter 10 on the MaxImise tool.

Expand MaxEva and MaxSumo to a wider use beyond their current scope

MaxEva can be expanded to incorporate an even wider range of MM-projects.

Both MaxEva and MaxSumo could also be expanded to uses beyond MM – for example into road safety projects (this has already happened with the SUMO in Sweden).

Research open questions for campaigns

The hypotheses on the cultural differences could not be proven and need further exploration

The long term impact on behavioural change of connecting school education with MM and campaigns is as of yet unknown – long term studies would be of interest for this – the MaxEva-database, if maintained for a longer time, could help

More general recommendations for further research in mobility management from the EPOMM task force

The EPOMM task force on mobility management, largely constituted of MAX-partners, in April 2008 formulated the following main open research topics in the field of mobility management:

1. Better incorporation of MM into transport policies

This topic addresses the question on how MM can be more widely incorporated into transport policy on all levels to increase its use – such research should also include the role within this of training and incentives.

2. Usefulness and effectiveness of MM

It is still not well answerable how useful and effective MM is – although this is the main question asked by potential financiers. The most significant gap remains the lack of consistent comparable data on the impacts of MM measures, in spite of the creation of a number of evaluation framework and guides. In addition, the statistical reliability of the data that are available can be questioned.

3. MM in tourism and leisure

There are a number of MM applications in tourism, however, results are not well known and the practise is not widely spread. As leisure trips are a growing segment of transport, research in this field would be useful.

4. Impact of MM measures in combination with conventional traffic measures

It is very difficult to know whether MM measures increase the impact of conventional measures such as new cycle or public transport infrastructure, new public transport services or congestion charging when implemented at the same time. The question has been researched partly in MAX WPA, without conclusive results. MaxEva could deliver reliable data to treat this topic.

5. Marketing MM within/ to non-transport organisations

There is not much knowledge about the awareness, concerns and the ways to motivate non transport organisations to take up MM. This concerns three types of organisations:

1. Developers of property and owners of property with issues such as: limiting parking, links to public transport, MM connected to building permits, etc.
2. Employers responsible for a specific site (e.g. facility management): mobility plans, parking solutions, area wide approaches (e.g. in relation to road works).
3. Employers and employees associations such as chambers of commerce of trade unions: working hours and travel allowances, ITS, communication / Public Relation.

6. New target groups for MM

New target groups in Europe are two growing groups: elderly persons and migrants/immigrants. On elderly persons, some research data are available, on migrants hardly any.

The MAX-team provided tools to deal with some of these research questions, but it could not provide in-depth answers. Therefore these research topics remain valid. Details on these six topics and how they were selected can be found in the task force report on the EPOMM-website.[1]

[1] EPOMM Task Force Mobility Management Policy and Research (Posch, Faivre d'Arcier, Kemming, Lep, Puig-Pey, Ljungberg, De Tommasi, Van Tilburg, Rye), report written for the EPOMM-Board in April 2008, http://www.epomm.org/downloads/TaskForce.pdf, retrieved 25 October 2009

12.3 Administrative lessons learned

This section describes lessons learned in managing the MAX project. The goal is to help improve the quality of future research projects especially in the area of MM.

Development of a PAT (prospective assessment tool) is highly challenging

The MAX-team failed to develop the PAT. In the opinion of the MAX team is there are two reasons for this:

1. the state of the art delivered the surprising result that almost no reliable evaluation data were available.
2. the task is highly complex and goes well beyond what such a consortium can deliver. This was greatly underestimated at the time of the submission of the proposal

These two factors should be taken into account when evaluating any future research proposals or when starting such a research programme.

Translation needs additional editing and management efforts

MAX decided to translate a large amount of material. The translation was done by professional translators, which were subcontracted through Cracow University. Several problems developed:

- a detailed plan was made for the translations – delivery of the English texts, translation and editing time. But when deadlines for deliverance of the originals were not kept, the whole agreement came apart, as there was no contingency plan for such delays.
- The translations used highly specialised terminology – and this needs editors that are native speakers AND that know the field. In some cases, several persons in the country had to be consulted to determine one expression – and this terminology needs to be consistent. So the translation has to plan for such editing processes
- Dealing with a translation and editing process with 13 documents in up to 15 languages is dealing with 15 editors, 15 translators and on top of that 13 authors, sometimes author teams. This is a management project in itself and should be taken into account.
- It might be considered to have an extra translation phase in a project, as it would have been much better to have all documents finished and only then started with the translation – now changes (for example in the names of the tools) had to be incorporated after the translations had already been made – and terminology is not always consistent throughout all documents.

The communication and managing effort was very large

An integrated project with in the end over 30 partners (beyond the project partners several subcontracting partners were included) produces an enormous amount of communication – through e-mails, phone calls, meetings, meeting minutes etc. Officially, the management effort is kept low and lies only with the coordinator – and was fully necessary. However, all other communication efforts by the partners are “hidden” in the hours of WP-work. Some estimated that this was up to 20% of the work.

Additionally, the project functioned as a group of 4 projects that worked in parallel, but had to be integrated and coordinated according to one big schedule. Many reports had to be refined over and over again. This also required a huge management effort.

In the finalisation phase, multiple delays in some parts in combination with the need to simultaneously handle the unexpected difficult translation and editing process, the organisation of the final conference, the development and integration of the MM-tools part on the EPOMM-website led to a very work-intensive summer – in which not all goals could be achieved for 100%.

As the full MAX suite of tools only came online at the very end of the project, it was not possible to test the use for this suite of tools.

It is recommended

- not to have a three-year integrated project finalise in September – it is a very impracticable month due to the Summer recess
- to foresee a larger management budget for managing integrated projects (10% at least)

13 Project objectives and major achievements during the reporting periods

This is the Peroidic Activity Report on the last year of MAX, covering the period from October 2008 until October 2009. It demonstrates the progress in the Work packages.

13.1 Main achievements in the project period

Reporting period October 2006 – September 2007: main achievements

The main achievements of the project in this period were:

- Establishment of the management procedures and management of the project
- Dissemination Plan
- Comprehensive State of the Art Analysis
- Definition of Mobility Management and Mobility Management Measures
- Comprehensive Research Plan

Establishment of the management procedures and management of the project

From 15-17 November 2006, the **kick-off meeting** was held in Graz. This involved long preparations that already had started with pre-project meetings around the European Conference on Mobility Management in May 2006. The meeting helped to bring all partners to a common understanding of MAX (that had been written almost two years before the kick-off), it established a work programme, a detailed timetable until the next project meeting and a rought timetable for the rest of the project. It set all WPs on a clear working course and – through separate WP meetings – established the content WPs (A, B, C, D) as working groups.

WP 0 developed a **reporting and communication structure** consisting of:

- **The website** with address database including addressing automation for addressing e-mails at the whole consortium or subgroups of the consortium, document library, download center. This was continuously updated with meeting minutes, reports, documents
- **Templates** for reports, logos, activity, progress and budget reporting – put to use for the activity reports
- **Quality assurance procedure** including a Quality Guidance document, detailed effort estimates and a reporting timetable

Unfortunately, a large effort also had to go into the **amendment procedure** – as in between the process the financial officer changed.

WP 0 wrote, based on the reports of the partners in their progress reports, the **Interim activity report.**

WP 0 organised, together with the hosts AUTH (the WP2 leader) the **2nd Management Committee, Project meeting and Workshops** in Thessaloniki from 25-27 April 2007. Here, the State of the Art results were presented and discussed, the process for the making of the individual WP Research plans and the Comprehensiv Research Plan was defined.

WP 0 leader FGM-AMOR received the advance payment and carried out the **distribution of payments** to the project partners (along with accompanying information flow on updated bank accounts and answering questions.

Dissemination Plan

WP5 partners FIT and FGM-AMOR wrote the **Dissemination plan**, involving all partners, thus achieven a dissemination strategy from every partner and for all countries represented in MAX.

Comprehensive State of the Art Analysis

In this period, WP1 work was completed, the main achievement being the **Comprehensive State of the Art Analysis**. It build on the analysis of over 300 documents and case studies – analysed according the so called Structured Summary Reports (SSRs). In several rounds involving all content WP-leaders, Quality Assurance, the WP1 leader and the coordinator the document including the annexes (consisting of the **individual WP State of the Art Analyses**) was finalised in May 2007.

It has already been distributed through the EPOMM network and is available on the MAX and EPOMM websites.

Definition of Mobility Management and Mobility Management Measures

During the compilation of the Research plan it became quite clear that there was need for a **common definition of MM and MM measures**, as update on existing, unwieldy definitions and also to have a common terminology for all content WPs. To achieve this, a task force consisting of representants accepted by the MC was founded that finalised their work in September. The Definition is now part of the Comprehensive Research Plan (as annex E) and is already in use by some European projects.

This will be publishable result soon to be available on the MAX and EPOMM websites.

Comprehensive Research Plan

The Comprehensive State of the Art Analysis and the agreements and work plan made in the Project Meeting in Thessaloniki formed the basis of making the Research Plan. First the **individual WP Research Plans** had to be made. It involved several correction rounds. Based on this, the first draft of the Comprehensive Research Plan was made – this was already in July, well behind agreed schedule. As the report had to be completely rewritten, it was decided that the individual WP Research plans should be finalised over the Summer 2007. They were all ready by end September and form the basis of the continuing work. The **Comprehensive Research Plan** could only be finalised in November, well after the reporting period.

Reporting period October 2007 – September 2008: main achievements

The main achievements of the project in this period were:

<u>WPA:</u>

- Work of TF1 (campaign design) has been finalised and resulted in
  - a draft campaign scheme,
  - case study research of 5 good practice campaigns,
  - a literature review on marketing theory, behaviour change models, and campaign guidebooks,
  - separate papers on branding & transferability
- Work of TF2 (campaigning the campaign), TF3 (message & message-giver), TF4 (combining hard measures & travel awareness) and TF5 (combining education & travel awareness) consisted of case study research of good practice, and expert & personal in-depth interviews with different MAX partners. Results of these task forces will be available between Oct. 2008

and January 2009. The results of these task forces will be used to further refine the draft framework (i.e. draft campaign scheme) that was the result of TF1.

- Three WPA demonstrations are ongoing, and will further validate the conceptual campaign framework developed by WPA. Results will be available between October 2008 and May 2009.

WPB:

- First version of MaxSEM (i.e. the new model of behaviour change) is complete
- Work with MaxSUMO (i.e. a manual on how to plan and evaluate MM-projects) is ongoing, and will result in a paper based version, and input to the web-tool MaxSARA
- Categorisation of mobility management measures is ongoing; the results of this categorisation-work will provide input for the decision support guide, and for the MaxSEM intervention study.
- Work with MaxSARA (i.e. a web-based toolkit including the decision support guide, MaxSUMO, and a demonstration version of a prospective assessment tool) is in its initial phase

WPC:

- The prototype QMSMM has been completed and documented (July 2008).
- A survey and a focus group for the purpose of evaluating the characteristics and potential of the QMSMM have been undertaken. Their results are currently being exploited for refining the QMSMM.
- Documentation is under preparation (quality management manual and code of practice), along with supporting documents for the QMSMM.
- A demonstration of the QMSMM is currently being prepared.

WPD:

- Working Stage Analysis and Working Stage Simulation are completed (report of the WS Simulation will be ready end of September 2008).
- The first steps of the Working Stage Guidelines – 'Draft structure of Guidelines and recommendations and target groups' - were discussed at the WPD meeting in Ljubljana (21st-22nd, August 2008).

WP3:

- WP3 has, during the project, continually made changes to improve the monitoring of the project and make sure that the investigations are on track. (Examples of these changes are: tighter monitoring of the content related WPs A-D regarding their progress towards fulfilling their research plan, incorporation of more detailed objectives into the progress report template, incorporation of communication between the content related WPs into the progress report template, a separate template for reporting progress in WP5,…)

WP4:

- The work of WP4 was not scheduled to begin until April 2009, but it was decided that it would be of benefit to the whole MAX project for partners in WPA-D to begin considering the results of their work packages and how they can best be utilised, at an earlier stage of the project. WP4 has therefore deviated from the Research Plan by commencing work at an earlier date.The purpose of WP4 and its content has been communicated through presentations and discussions with all the Work Package leaders at each MAX-meeting, at a special meeting on WP4 held in London in June 2008 and through pre-reports from all Work Package leaders on the expected results.

Reporting period October 2008 – October 2009: main achievements

The main achievements of the project MAX in this reporting period were:

WPA:

- Writing of the intermediate and revised intermediate reports
- Organisation and exploitation of bilateral feed-back by external experts in WPA (guidebook testversion + questionnaire)

- Monitoring, external managing, evaluation, quality control, usage of the results and finalisation of five demonstrations (three already ongoing: Almada, COTRAL, Tallinn; and two new demonstrations: London-Hammersmith and Sint Truiden)
- Writing, editing and finalisation of all Task Force reports and belonging demonstration and case study reports of TF1 (campaign design), TF2 (campaigning the campaign), TF3 (message & message-giver), TF4 (combining hard measures & travel awareness) and TF5 (combining education & travel awareness)
- Providing input for the EPOMM e-update on travel awareness campaigns
- Submission and presentation of workshops and papers for the ECOMM 2009
- Preparing workshops and presentations at the final conference
- Writing of the MaxTag – the travel awareness campaign guideline
- Contribution to and quality control of the development of the relevant MM-tool parts of the EPOMM-website
- Writing of the final report

WPB:

- Writing of the intermediate and revised intermediate reports
- Organisation and exploitation of bilateral feed-back by external experts in WPB
- Design, development, programming, testing, and finalisation of the MaxExplorer, the webbased interactive decision support guide.
- Monitoring, evaluating, reporting, exploitation and finalisation of the Munich intervention study
- Adaptation and finalisation of the MaxSem self regulation model – the dynamic behaviour change model – as report and as tool on the MM-tool part of the EPOMM-website.
- Testing, editing, adaptation and finalisation of the MaxSumo standard evaluation tool.
- Design, development, programming, testing and finalisation of MaxEva, an interactive web-based database for collecting and comparing evaluation data of Mobility Management projects. MaxEva is the by far most complex interactive tool of WPB, and the development process needed considerable resources.
- Design, development, programming, testing and finalisation of MaxImise, an experimental tool for the evaluation of the effectiveness of MM-measures, implemented for personalised travel plans
- Elaboration of specifications for a future European Prospective Assessment Tool.
- Providing input for the EPOMM e-update on modelling, measuring and achieving behaviour change
- Submission and presentation of workshops and papers for the ECOMM 2009
- Preparing workshops and presentations at the final conference
- Contribution to and quality control of the development of the relevant MM-tool parts of the EPOMM-website, including the transfer of MaxExplorer, MaxImise and MaxEva to the EPOMM-server – again with MaxEva being by far the most complex task of the three tools.
- Writing of the final report.

WPC:

- Writing of the intermediate and revised intermediate reports
- Organisation and exploitation of bilateral feed-back by external experts in WPC
- Monitoring, evaluation, reporting, exploitation and finalisation of small scale demonstrations and the main demonstration in Kortrijk
- Testing, editing, adaptation and finalisation of the MaxQ Quality Management System for Mobiltiy Management
- Finalisation of the CEN Workshop Agreement (CWA)
- Providing input for the EPOMM e-update on Quality Management in Mobility Management
- Preparing workshops and presentations at the final conference
- Contribution to and quality control of the development of the relevant MM-tool parts of the EPOMM-website

- Writing of the final report

WPD:

- Writing of the intermediate and revised intermediate reports
- Organisation and exploitation of bilateral feed-back by external experts in WPD
- Providing input for the EPOMM e-update on integrating mobility management with land use planning
- Submission and presentation of workshops and papers for the ECOMM 2009
- Preparing workshops and presentations at the final conference
- Elaborating the full suite of materials for the website:
  - the MaxLupo Guidelines for the integration of Mobility Management with Land Use Planning
  - Compendium on site based measures
  - The report on the planning simulation workshops
  - Training and presentation materials (serving as basis for the other WPs)
  - Planning comparison per country
  - Specific case studies, fact sheets and recommendations
- Contribution to and quality control of the development of the relevant MM-tool parts of the EPOMM-website
- Writing of the final report.

WP3:

- WP3 has, during the project, continually made changes to improve the monitoring of the project and make sure that the investigations are on track. (Examples of these changes are: tighter monitoring of the content related WPs A-D regarding their progress towards fulfilling their research plan, incorporation of more detailed objectives into the progress report template, incorporation of communication between the content related WPs into the progress report template, a separate template for reporting progress in WP5
- Compilation of three- and two-monthy progress reports

WP4:

The work of WP4 was not scheduled to begin until April 2009, but it was decided that it would be of benefit to the whole MAX project for partners in WPA-D to begin considering the results of their work packages and how they can best be utilised, at an earlier stage of the project. WP4 has therefore deviated from the Research Plan by commencing work already in the second period of MAX.

- Design and organisation of internal workshop in Rome as kick-off for finalisation of the project
- Design of the MM-tools part of the EPOMM-website, including
  - Moving from a rough draft to several betaversions to a final version through a communication process with partners and external testers
  - Elaboration of a logical, user-friendly structure and navigation
  - Testing and transfer of programming of MaxEva, MaxExplorer and MaxImise
  - Final check, editing, layout and consistent naming of all the tools and materials submitted by
  - Integration of MAX –design into the EPOMM-design
  - Transfer of case studies (if suitable) into the EPOMM/ELTIS-case-study format
- Desing and management of bilateral expert and external expert contacts
- Preparing workshops and presentations at the final conference
- Writing of the (final) integrated report.

WP5:

- Update of the MAX-website
- Production of 6 e-updates in cooperation with EPOMM
- Organisation of submission and presentation of workshops and papers for the ECOMM 2009
- Production of the MAX final brochure ("lllustrative brochure")
- Organisation of the MAX final conference in cooperation with EPOMM and EPOMM-PLUS
- Production of 7 fact sheets (in 15 languages) on the main MAX tools MaxExplorer, MaxQ, MaxTag, MaxLupo, MaxSem, MaxEva and MaxSumo
- Translation and management of the translation and editing process of the MAX final products (MAX final brochure, MM-definition, Fact Sheets, MaxSumo, MaxLupo, MaxTag, MaxQ)
- Compilation of training materials
- Carrying out of two trainings of MaxSumo: within the COMMERCE project and on invitation in a workshop in the Netherlands with Flemish participants.
- General dissemination: organisation and monitoring of presence at meetings, conferences; publications, other EU-projects
- Cooperation with POLIS, Eurocities, ELTIS and EPOMM

13.2 Overview of general project objectives and current relation to state of the art

According to the Technical Annex, there are several categories of objectives

- The overall objectives of MAX
- The more detailed objectives (including a set of measurements to measure progress)
- The objcectives in the Workpackages

In the following two tables, the overall objectives and more detailed objectives are listed in the same wording as in the Technical Annex. In adjacent columns it is described, how these objectives were met within the project (some were already achieved with the constitution of the MAX-consortium).

The objectives of the Work Packages are described in the Work Package Progress Section.

Table 17: Overall objectives

Overall objectives of the project	How they were met in the project
Advance knowledge in travel awareness and mobility management building on expertise and previous research findings and own investigations	Comprehensive State of the Art report and individual WP research plans were made, Comprehensive Research plan was prepared.

Overall objectives of the project	How they were met in the project
Elaborate innovative communication strategies to achieve enhanced travel awareness and sustainable mobility behaviour	WPA has contributed to the State of the Art Analysis in this field, has prepared the individual WPA research plan, has been working on this issue, and finally produced the MaxTag – the travel awareness campaing guideline and several research reports, that help to implement innovative communication strategies to achieve enhanced travel awareness and sustainable mobility behaviour.
Further develop existing behaviour change models and assessment tools	WPB has contributed to the State of the Art Analysis, has prepared the individual WPB research plan, has been working on these issues, and finally produced and evaluated MaxSem (the new MAX Self Regulation Model), and a set of tools (MaxEva, MaxSumo, MaxExplorter and MaxImise) for evaluation and assessment of MM-measures and -projects.
Develop standardised schemes for mobility management in smaller cities	WPC has contributed to the State of the Art Analysis, has prepared the individual WPC research plan, has been working on this issue, and finally produced MaxQ – a Quality Management Systems on Mobilit< Manageement – also laid down in a European code of practise in a so called CEN Workshop Agreement (CWA), which can be used as standardised schemes for introducing QM in MM especially for small and medium size cities, but also for larger cities and for mobility management policies in general .
Elaborate integrated mobility management and planning approaches	WPD has contributed to the State of the Art Analysis, has prepared the individual WPD research plan, has been working on this issue, and finally produced easy to use MaxLupo - Guidelines for the integration of land use planning with sustainable transport planning and for the integration of MM in planning and building permit processes of a new development. It comes with a whole suite of additional helpful documents, fact sheets and planning tools.
Support the development, implementation and assessment of European transport policy	All Max-WPs not only did research, they also produced a whole suite of tools that are accessible on the EPOMM-website. This ensures not only continuous maintenance, but also continuous dissemination well beyond the project finalisation. With MaxEva, the basic tool for the buildup of a truly European database on Mobility Management projects has been laid, which in the future will improve benchmarking, analysis and predictive possibilities.

Overall objectives of the project	How they were met in the project
European-wide dissemination and awareness raising activities including best practices	The MAX final brochure has been printed in 14 languages and disseminated to all 16 MAX-countries and beyond – and it points to the relatively well known EPOMM-website that offers the MAX-tools and documentation in up to 15 languages. MAX has collected a host of over 50 case studies as best practise examples, and with MaxEva aims to continue to collect best practises in a benchmarking system. Following the dissemination plan, MAX was marketed on many conferences, in several international trainings, on 11 universities. The material will be maintained and upgraded by EPOMM, well beyond the finalisation of MAX:
Efficiently and professionally plan, realise, manage and control the activities within MAX	WP0 has set up the necessary management structures (management committee, hierarchies, website, communication agreements, reporting templates, detailed time plans etc.), carried out a kick-off-meeting, and six additional management committee meetings. With WP3, it has set up a detailed and efficient monitoring system. In the difficult final phase of the project it communicated with quality control and the WP4-leader in weekly or biweekly phone conferences. The project has been extended by one month but has met all its targets and produced tools that go well beyond the original planning.

Table 18: More detailed objectives

Objectives	Implementation and measurement	Implementation within the project
Provide a lean and optimum management of MAX with little resources	• Established internal web site used for project management • personal commitment of the MAX consortium to guarantee that experts will work on MAX within the involved organisations • Quality assurance to identify barriers early on in the project process • Only 10% of the total budget is spent for management	• WP0 established the internal web site • In the regular work it was assured that experts do the work on MAX within the involved organisations • The coordinator and quality assurance have set up and run an adequate monitoring system so that barriers could be identified • Only 4,9% of the total budget has been spent for management in the project.
Integrate and coordinate research activities in different	• Introduction of "Monitoring WPs" 1 to 3 • Coordination is by AMOR, very experienced in project management of	• Monitoring system (at least 3-monthly, 2 monthly in the last six month of the project) has been established and carried out by WP3

Objectives	Implementation and measurement	Implementation within the project
areas within MAX to gain optimal synergies between TA and MM	similarly complex projects in the field • Independent Quality Control by partner Napier University, experienced in both mobility management and travel awareness • Workshops between content related WPs A to D that provide the basis for fruitful exchange • Continuous "bilateral" contacts and discussions between the leaders of the content related WPs A-D	• AMOR is coordinating • Edinburgh Napier University is responsible and active in Quality Assurance • Several meetings have been conducted: Kick-off in Graz, MAX meetings in Thessaloniki, in Leuven, in Rome, and in Krakow, and several additional meetings, e.g. in Dortmund, Almada, Athens, Madrid, Vienna, Edinburgh, San Sebastian, Ljubljana, London • The leaders of the content-related WPs, Qualtiy control, and the coordinator are in continuous contact via email and telephone
Avoid the repetition of previous research done and add value	• profound state-of-the-art analysis • include several experts in each research area • Integration of partners, that have been involved in preceding projects (TAPESTRY, MOST, INPHORMM, CAMPARIE, MOMENTUM, OPTIMUM, QUATTRO etc.)	• Over 300 documents and case studies have been analysed in the State of the Art report • External experts were invited to the meeting in Thessaloniki and have been involved (via focus-groups, questionnaires, workshops, in-depth interviews, etc.) in the work of the WPs A-D during the research and investigations-phase of the project. • These partners are part of the MAX Consortium
Fill identified research gaps and answer open research questions	• gap analysis on the basis of the state-of-the-art • Include only few but targeted demonstrations and rely mainly on experiments, surveys and interviews. Some matched samples, which will go further in-depth. • focus on four different research areas, that have been identified by preceding projects as holding potential for further insight • exploit campaigns and research in non-transport areas and transfer knowledge	• Gaps have been analysed in WP1 and all content WPs, and formed the basis of the research plan elaborated in WP2; this was the basis for the research in MAX. • Demonstrations were aligned according to Research Plan needs, other case studies to be analysed were selected. The comprehensive research plan defined a range of experiments, surveys, interviews, and focus groups. • MAX has the four content related WPs A-D • In the state of the art and the research-work in WPA, WPB, and WPC campaigns and research in non-transport areas were used.
Achieve transferability and generalisability of results	• Investigate experiences with campaigns in health, energy, tourism, elections etc., and apply and thoroughly test these approaches for sustainable transport • include cultural expert to address transferability issues • include small sized demonstration cities	• WPA and WPB investigated experiences with campaigns in health, energy, tourism, elections and applied and thoroughly tested these approaches for sustainable transport • WPA has included a cultural expert as subcontractor • Demonstrators Tallinn, Kortrijk, region Lazio, London-Hammersmith, Munich, Sint

Objectives	Implementation and measurement	Implementation within the project
	from different parts of Europe • include partners from new Member States in important roles	Truiden and Almada were included in the research; – WPC has investigated with more than 40 cities from all over Europe, WPD has conducted planning simulations in Cracow, Dortmund, Ljubjana, Madrid, Vienna and Vilnius. • Uni Maribor is WPD-leader, simulations in WPD took place in three new member states, Tallinn was a main demonstration site for WPA, every WP took relevance for new member states into account, final conference was held in Cracow, and the results of MAX were translated into Czech, Estonian, Hungarian, Lithuanian, Polish and Slovenian

Objectives	Implementation and measurement	Implementation within the project
Enhance the publicity of "soft" measures such as mobility management and travel awareness	• Survey among transport planners, policy and decision makers to identify their requirements with respect to knowledge about mobility management and travel awareness • Ambitious dissemination approach addressing a wide variety of target groups	• Such surveys were part of the Research Plan, and have been conducted by WPA • Dissemination plan is up to these specifications, translation was done into 14 languages, MAX brochure sent out to all MAX countries and beyond, EPOMM newsletter (with rising readership sent out to 3500 addresses, a variety of conferences, projects was addressed and a variety of publications was achieved by the by the dissemination activities of MAX.
	• Reach all European Member States as covered by MAX (16) for the survey	• There was a whole range of surveys. All 16 states were reached by them.
	• Hold presentations at relevant conferences in different countries	• There were several presentations and workshops at the ECOMMs 07, 08 and 09, and a range of other conferences – see complete list of Dissemination Activities in chapter 3.5
	• Publish more than 20 articles in expert journals	• 11 articles have been published, 6 more are being written or hava already been submitted, further arcticles are under preparation – see complete list see complete list of Dissemination Activities in chapter 3.5
	• Have at least 50 external participants at the final conference + an additional 20 from Poland	• The final conference was held jointly with the EPOMM-PLUS and OPTIMUM networks plus Polish participants in Sept. 2009. 50 external participants and 70 experts from Poland attended the final MAX conference.
	• Reach 20.000 future decision makers with the study material for 2000 related universities	• Training from 9 of the 11 MAX Universities will be available on the EPOMM-website (country pages under preparation by EPOMM-PLUS) and trainings for all MAX-tools are available on the MM-tool part of the EPOMM-website. Once ready, it will be sent out by the ELTIS-newsletter.
	• Have relevant outcomes translated into up to 8 languages and widely spread	• Relevant outcomes (brochure, MaxQ, MaxLupo, MaxTag, MaxSumo,fact sheets, definition of MM) were translated into up to 14 languages. The brochure was printed (13.500 copies) and disseminated through MAX and EPOMM networks. All is disseminated electronically through the EPOMM-newsletters and website and through the POLIS, Eurocities, and ELTIS networks

13.3 Most important problems and corrective actions undertaken

13.3.1 Problems and corrective actions undertaken in the period 1 October 2006 – 30 September 2007:

WP	Problem	Corrective action
WP0	According to the DoW, activity reports are to be delivered within the last month of the activity period (e.g. months 6, 12, 18 etc.) This is not possible, as the report can only be made when the period has ended	Activity reports will be delivered one month later, time schedule will be adapted
	According to the DoW, there is one Midterm report. According to the contract, annex III, there is an annual review. This was discovered only in October. Neither Time Planning nor travel budgets are adapted to the annual reviews	Agreement to be reached with reviewers and project officer on how to proceed
	Collecting and checking all the reports (budget, personmonths, progress, C-forms) from 25 partners proved to be extremely time consuming and impeding the writing of the report.	This process will be improved through optimum preparation of the project secretariat and intense accompanying of the process through follow-ups via telephone and e-mail
	Due to the delay in the Comprehensive Research Plan, a thorough quality check of Inception Report, Periodic Activity Report and Periodic Management Report could not be made	Reporting for the next activity reports will start earlier, without waiting for other reports
WP1	Comprehensive State of the Art report (D.1.1) was delayed by one month	WP2 could still commence in time, as drafts were already usable
WP2	Invitation of the external experts turned out to be very problematic and time consuming, the list was delayed, since the list has constantly been changing as partners had no clear picture of what kind of expert background will be required in their WPs. Consequently , experts were invited too late and and availability was changing, further aggravating the problem.	Three experts (for WPB, WPC, and WPD) finally attend the WP2-workshop in Thessaloniki, all provided valuable input. For the next workshop, in Month 30, the process of invitation will start longer in advance.
	AUTH (Univerity of Thessaloniki) had to severely reformulate the Comprehensive Research Plan twice, which led to a severe delay (also due to the summer break, that intervened in the timing).	The CRP has now been delivered, problems were resolved in a letter exchange and a telephone conversation between AUTH and the coordinator in November 07.
WPD	CUT (University of Cracow) hardly participated in the reporting period, due to administrative problems and capacity overload.	This was resolved in a meeting with the coordinator and WPD leader in Graz in October 2007

WP	Problem	Corrective action
All	It was problematic that MAX had to catch up one month: the official starting date of the project was 1st October 2006. The real starting point of the project for many was more in November 2006.	The content WPs are now already working on the Research Plans that are operating as planned, therefore there should be enough time to incorporate any recommendations from the review.

There are two other general problems that relate to all workpackages of MAX:

1. Some of the university partners of MAX severely overdraft their personmonth resources. However, in terms of cost, they remain entirely within plans and all have consumed less than 30% of their monetary budget, except for UCLAN.

2. Many partners (especially with a small share of the budget) have consumed a higher than planned part of their travel budget.

The following table gives for these MAX partners, who have spent already more than 30% of their person-month budget and/or other-cost budget, an explanation of the reasons for these disproportionate spending and related contingency plans. All partners affected have accepted the suggested shifts and declared they will cope with them. In general, the coordinator will closely monitor budget use developments and if necessary, request an amendment after the second period (in Month 25 = October 2008).

Partner	Budget spent in the first period	Reasons for disproportionate spending	Contingency plan
AUTH	40% of the labour costs	· AUTH has a large part of work within WP2, which almost entirely falls into the reporting period. · The workshop experts for administrative reasons were not paid from the subcontract budget, but hired as short time employees on the University payroll.	Since labour cost spending of AUTH is largely on plan and it is expected that AUTH will remain within the budget limits set, there's no corrective action necessary.
	62% of the budget for other costs	· The flight costs for the contractors and the workshop hosting costs were not paid from the subcontract budget. Else the budget for other costs would only be at 36%. · For the first meeting in Graz the full team (four persons) had to take part on relatively short notice, which in follow up meetings was no longer necessary.	It is suggested that the subcontract budget is reduced accordingly by the sum of 2807+2205=5011 € and that this sum is added to the "other cost" budget. With this internal shift in categories, the remaining other cost budget would then be 64% of the planned budget which AUTH expects to be sufficient for the rest of the MAX project

Partner	Budget spent in the first period	Reasons for disproportionate spending	Contingency plan
ETT	52% of the budget for other costs	· The costs for hosting the Madrid meeting (2086 Euros) were not planned in the original proposal. · In the submission of the proposal, the general rule was that "other costs" would amount to 10% of all costs. As ETT has a relatively small budget but is nonetheless member of the Management Committee, the budget will not be sufficient to cover all necessary travel costs.	It is suggested that the "other cost" budget is increased by 5000 Euros, and the labour cost budget decreased accordingly . With this internal shift in categories, ETT expects the other cost budget to be sufficient for the rest of the MAX project.
UCLAN	44% of the labour costs	· UCLAN is mainly engaged in WPA stage one. In the overall work plan UCLAN is not engaged much after the first 18 months. That is why it looks such a high proportion! · UCLAN had to do extra work that was expected from the subcontractor WHO. The WHO for internal reasons can only start the work in 2008. · UCLAN had to do a larger part of the work than planned in the first period.	It is already agreed with the WHO that their subcontract budget is reduced by the sum of 5000 Euros and that this sum is shifted to UCLAN, to be used for "other cost" and "labour costs" according to the MAX project needs. With this internal shift in categories, UCLAN expects to have sufficient budget for the rest of the MAX project, and the WHO will be able to fulfill their tasks for the MAX project.
	44% of the budget for other costs	· In the initial phase, special software and hardware for the project had to be acquired, that will be used for the whole project duration · In the proposal phase UCLAN was not programmed/budgetted to attend meetings after Month 17 (February 08). However, it is desireable that UCLAN can attend meetings through the project to retain continuity and help to improve the overall project outcomes. · In the submission of the proposal, the general rule was that "other costs" would amount to 10% of all costs. As UCLAN has a relatively small budget and an unexpected high presence of UCLAN was demanded at meetings, the budget will not be sufficient.	

Partner	Budget spent in the first period	Reasons for disproportionate spending	Contingency plan
Uni Maribor	70% of the budget for other costs	· The costs for flights from Slovenia are higher than from other countries · In the submission of the proposal, the general rule was that "other costs" would amount to 10% of all costs. As Maribor is WP-leader of WPD and has to attend many meetings, this budget will not be sufficient.	It is suggested that the "other cost" budget is increased by 8000 Euros, and the labour cost budget decreased accordingly. Uni Maribor needs less labour then originally planned, and has already reduced its share in the amendment of the project. With this internal shift in categories, Uni Maribor expects the other cost budget as well as the labour budget to be sufficient for the rest of the MAX project.
UMAG	28% of the labour costs but 44% of the personmonths	· When the project was submitted over 3 years ago, the labour costs and budget were calculated for a more experienced person · UMAG has found a less experienced person that needs more time but costs less.	Since labour cost spending is largely on plan and it is expected that UMAG will remain within the budget limits set although it will need more labour time, no corrective actions are necessary.
Lyle Bailie	65% of the budget for other costs	· The flight costs to the Graz meeting were very high as the invitation came on very short notice and no other flights were available · Lyle Bailie unexpectedly had to cover the costs for the WARC subscription benefiting the whole consortium.	It is suggested that the "other cost" budget is increased by 4000 Euros, and the labour cost budget decreased accordingly. With this internal shift in categories, Lyle Bailie expects the other cost budget to be sufficient for the rest of the MAX project.

Partner	Budget spent in the first period	Reasons for disproportionate spending	Contingency plan
NU Napier	31% of the labour costs but 51% of the personmonths	· When the project was submitted over 3 years ago, the labour costs and budget were calculated for more experienced persons. NU Napier has found less experienced persons that need more time but cost less. · Another reason for the increase in person months was the greater than anticipated time input required for QC tasks and the MM definition task force, and covering additional countries in WP D, and ensuring that there is co-operation between the WPs.	Thus, labour cost spending is largely on plan and it is expected that NU Napier will remain within the budget limits set, although it will need more labour time. Until the end of the project, NU Napier expects to need a further 36 person months of paid researcher time and up to 6 months of time from non eligible staff (unpaid because NU Napier is on an AC contract). This means that the person months budget of NU Napier needs to be increased by 15.5 PM: +3 PM for WPB, +1 PM for WPD, +2 PM for WPC, +5 PM for WP3 (incl. QC), +3 PM for WP4, + 0.5 PM for WP5. With this internal shift in categories, NU expects the other cost budget as well as the labour cost budget to be sufficient for the rest of the MAX project.
	44% of the budget for other costs	· As NU (as organisation responsible for most Quality Assurence tasks, as MC-member and as participant in almost all WPs and as major subcontracting organisation) is required to be present at a very large number of meetings, travel costs in the first period appear to exceed plans. However, tight monitoring of this cost development should assure that NU will manage with the budget left.	
CNRS	49% of the budget for other costs	· In the submission of the proposal, the general rule was that "other costs" would amount to 10% of all costs. As CNRS has a relatively small overall budget, the budget for other costs will not be sufficient. · Moreover, CNRS has to be present at more meetings than planned	It is suggested that the "other cost" budget is increased by 3000 Euros, and the labour cost budget decreased accordingly. With this internal shift in categories, CNRS expects the other cost budget as well as the labour cost budget to be sufficient for the rest of the MAX project, since CNRS plans to recruit students for small duration contracts to help with part of the work for MAX.

Partner	Budget spent in the first period	Reasons for disproportionate spending	Contingency plan
VGTU	98% of the budget for other costs	· In the submission of the proposal, the general rule was that "other costs" would amount to 10% of all costs. As VGTU has low labour costs and accordingly a quite small overall budget, the budget for other costs will not be sufficient. · Moreover, VGTU has to be present at more meetings than planned	It is suggested that the "other cost" budget is increased by 5000 Euros, and the labour cost budget decreased accordingly . With this internal shift in categories, VGTU expects the other cost budget to be sufficient for the rest of the MAX project. However, the labour cost budget might not be sufficient, and in this case, VGTU would ask for an amendment.
AGENEAL	85% of the budget for other costs	· In the submission of the proposal, the general rule was that "other costs" would amount to 10% of all costs. As AGENEAL has a very small overall budget, the budget for other costs will not be sufficient - in fact one trip (to the kick-off-meeting of MAX) already consumed almost all the other cost budget.	It is suggested that the "other cost" budget is increased by 3000 Euros, and the labour cost budget decreased accordingly. As AGENEAL represents Almada in meetings, a possible payment of travel costs by Almada will be considered in the following periods. With this internal shift in categories, AGENEAL expects the other cost budget as well as the labour cost budget to be sufficient for the second period of the MAX project for AGENEAL and ALMADA. A shift in resources from other partners to cover eventual travel costs will also be considered and discussed before the end of the second period in order to guarantee necessary coverage in the third period of MAX.

13.3.2 Problems and corrective actions undertaken in the period 1 October 2007 – 30 September 2008:

WP	Problem	Corrective action
WP0	According to the DoW, activity reports are to be delivered within the last month of the activity	Activity reports will be delivered one month later, time schedule has been adapted in the

WP	Problem	Corrective action
	period (e.g. months 6, 12, 18 etc.) This is not possible, as the report can only be made when the period has ended	Inception Report
	According to the DoW, there is one Midterm report. According to the contract, annex III, there is an annual review. This was discovered only in October. Neither Time Planning nor travel budgets are adapted to the annual reviews	The reporting schedule has been adapted according to the reviewer's comments in the Inception Report
	Collecting and checking all the reports (budget, personmonths, progress, C-forms) from 25 partners proved to be extremely time consuming and impeding the writing of the report.	This process has been improved through optimum preparation of the project secretariat and intense accompanying of the process through follow-ups via telephone and e-mail
WP2	AUTH (Univerity of Thessaloniki) had to severely reformulate the Comprehensive Research Plan twice, which led to a severe delay (also due to the summer break that intervened in the timing).	The CRP has been delivered two months delayed, problems were resolved in a letter exchange and a telephone conversation between AUTH and the coordinator in November 07.
WPD	CUT (University of Cracow) hardly participated in the first twelfe months of the project, due to administrative problems and capacity overload.	This was resolved in a meeting with the coordinator and WPD leader in Graz in October 2007.
All	Some partners have used up a high proportion of their travel budget	They have been advised in an e-mail on the problem and asked about the consequence for their planning, all have adapted their spending plans or planned shifts in their budgets, to be reviewed again after the second period.
WP4	The concept of the workshops at the start of WP4 was deemed only to be of limited value.	The process has been adapted so that there will be many bilateral meetings with experts (meaning between one project partner and one expert at a time). In this way, much more expertise can be gathered, also in non-english languages.
WPB	There is a clear need for extra effort from partner Trivector, as this partner has the unique expertise in working with the envisioned products MAXSumo and MAXSara.	In the amendment, submitted in parallel with the reporting schedule, a shift of budget towards Trivector will be asked for, such shifts have already been agreed with the project partners

13.3.3 Problems and corrective actions undertaken in the period 1 October 2008 – 31 October 2009:

WP	Problem	Corrective action
WP0	Multiple delays of almost everything: website, translations, final reports, quality control – due to accumulation of delays by making revised	This could only be met by a strong management follow-up during the final phase. There was communication with critical partners, weekly

WP	Problem	Corrective action
	intermediate reports, the extra work needed for the final conference, unexpected problems with the translations and all aggravated due to Summer holiday absences	phone conferences of the conference organisation team and the WP4 team from August to October. Some decisions (e.g. on translation and naming had to be made by the coordinator and the WP4 core team without consultation with partners
	Delays of payment for the second period due to • Stop of payment until acceptance of revised intermediate reports • Discovery and need for clarification or rectification of inconsistencies between budget reporting, forms C, audits and first and second reporting period • Personnel changes in several organisations leading to loss of information • Need for amendment processing including internal budget shifts	For the final reporting there is a tight time schedule and continuous communication with all partners, started 1,5 months before the end of the project. Continuous communication with the Financial Officer The whole process has been improved through optimum preparation of the project secretariat and intense accompanying of the process through follow-ups via telephone and e-mail
WP4	The concept of the workshops at the start of WP4 was deemed only to be of limited value.	The process has been adapted so that there were many bilateral meetings with experts (meaning between one project partner and one expert at a time). In this way, much more expertise could be gathered, also in non-english languages and meetings, for example in Sweden and Slowenia.
	The final integrated report was delayed due to the delay of all the other final reports and the website	The final integrated report was finalised in the last project month
	The website finalisation was delayed due to extra non-planned parts like MaxExplorer, the Quality Wheel, MaxImise and due to many revisions, especially of the MaxSumo, leading to delays in the MaxEva, leading to delays in the transfer testing, and due to delays in the translation.	By extraordinary effort from Trivector and FGM-AMOR, all website parts were finished before the end of the project, but the focus of the work was put on the MM-tools part of the EPOMM website, while the MAX-website was simply.updated without any fancy features
WP5	As some of the subcontracting budget was left over – it was decided that more effort should go into the translations – and that the original 8 languages would not be enough. This became clear relatively late in the project. The structure of the subcontracting budget: the translation agency was to be subcontractor of the University of Cracow – whereas the coordinator was in charge of receiving the finalised documents, made the decision and management structure complicated.	In the core team of WP4 it was decided that the Considering the budget, the coordinator should decide and manage the translations without further consultations, as this would lead to further delays. The coordinator installed the translation and editing management as an own semi-independent project. The coordinator was also to decide on eventual further use of the “liberated” budget to shift it towards translation
	It turned out that a large part of the translations were of inferior quality, and that due to constand revisions there would be more delays, complicating	A further subcontract was concluded along with a formal tender procedure through the Edinburgh University of Napier for the

WP	Problem	Corrective action
	the already very large translation project	translations of the MaxSumo, MaxLupo, MaxTag and MaxQ For the 14 languages 14 expert native speakers were engaged, partly from the MAX project, parly from the EPOMM-PLUS project – many of them investing several days of editing and establishing new specialist MM terms.
	Due to delays with the final results and the lead times for many journals, not all publications could be achieved as planned	Some publications will be made after the finalisation of the project.
WPs A-D	Final reports were delayed due to many revisions and high complexity (mainly WPA and B)	Final reports were only finalised End October 2009 (Month 37)

14 Workpackages' progress throughout the project

This chapter describes the activities that have been undertaken in each of the MAX workpackages in order to achieve the objectives of the project.

WP0, management, is described in chapter □.

14.1 Activities undertaken in the workpackages in the period 1 October 2006 – 30 September 2007

14.1.1 WP1 - State of the Art Analysis

Objectives of WP1	How they were met in the first 12 months of the project
i. Define the framework for the state-of-the-art analysis as conducted within the content related WPs A-D	Framework was defined.
ii. Define criteria, functionalities , dependencies and aspects to be considered within the analysis and lay them down in guidelines to structure the analyses	Laid down in guidelines and templates
iii. Guarantee that the range of previous projects which will be analysed is inclusive, exhaustive and targeted to the objectives of MAX	Each content WP produced exhaustive list of projects, which was cross checked by WP1 and Quality Assurance on relevance for MAX
iv. Screen projects and existing experience in the area of transport and projects of non-transport areas, that seem appropriate for transfer	This was mainly addressed in WPA, access to the WARC database (Word Advertising Research Center) had to be bougt
v. Achieve a good balance between research and demonstration projects to be analysed	This was assured by Quality Assurance, WP1 leader and content WP leaders.
vi. Guarantee that projects analysed within a research area of one specific content related WP are also analysed according to criteria relevant for other WPs.	Criteria where the same for all WPs through the SSR (Short Structured Reports).

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 1.1	Comprehensive State-of-the-art Report	1	Month 9	Month 9	ILS

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 1.1	List of Projects to be analysed (incl. responsibilities)	1	Month 2	Month 2	ILS
M 1.2	Guidelines for state-of-the-art Analyses	1	Month 2	Month 2	ILS

The leader of WP1 worked in continuous co-operation with the leaders of the content related WPs A-D, and with WP0 and QC (Quality Control).

Task 1.1: Identification of relevant Projects

All project partners have been asked to name projects/studies/literature that could be of relevance to MAX. Identification of the relevant projects/studies/literature has been done in close cooperation of the WP1-leader with the leaders of WP A-D.

Task 1.2: Guidelines for State-of-the-Art-Analysis

In close cooperation with TFC and WPs A-D Leader the WP 1 leader ILS defined suitable criteria for the SoA analysis. WP1 developed guidelines and provided templates for the state-of-the-art (SoA) Analysis. Furthermore the WP1-leader has coordinated the production of SSRs (Short Structured Reports) for projects/studies/publications that concerned the SoA of more than one of the WPs A-D. WP1 provided a commonly agreed time schedule with intermidiate steps for the structured work druing preparation of the SoA and collected the SSRs and SoA reports of WP A-D for review and QC. In close cooperation with QC (Quality Control) and the project coordinator the WP1-leader developed templates for compilation of the SoA reports of the WPs A-D, and provided comments on the structure and content of these reports.

Task 1.3: Compilation of Research Gaps

Every SSR contained the question on research gaps. n close cooperation and discussion with QC and the project co-ordinator the WP1-leader provided comments on the SoA reports of WP A-D regarding the proposed findings of the SoA analysis undertaken in WP A-D. Every individual WP SoA contained a chapter on research gaps.

Task 1.4: Comprehensive State-of-the-Art Report

The WP1-leader with Quality Assurance went through an extensive revision process of the individual WP SoA reports. Once accepted, the WP1 leader compiled the Comprehensive State-of-the-Art Report, which went to a round of Quality Assurance and was also discussed on the Thessaloniki meeting. It was accepted by the Commission in August 2007.

14.1.2 WP2 - Conceptualisation and Research Specification

Objectives of WP2	How they were met in the first 12 months of the project
i. Structure the research within MAX such as to answer the open research questions and gaps identified WP 1	Achieved through the individual WP Research Plans and the Comprehensive Research Plan (CRP), that were based on the State of the Art reports.
ii. Set the research frame and strategy for the project in cooperation with the content related WPs A to D	
iii. Make sure that research activities within the content-related WPs A-D will not be redundant, and that they are well-coordinated, so that results can be used for several research areas	Achieve through the “synergies” part of the Comprehensive Research Plan, to be followed up by monitoring in WP3
iv. Define the exact methodologies to be utilised for specific research questions in close cooperation with the content-related WPs A-D	Defined in CRP and annexes.
v. Coordinate the investigation methodologies so that research areas benefit from each other; integrate research questions into investigations across different research areas	Assured through CRP and annexes.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 2.1	Comprehensive Research Plan	2	Month 9	Month 14	AUTH

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 2.1	Workshop to conceptualise own research	2	Month 6	Month 7	AUTH

Task 2.1: Workshop

The activities of WP2 included the organisation and preparation of the WP2-Workshop that took place in Thessaloniki in April 2007. In close cooperation of the WP2-leader with the leaders of WP A-D and the coordinator a list of possible external experts has been compiled, and external experts for the research areas of WPB, WPC, and WPD have been invited to join the WP2-Workshop in Thessaloniki. The results of the Workshops were the basis for the further work for the Research Plans.

Task 2.2: Comprehensive Research Plan

The starting point for making the Research Plan was the Thessaloniki meeting. Based on this, a tight time plan had to be devised, based on delivering the Comprehensive Research Plan in July, before the summer break. Slight delays in the individual WP research plans and time consumed by revisions as deemed necessary by Quality Assurance caused the draft Comprehensive Research Plan to be ready only just before the summer. As it was judged not to be adequate, it had to be completely rewritten. The individual WP research plans were adapted and finalised by eachWP leader until the end of the reporting period.

During the compilation of the Research plan it became quite clear that there was need for a **common definition of MM and MM measures**, as update on existing, unwieldy definitions and also to have a common terminology for all content WPs. To achieve this, a task force consisting of representants accepted by the MC was founded that finalised their work in September. The Definition is now part of the Comprehensive Research Plan (as annex E) and is already in use by some European projects.

The Comprehensive Research Plan was only delivered to Quality Assurance End October and again had to be revised and is now submitted together with the Periodic Acitivity Report.

14.1.3 WP3 - Monitoring Investigations

Objectives of WP3	How they were met in the first 12 months of the project
vi. Monitor the investigations realised for MAX within the content related WPs	Achieved through introduction of a monitoring scheme
vii. Manage the timing of investigations with respect to the overall project schedule	This was achieved through the coordination of the Research Plans in WP2

viii. Guarantee that the undertaken research activities bring results for MAX in general and not only for the content related WP, that conducts the research	This is the objective of the next period, and will be achieved through the inclusion of the synergies in the Comprehensive Research Pland into the monitorint scheme and templates.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
	No Deliverable in this WP				

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M.3.x	Working Groups	3	Months 12, 18 and 24	Months 12, 18, 24	ETT

Task 3.1 Working Groups and midterm-review

The content WPs have organised their working groups independently. Whether a midterm review will be held is in doubt, as annex 3 of the contract ordains annual reviews. How to operate the working groups in the future will be fixes after the first annual review.

Task 3.2 – Monitoring Progress

In coordination with the Quality Control (QC) team and the Coordinator, a Quality Assurance Guidance document that included the reporting on results of the investigations methodology was prepared by NU Napier & ESTC and consensuated with FGM-AMOR and ETT. A Progress Report template and an Activity Report template have also been prepared and circulated among all partners. The progress and activity report templates have proven to be very useful. They were made for Month 1-6, Month 7-9, Month 10-12, and will continue in a one, two- or three-monthly rhythm.

The templates are in Excel format and are to be filled in per WP task, providing an overview over work in the period covered, plans for the next period, progress milestones, deliverables and deviations. The progress milestones include the milestones of the DoW, as well as milestones and deadlines defined in project meetings and in the Research Plans.

14.1.4 WP4 – Interpretation and Compilation of Results

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 4.1	Integrated Report on results of the investigations	4	Month 32	Month 32	Trivector

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 4.1	Workshop on the results of the investigation	4	Month 30	Month 30	Trivector

There have been no activities in WP4 in the first 12 months of the project, WP4 will only start in Month 30. The leader of WP4, Trivector, is present in all Management Committee meetings.

14.1.5 WP5 – Dissemination

Objectives of WP1	How they were met in the first 12 months of the project
ix. spread the experience and the knowledge gained in MAX widely, especially in the new Member States	Planned in the dissemination plan, presence through website
x. disseminate best practice in mobility management and travel awareness in a targeted way	Planned in the dissemination plan
xi. facilitate implementation of mobility management in smaller cities	Aim of WPC, planned in the dissemination plan
xii. serve the different target groups with relevant products: decision and policy makers, city and site managers, transport planners and mobility and energy experts, new Member States, the scientific world	Planned in the dissemination plan
xiii. present MAX on related events (workshops, conferences, seminars etc)	Planned in the dissemination plan, presentation on MAX at ECOMM 2007 and at EPOMM-Board, participation at international voluntary behaviour change workshop, Project presentation on the Environmental Psychology Conference in Bayreuth September 2007
xiv. to foster the integration of travel awareness and mobility management as well as planning in urban policy on all levels	Planned in dissemination plan
xv. facilitate access to the results of MAX in order to support the development, implementation and assessment of policies that concern the central themes of MAX, travel awareness and mobility management	Planned in dissemination plan, currently assured through website presence, access also through EPOMM website and EPOMM e-news.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 5.1	Dissemination Plan	5	Month 6	Month 9	FIT

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 5.1	Web site operational	5	Month 3	Month 2	FGM-AMOR
M 5.2	Final Conference	5	Month 34	Month 34	FIT/CUT

Task 5.1 – Dissemination Plan:

Deliverable 5.1, the Dissemination Plan, has been elaborated (cheched by Quality Assurance, modified and finalised by the WP5-leader FIT in close cooperation with the project partners and the coordinator. This document describes strategies and activities for effectively promoting knowledge and relevant project achievements, thus putting the basis for future exploitation of the main MAX results. D5.1 includes contributions from each MAX partner concerning identifying target groups for Local Dissemination and dissemination opportunities (e.g. conferences, journals). The dissemination plan was approved by the Commission in August 2007.

Task 5.2 – Website and electronic Newsletters

The website of the MAX project has been designed and implemented by AMOR. The MAX website is operational since December 2006 and includes a public area and an internal part (accessible to MAX partners only). The MAX website is continuously updated.

The electronic newsletter will start in Month 20.

Task 5.3: Publications, broadcasts and Final Conference

This is under preparation by the partners according to the dissemination plan, but will only start after the approval of the Research Plan. Main phase will be after research results will be available.

Task 5.4: End-products of MAX

This task will start in Month 30, when draft results of MAX will be available.

Task 5.5: Integration into university courses

This is under preparation by the universities, but can only start after the approval of the Research Plan. Main phase will be after research results will be available.

14.1.6 WPA – Travel Awareness: New Approaches

Objectives of WPA	How they were met in the first 12 months of the project
xvi. gain a better insight on the linkages between successful communication initiatives and all aspects of campaign design	Part of Research Plan in WPA and WPB
xvii. convince multipliers to contract campaigns for sustainable transport by "campaigning the campaign" in order to support the development of policy	Task Force 2 in Research Plan of WPA is on "campaigning the campaign"
xviii. Understand the causes and find out why travel awareness and mobility management initiatives are still not widely known, especially in the new Member States	Part of Task Force 2 in Research Plan of WPA, and a focus of the demonstration in Tallinn.
xix. develop (awareness) strategies directed towards maintaining sustainable behaviour and changing unsustainable behaviour	Part of Research Plan in WPA
xx. identify transferable campaigns addressing attitude or behaviour change in areas other than transport	Researched in the State of the Art analysis
xxi. create knowledge about "how to best raise attention": the value of different arguments, approaches, channels, media to change mobility behaviour by raising travel awareness	Part of Research Plan in WPA
xxii. exploit psychological background knowledge for successful campaigning	This was researched in the State of the Art analysis, followed up by the research plan of WPB
xxiii. develop travel awareness approaches that help to reverse the trend of rapid increase in car usage and the decrease in PT usage in the Accession Countries	Part of the Research Plan in WPA
xxiv. investigate the (economic, social, environmental, health...) benefits of these approaches and assess their suitability in specific situations.	Part of Research Plan in WPA

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D A.1	State-of-the-art summary report (internal)	A	Month 5	Month 5	Mobiel 21
D A.2	Research Plan for own investigations (internal)	A	Month 7	Month 7	Mobiel 21
D A.3	Report on results of investigations (internal)	A	Month 31	Month 31	Mobiel 21
D A.4	Demonstration report (internal)	A	Month 31	Month 31	Mobiel 21
D A.5	Best Practice of innovative approaches (other)	A	Month 34	Month 34	Mobiel 21

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M A.1	List of projects to be analysed	A	Month 2	Month 2	Mobiel 21
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M A.2	Draft "Best Practice of innovative approaches"	A	Month 18	Month 18	Mobiel 21
M A.3	Draft Report on results of investigations	A	Month 28	Month 28	Mobiel 21
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task A.1 – State of the Art Analysis:

Task A.1. was prepared at a bilateral meeting in Aachen with WPB and WP1 (attended by M21 and ILS) and further specified at WPA specific meetings at the kick-off-meeting in Graz (attended by Ageneal, Talinn, AUTH, ETT, FGM, UCLAN, Lylebailie and FIT).
The WPA-leader prepared guidelines for WPA task A.1 for all partners in WPA, and subsequently a list of 76 different campaigns, theoretical works, practical examples and inspiring initiatives has been compiled for the State of the Art Analysis of WPA. For the information about the campaigns, the WARC database was used (contacted by Lylebailie). This list of literature for drafting SSR's was distributed among the main WPA-partners: M21, Lylebailie, ETT, UCLAN, FGM, AUTH and FIT - each of these partners got a number of references to analyse in a SSR (Short Structured Report). The WPA-leader M21 carried out an analysis of these SSRs and compiled the WPA State of the Art Summary Report. Feed-back was asked to all WPA-partners that contributed to the SSR-drafting, and finally the WPA SoA report was revised following the comments of Quality Control.

Task A.2 – Conceptualisation and Research Specification:

The Research Plan was jointly elaborated by all WPA partners. There was a WPA working group meeting in London (13/4/'07), attended by Mobiel 21, UCLAN, FGM-AMOR and Lyle Bailie initialise the research plan and prepare for the Thessaloniki meeting. In June, WPA delivered the draft Research Plan, in September the final version was delivered. The task forces defined for the Research plan are:

- TF1 (Campaign Designs), leader UCLAN
- TF2 (Campaigning the Campaign), leader FIT
- TF3 (Credibility of Message Giver), leader AUTH
- TF4 (Combination of Hard Measures and TA), leader FGM-AMOR
- TF5 (Combination of education and TA), leader Mobiel 21

Task A3 - Investigations and Implementation

A first working group meeting on the research plan took place in Leuven on 27 September 2007, with the participation of UCLAN, FGM-AMOR, FIT and Mobiel 21.

Task A4, Compilation of results and Integration of Findings will only start after the reporting period.

14.1.7 WPB – Predictive Model and Prospective Assessment

Objectives of WPB	How they were met in the first 12 months of the project
xxv. gain an insight of why people change their behaviour and what can be done to use this knowledge to influence the target groups as required in terms of a travel awareness approach	Part of Research Plan in WPB
xxvi. further optimise existing behaviour change models towards a predictive model of behaviour change / towards several models differentiated by target group	Part of Research Plan in WPB
xxvii. define the structure and elements of the model and the relationship between the elements	Part of Research Plan in WPB
xxviii. exploit the knowledge gained form existing research and adapt behaviour change models to be able to predict and measure changes in travel awareness	This was done in the State of the art analysis and is part of the Research Plan in WPB
xxix. benefit from new approaches of awareness and behaviour change as identified in WP 1 and transfer the results into a theoretical model	This was done in the State of the art analysis and is part of the Research Plan in WPB
xxx. reviewing new methods for the synthesis of evaluation results from different campaigns	This was done in the State of the art analysis and is part of the Research Plan in WPB
xxxi. develop an assessment tool that allows to assess the likely impacts of campaigns ahead of implementation and to evaluate them after implementation	Part of Research Plan in WPB
xxxii. reviewing new research designs and statistical methods for analysing campaign impacts	This was done in the State of the art analysis and is part of the Research Plan in WPB

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D B.1	State-of-the-art summary report (internal)	B	Month 5	Month 5	ILS
D B.2	Research Plan for own investigations (internal)	B	Month 7	Month 7	ILS
D B.3	Report on results of investigations (internal)	B	Month 31	Month 31	ILS
D B.4	Predictive model(s) for behaviour change (other)	B	Month 31	Month 31	ILS
D B.5	Prospective Assessment Tool (other)	B	Month 34	Month 34	ILS

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M B.1	List of projects to be analysed	B	Month 2	Month 2	ILS
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH

M B.2	Draft Prospective Assessment Tool and Draft Max model(s) for behaviour change	B	Month 18	Month 18	ILS
M B.3	Draft Report on results of investigations	B	Month 28	Month 28	ILS
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task B.1: State of the Art Analysis

Contrary to the other three content WPs, WPB already constituted research task forces during the State of the Art Analysis. They have been maintained in the WPB research plan.

Based on literature review and internet investigations WPB produced several SSRs and summaries, as basis for WP B1.1 and WP B1.2 parts of the SoA report. Then SoA-reports for WP B1.1 and B1.2 have been prepared, and combined to one SoA report for WP B.

At a WPB workshop in Dortmund, 12/13 Feb 2007, participants Uni Magdeburg´, Uni Giessen, CNRS-LET, NU Napier, TFC, ILS, Trivector, AUTH, ESTC and FGM-AMOR a draft plan of further research has been elaborated and partners have been assigned to four Task Forces in order to prepare and organise the future work:

- Task Force 1: developing an evidence based theoretical standard model
- Task Force 2: developing a theory-driven classification of behavioural change mechanisms
- Task Force 3: developing a practical guideline how to fulfil the methodological standards necessary for conducting a good evaluation study measuring the effects of implemented soft transport policy measures.
- Task Force 4: basic elements and structure of a prospective assessment tool

Task B.2 Conceptualisation and Research Specification

The Research Plan was jointly elaborated by all WPB partners.

Some partner contributed to the work on the definition of MM and the list of MM measures (Annex to the CRP)

A list of possible experts (that could be invited to the WP2-workshop in Thessaloniki to give advice on further research in WPB) was compiled based on discussions at the WPB-meeting in Dortmund and via email.

A standard questionnaire for data collection in several European countries were MAX project partners come from was created.

At the WPB working group in Dortmund (6/7 Sep) last changes for the WP B research plan were suggested. WP B RP was reviewed and commented, changes where compiled, and correction of text, tables and layout made.

Task B.3: Investigations and Implementation

All partners attended the WP B working group in Dortmund (6/7 Sep 07), prepared and hosted by WP-leader ILS.

Work on TF 1 continued (conduction of TF1 surveys and collecting data for framework questionnaires, using the finalised SPSS entry mask and excel sheet for data entry, analysing data)

Work on preparation for cognitive test of questionnaire (select suitable research methods, collecting comments, selecting questions)

Contribution to the work on the matrix - relationship between measures and constructs (TF2) to be taken to the Behavioural Change Workshop in Leiden (15/16 Oct. 07).

Start of the specification of the TF3 survey (detailed plan whom to adress - included in RP), preparing subcontract for TF3 survey (content related)

Checking conditions and procedure for subcontracting by ILS

Task B4, Compilation of results and Integration of Findings will only start after the reporting period.

14.1.8 WPC – Quality Management and Mobility Management for smaller Cities

Objectives of WPC	How they were met in the first 12 months of the project
xxxiii. develop mobility management schemes that can be readily applied by small and medium sized cities	Part of Research Plan in WPC
xxxiv. adapt the principles of quality management to mobility management and define process and impact related criteria which are essential for successful mobility management	Part of Research Plan in WPC
xxxv. exploit experiences with the application of principles and standards of existing QM systems (such as ISO 9000, EFQM, benchmarking, labeling) in urban transport projects and by city departments (even if in non-transport domains, e.g. health services, environmental issues)	This was done in the State of the art analysis and is part of the Research Plan in WPC. On on transport domains there is cooperation with WPA.
xxxvi. develop schemes which are both feasible and effective	Part of Research Plan in WPC
xxxvii. prepare and introduce a certification procedure for mobility management together with ON/CEN	Part of Research Plan in WPC, specifically, a CEN workshop business plan was worked out and will be carried out in the next period.
xxxviii. Overall, the development of mobility management schemes for cities will help: • that cities plan and provide transport services to the potential users, which are of higher quality and encourage more frequent usage. This will contribute to a reduction of road congestion and an improvement in the quality of life in cities • that cities achieve a higher degree of competitiveness for the service suppliers while ensuring high quality in the offers • a higher performance in European transport as a contribution to sustainable growth	Part of Research Plan in WPC

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D C.1	State-of-the-art summary report (internal)	C	Month 5	Month 5	UPCR
D C.2	Research Plan for own investigations (internal)	C	Month 7	Month 7	UPCR
D C.3	Report on results of investigations (internal)	C	Month 31	Month 31	UPCR
D C.4	MAX schemes for mobility management in cities (other)	C	Month 34	Month 34	UPCR

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M C.1	List of projects to be analysed	C	Month 2	Month 2	UPCR
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M C.2	Draft "Best Practice of innovative approaches"	C	Month 18	Month 18	UPCR
M C.3	Draft Report on results of investigations	C	Month 28	Month 28	UPCR
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task C.1.1 State of the Art Analysis – Quality Management Standards in General
Task C.1.2 State of the Art Analysis – Quality Management Principles in Transportation Services

Research Items were selected and allocated to WPC partners. Partners reviewed assigned materials and completed structured summary reports (SSRs) on those materials considered relevant for WPC. WPC leader received the SSRs from the partners, evaluated the SSRs for content, and required revisions where necessary. Final SSRs were used by WPC leader, along with additional reviews of theoretical aspects, to compile a WPC SoA report. This WPC SoA report includes summaries of the review items and conclusions to be used in the future project activities.

Task C.2 Conceptualisation and Research Specification

The WPC Research Plan was jointly prepared and developed by all WPC partners. The draft Reseach Plan was submitted in June. Preparation of the parallel CEN Workshop for obtaining certification for MM.

Some partners participated and commented on the MM definition to be established by MAX.

WPC organised the working group in Athens in September. Improvements on the research plan were made, task and subcontractor budget allocations were made, the time plan enhanced. The final research plan was submitted in September. The WPC Research Plan defined 5 subtasks:

- Task 1 (Survey) entails a survey of stakeholders, leader Mobiel 21
- Task 2 Focus groups and further exploration of the concept of QM, leader UPCR
- Task 3 (Implementation) demonstration of a QM scheme in MM in a city, leader Traject
- Task 4 (Evaluation Aspects), leader Traject
- Task 5 (Certification), leader ON

Task C.3 Investigations and Implementation

The meeting in Athens signalled the commencement of research activities, followed by theassignment of QM prototype scheme development to a subcontractor

Task C4, Compilation of results and Integration of Findings will only start after the reporting period.

14.1.9 WPD – Integrated Planning and Mobility Management

Objectives of WPD	How they were met in the first 12 months of the project
xxxix. identify crucial actors and ways to involve them in the processes	Part of Research Plan in WPD, Working Stage one and two
xl. suggest promising schemes for stakeholder co-operation and participation, including PPP (public private partnership)	Part of Research Plan in WPD
xli. identify leverage points in the planning process to achieve the biggest impact, i.e. design the implementation path	Part of Research Plan in WPD
xlii. analyse impacts of framework conditions (local policies, legislation and culture)	Part of Research Plan in WPD, Working Stage one
xliii. use evaluation tools (or, later, the MAX prospective assessment tool)	Part of Research Plan in WPD – Working Stage three (as recommendation)
xliv. estimate the impacts of mobility management in the planning process with respect to achieving sustainable transport	Part of Research Plan in WPD
The research has to differentiate to account for a number of specific planning situations: • new developments and the improvement of existing sites • areas that are geared towards businesses, housing or mixed uses • the heterogeneity of the conditions for planning across Europe	Part of Research Plan in WPD, taken into account by: • analysis in working stage one • variety of simulations (working stage 2) • simulations (working stage 2) in 5 different countries

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D D.1	State-of-the-art summary report (internal)	D	Month 5	Month 5	Uni Maribor
D D.2	Research Plan for own investigations (internal)	D	Month 7	Month 7	Uni Maribor
D D.3	Report on results of investigations (internal)	D	Month 31	Month 31	Uni Maribor
D D.4	Guidance Paper "Integrated Planning Approach" (other)	D	Month 34	Month 34	Uni Maribor

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M D.1	List of projects to be analysed	D	Month 2	Month 2	Uni Maribor
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M D.2	Draft "Best Practice of innovative approaches"	D	Month 18	Month 18	Uni Maribor
M D.3	Draft Report on results of investigations	D	Month 28	Month 28	Uni Maribor
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task D.1.1 State of the Art Analysis - Integration of Planning and Mobility Management, and Task D.1.2 State of the Art Analysis - Cooperation Concepts in Planning and Mobility Management Processes

For the State of the Art Analysis 26 SSRs of relevant projects and publications were elaborated, and a draft WPD SoA report was compiled. It went through several stages of revision, involving all WP partners and Quality Assurance.

Task D.2 Conceptualisation and Research Specification

Starting in Thessaloniki with the workshop with an Architect as external expert, the concept of carrying out planning simulations was proposed and developed. ILS took care of liaison with a similar project on national level in Germany. A draft comprehensive research plan was submitted in June 07 and was already used as basis for first research steps. Feedback made a thorough revision necessary, which was done by way of a working group meeting in Madrid, in September 07 (Participation WP leader Uni Maribor, ETT, FGM-AMOR, NU Napier, Synergo, VGTU Vilnius and Trivector). The final version of the Research Plan was submitted beginning October 07. The Research Plan containst the following Working Steps:

- Working stage 1: Analysis of preconditions and planning process, leader NU Napier
- Working stage 2: Simulations of planning process, leader ILS
- Working stage 3: Guidelines, leader Synergo

Some partners of WPD also contributed to the Definition of MM and MM measures.

Task D.3: Investigations and Implementation

The meeting in Madrid was already the start up of the research, in which the scheme for analyis was presented. ILS presented the time frame of the national German project, and content and time schedule of the Research Plan were adapted to meet this necessities.

The framework for the simulations were discussed and fixed. As countries for the simulation Germany, Spain, Lithunania and Slovenia were determined, with an option for the absent partner from Poland (that will probably join in the simulation.

Task D4, Compilation of results and Integration of Findings only started after the reporting period.

14.2 Activities undertaken in the workpackages in the period 1 October 2007 – 30 September 2008

14.2.1 WP1 - State of the Art Analysis

WP1 – State of the Art Analysis was finished before month 13, therefore there haven't been any activities of WP1 for this reporting period (month 13-24).

14.2.2 WP2 - Conceptualisation and Research Specification

Objectives of WP2	How they were met in the second 12 months of the project
xlv. Structure the research within MAX such as to answer the open research questions and gaps identified WP 1	Achieved through the individual WP Research Plans and the Comprehensive Research Plan (CRP) that were based on the State of the Art reports.
xlvi. Set the research frame and strategy for the project in cooperation with the content related WPs A to D	
xlvii. Make sure that research activities within the content-related WPs A-D will not be redundant, and that they are well-coordinated, so that results can be used for several research areas	Achieved through the "synergies" part of the Comprehensive Research Plan (CRP), to be followed up by monitoring in WP3
xlviii. Define the exact methodologies to be utilised for specific research questions in close cooperation with the content-related WPs A-D	Defined in CRP and annexes.
xlix. Coordinate the investigation methodologies so that research areas benefit from each other; integrate research questions into investigations across different research areas	Assured through CRP and annexes.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 2.1	Comprehensive Research Plan	2	Month 9	Month 14	AUTH
M-Stone Nr.	**Milestone Name**	**WP Nr.**	**Date due**	**Actual/ forecast delivery date**	**Lead contractor**
M 2.1	Workshop to conceptualise own research	2	Month 6	Month 7	AUTH

Task 2.1: Workshop

This task was finished before month 13, and therefore there haven't been any activities regarding this task in the current reporting period (month 13-24).

Task 2.2: Comprehensive Research Plan

The starting point for making the Research Plan was the Thessaloniki meeting (April 2007). Based on this, a tight time plan had to be devised, based on delivering the Comprehensive Research Plan in July, before the summer break. Slight delays in the individual WP research plans and time consumed by revisions as deemed necessary by Quality Assurance caused the draft Comprehensive Research Plan to be ready only just before the summer. As it was judged not to be adequate, it had to be completely rewritten. The individual WP research plans were adapted and finalised by eachWP leader until the end of the first reporting period (month 12).

During the compilation of the Research plan it became quite clear that there was need for a **common definition of MM and MM measures**, as update on existing, unwieldy definitions and also to have a common terminology for all content WPs. To achieve this, a task force consisting of representants accepted by the MC was founded that finalised their work in September 2007. The Definition is now part of the Comprehensive Research Plan (as annex E) and is already in use by some European projects.

The Comprehensive Research Plan (CRP) was only delivered to Quality Assurance End October 2007 and again had to be revised. The CRP was submitted to the EC together with the First Periodic Acitivity Report in November 2007.

14.2.3 WP3 - Monitoring Investigations

Objectives of WP3	How they were met in the second 12 months of the project
l. Monitor the investigations realised for MAX within the content related WPs	Achieved through following the introduced monitoring scheme
li. Manage the timing of investigations with respect to the overall project schedule	This was achieved through the coordination of the Research Plans in WP2, and continuous monitoring of the actual research by WP3
lii. Guarantee that the undertaken research activities bring results for MAX in general and not only for the content related WP, that conducts the research	This is achieved through the inclusion of the synergies in the Comprehensive Research Plan into the monitoring scheme and internal reporting templates.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
	No Deliverable in this WP				

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M.3.x	Working Groups	3	Months 12, 18 and 24	Months 12, 18, 24	ETT

At the start of the project it was decided between the WP3-partners to start the monitoring of the project in month 7, instead of month 10 as specified in the DoW, to assure a smooth connection from WP2 to WP3. Later on it was also decided that the task of monitoring will proceed until the end of the project, month 36, in order to assure the results and outcomes of MAX.

Task 3.1 Working Groups and midterm-review

The content WPs have organised their working groups independently.

It has been agreed at the first annual review meeting that no midterm review is necessary for MAX, since there will be annual reviews according to annex 3 of the contract.

Task 3.2 – Monitoring Progress

WP3 has, during the project, continually made changes to improve the monitoring of the project and make sure that the investigation is on track:

Already at the beginning of the project, a progress report template has been prepared by ETT and circulated among all partners. The progress report templates have proven to be very useful.

In this reporting period, the progress report templates have been continuously updated, monitoring of the relation/communication between the WPs, and a separate template for WP5 has been included in the internal reporting scheme.

The progress report templates have been sent out by ETT to all partners (and filled in by all partners) for month 13-15, month 16-18, month 19-21, and month 22-24, and will continue in a two- or three-monthly rhythm. After collection and analysis of the internal progress reports received from the partners, ETT elaborated an overview for each internal reporting-period for the coordinator and for quality control.

The templates are in Excel format and are to be filled in per WP task, providing an overview over work in the period covered, plans for the next period, progress milestones, deliverables and deviations. The progress milestones include the milestones of the Inception Report as well as milestones and deadlines defined in project meetings and in the Research Plans.

14.2.4 WP4 – Interpretation and Compilation of Results

WP 4 is responsible for the interpretation and compilation of results of MAX. This means that the aim of the Work Package is to take the results from WP A-D and transform them into tools and methods that are easily understandable and usable by different stakeholders.

Objectives of WP4	How they were met in the second 12 months of the project
liii. interpret the results in light of the initial research questions (in close cooperation with the content related WPs A to D)	As a first step a special WP4 meeting with all the Work Package leaders has been held in London in June 2008
liv. merge and interpret the results across the content related WPs	This can only be done, when the final products of WPA-D will be ready.
lv. exchange and discuss the results with the research community	As a first step WP4 has initiated pre-reports from all WP-leaders on the expected results of their workpackage.
lvi. identify which insights are transferable all over Europe and which ones count for certain frameworks only	This can only be done, when the final products of WPA-D will be ready.

lvii. exploit the advantages of an integrated project arising from the variety of involved experts and of the investigations realised	There have been discussions about the content of WP4 with all the Work Package leaders at every MAX MC-meeting, and a first WP4 meeting was already held in June 2008 in London
lviii. extract relevant information of all content related WPs and utilise and process it for the different target groups; translate results into recommendations and conclusions	As WP 4 has been able to influence the work in WPA-D there have been thinking about target groups already, wich will make this work more easy
lix. prepare products for dissemination activities	This can only be done, when the final products of WPA-D will be ready.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
	Intermediate deliverable[2]	4	Month 24	Month 24	Trivector
D 4.1	Integrated Report on results of the investigations	4	Month 32	Month 32	Trivector

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 4.1	Workshop on the results of the investigation	4	Month 30	Month 30	Trivector

The work of WP4 was not scheduled to begin until April 2009, but it was decided that it would be of benefit to the whole MAX project for partners in WPA-D to begin considering the results of their work packages and how they can best be utilised, at an earlier stage of the project. WP4 has therefore deviated from the Research Plan by commencing (preparatory) work at an earlier date: The purpose of WP4 and its content has been communicated through presentations and discussions with all the Work Package leaders at each MAX-meeting, at a special meeting on WP4 held in London in June 2008 and through pre-reports from all Work Package leaders on the expected results.

However, since the main part of the work in WP4 has not yet started, the workplan for the final 12 months is the same as stated in the inception report.

14.2.5 WP5 – Dissemination

Objectives of WP5	How they were met in the second 12 months of the project
lx. spread the experience and the knowledge gained in MAX widely, especially in the new Member States	Planned in the dissemination plan; presence through website, workshops, and conference presentations
lxi. disseminate best practice in mobility management and travel awareness in a targeted way	Planned in the dissemination plan; all content related WPs have already identified their target groups in order to allow for tailor-made dissemination

[2] This report is an intermediate report, outside the deliveable list, prepared for audit purposes of the EC. The purpose of this report is to give a preview of what the final results of WP4 may be.

lxii. facilitate implementation of mobility management in smaller cities	Aim of WPC, planned in the dissemination plan
lxiii. serve the different target groups with relevant products: decision and policy makers, city and site managers, transport planners and mobility and energy experts, new Member States, the scientific world	Planned in the dissemination plan
lxiv. present MAX on related events (workshops, conferences, seminars etc)	Planned in the dissemination plan; in this period MAX results have been presented at 13 events all over Europe (for details refer to table "Dissemination activities made in the first 24 months of MAX")
lxv. to foster the integration of travel awareness and mobility management as well as planning in urban policy on all levels	Planned in dissemination plan
lxvi. facilitate access to the results of MAX in order to support the development, implementation and assessment of policies that concern the central themes of MAX, travel awareness and mobility management	Planned in dissemination plan, currently assured through website presence, access also through EPOMM website and EPOMM e-news. This issue is also addressed by the cooperation efforts with other organisations/networks.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 5.1	Dissemination Plan	5	Month 6	Month 9	FIT

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 5.1	Web site operational	5	Month 3	Month 2	FGM-AMOR
M 5.2	Final Conference	5	Month 34	Month 34	FIT/CUT

Task 5.1 – Dissemination Plan

This task was finished before month 13 (- the Dissemination Plan was submitted to the EC in month 9).

Task 5.2 – Website and electronic Newsletters

The MAX website has been improved in order to provide for a more effective and easy navigation. The MAX website is continuously updated.

In order to spread MAX results and findings most effectively among the target groups, it was decided to use the well-known EPOMM electronic newsletters[3] as dissemination tool instead of making completely independent MAX e-newsletters (as stated in the Dissemination Plan D5.1.). In accordance with the EPOMM e-newsletter framework, MAX will focus on one single topic for each EPOMM e-newsletter in which the project results will be presented. Spreading MAX information by both EPOMM website and EPOMM e-newsletters will facilitate access to the MAX results and thus support the development, implementation and assessment of policies that concern the central themes of MAX, travel awareness and mobility management.

Thus the initially planned 4 issues of MAX electronic newsletters (month 21, 26, 31, 36) will be substituted presenting MAX results (according with the specific topic featuring each EPOMM newsletter) in the following 6 planned EPOMM newsletters:

- Evaluation of MM (month 25), including project results coming from WPB
- Cost benefits of MM (month 26), including project results coming from WPB
- Campaigns for MM (month 28), including project results coming from WPA
- MM and Land Use (month 29), including project results coming from WPD
- Quality Management in MM (month 30), including project results coming from WPC
- MM tools from MAX (month 32), including project results coming from WPs A to D

These electronic newsletters will be sent to:

[3] see http://www.epomm.org/index.phtml?Main_ID=868

- the current user groups of the EPOMM community which periodically receive EPOMM newsletters by e-mail (*EPOMM newsletters are usually sent to 3300 addressees*);
- the consolidated MAX user group members established within MAX Users Group Directory – (currently there are 295 addresses included in the MAX Users Group Directory, among them are decision and policy makers, city and site managers, transport planners, mobility experts and researchers across the following countries: Austria, Italy, Greece, Germany, Spain, United Kingdom, Lithuania, France, Poland;)
- 100 local European Mobility Week coordinators whose references have been gotten from Eurocities within WPA research and investigation activities.

Task 5.3: Publications, broadcasts and Final Conference

Cooperation and networking activities with existing international organisations and associations

The MAX-coordinator negotiated with EPOMM, ELTIS, POLIS, Eurocities and CEMR on dissemination of MAX results on using their website, newsletters, meetings, conferences and any other tools to disseminate MAX-results. CEMR reported they regret but that they had no personnel resources for such a scheme. All the others responded positive. The following was achieved:

Newsletters
- EPOMM will launch 6 newsletters in cooperation with MAX at a cost of 3000 Euro.
- ELTIS can take up any news that MAX likes to publish into their bimonthly e-newsletter – at no cost for MAX.
- POLIS can publish up to three articles of MAX in their monthly newsletter.
- Eurocities can produce news on MAX in three of their monthly newsletters.

Meetings
- EPOMM will:
  - align the ECOMM 2009 and 2010 to contain many MAX contributions and has taken MM and land use (WPD) and the evaluation and cost benefit of MM (WPB) as main topics.
  - Has invited MAX to present their results at their National Focal Point workshops and their Board meetings
  - Will integrate the final conference of MAX with their continuation of the OPTIMUM series of meetings
- Polis has invited MAX to be present at at least one meeting, the first such meeting to be on the 14th of October at the working group of environment and health in Paris
- Eurocities has invited MAX to be present at two of its working group / Forum-meetings, the first on 21 October in Vienna

Website
- Polis, Eurocities, EPOMM and ELTIS will put prominent links and offer downloads on their websites.
- ELTIS will put teaching materials of MAX on the teaching materials and training part of their website, and they would put handbooks etc. on the "tools for practitioners" part of their website.
- ELTIS will take any case study processes by MAX into their case study database.

Additional
- All networks will announce the final conference of MAX.
- EPOMM will take up the MAX-results as far as deemed useful and actively contribute in the development of MAX-tools such as MAX-Sumo and MAX-Sara.
- EUROCITIES and POLIS will display MAX materials on their premises.

Dissemination of end results
- It is very likely, that all those activities will lead to the dissemination of all end results and tools of MAX. The first indicator for this is the following:
  - The latest EPOMM National Focal Point workshop took place in San Sebastian. The main theme of the workshop was the taking up of the MAXSumo tool as national standard. It was decided, that this will be taken

up in all 4 member countries present.
- As a first step, the current MAXSumo will be translated and tested in the Netherlands, the other countries will follow suit and also translate as soon as updated versions are available
- This is a major breakthrough and unprecedented in any European project in the field of mobility that we know of.

Cost

The Coordinator could obtain these dissemination services for MAX for a low price:
- ELTIS does not ask any extra money "as it is their dissemination task anyway"
- EPOMM can do this additional newsletters for an additional cost of 500 Euros per newsletter, all other services are free for MAX
- POLIS offers these services for free if they are invited with to five meetings – WPA,B,C,D and the final event (one person at each meeting, each at a cost of about 700-800 Euros)
- Eurocities asks a fee of 1000,- Euros.

So, from the original budget of 20.000 Euros only 1000 + 5*750 + 6*500 + 1000 = 8750 Euros are needed. The rest can be used for additional translations or for the final conference.

MAX will cooperate with the following associations: EPOMM, ELTIS, POLIS and Eurocities. These organisations will be activated for promotional and dissemination scopes of the project. By using the media of these organisations, MAX will reach a wide audience including research community, transport planners, mobility experts and mobility managers. At the same time these organisations will benefit themselves by having direct access to the relevant and significant results of MAX to be spread to their community.

More detailed information on the cooperation and networking activities of MAX is provided below:

EPOMM network

- MAX partners presented the project at the main European Platform on Mobility Management (EPOMM) events such as EPOMM National Focal Points (NFPs) meetings and EPOMM board meeting.
- MAX website is linked to EPOMM website (since June 2007).
- MAX partners presented the project at the ECOMM annual international conferences addressed to Mobility Management practitioners and experts all over Europe. On average, they attract 250-350 delegates. MAX was presented at the ECOMM 2007 (the content of the presentation related to the general information on the project) and ECOMM 2008 (the content of the presentation related to the interim results of WPD).
- MAX partners will present the project (the content related WPs A to D) at the next NFPs meetings and probably at the next ECOMM 2009 which will have "cost/benefit of MM" as main theme.
- EPOMM will produce forthcoming issues of electronic newsletters (EPOMM e-update) in liaison with MAX with specific common topics.

ELTIS network

- MAX material will be included into the teaching and learning materials section of the PORTAL website (http://www.eu-portal.net/material/start_material.phtml?sprache=en) managed by ELTIS. This dissemination action will be promoted through ELTIS e-newsletters.
- Main results and achievements of MAX (the content related WPs A to D) will be described in the ELTIS newsletters (http://www.eltis.org/Newsletter.phtml?id=1309), and uploaded on the ELTIS website.

- MAX material will be included into the tools for practitioners section of the ELTIS website (http://www.eltis.org/Vorlage.phtml?id=480).

POLIS network

- MAX partners will present the project in POLIS Working Group meetings. The first presentation is planned on the 14th October: at the POLIS working group on environment and health meeting in Paris Behaviour Change Models and Prospective Assessment (MAX WPB) will be presented.
- MAX partners will publish (up to three) articles on POLIS Members monthly newsletter "Info Polis" (http://www.polis-online.org/index.php?id=88).
- A link to the MAX website will be included on the POLIS website. This web link will remain active al least until the end of the MAX project.
- The final public conference of MAX will be properly promoted on the POLIS website.
- POLIS will distribute MAX dissemination material in their offices, in the European Conference of Transport Research Institutes, and in the European Road Transport Research Advisory Council.

Eurocities network

- MAX partners will present the project at the Eurocities Mobility Forum on 20th-22th of October 2008.
- Eurocities provided (as subcontractor within WPA research and investigation activities) contact information for 100 local European Mobility Week coordinators across Europe.
- Eurocities will distribute MAX dissemination material in their offices.
- Eurocities will put a prominent link to the MAX website on the Eurocities-website
- Eurocities will produce news on MAX in three of their monthly newsletters

Presentations at relevant conferences and publications

Concerning **presentations of the MAX project at relevant national and international conferences** a very strong effort has been implemented by MAX partners to present the intermediate project's results. Within the last 24 month the MAX project has been presented at 13 national/international conferences as following (for details refer to the table "Dissemination activities made in the first 24 months of MAX" at the end of this chapter):

- 1 presentation for the content related WPs A to D (Lund 2007),
- 6 presentations for the research area WPB (Bayreuth-September 07, Leiden-October 07, Edinburgh-January 08, London-June 08, Vienna-July 08, Berlin-July 08),
- 5 presentations for the research area WPD (Krakow-November 07, Ljubljana-April 08, Vilnius-May 08, London-June 08, Bucharest-August 08),
- 1 presentation for the research area WPA (Madrid-September/October 08),

For the remaining last year of the project, MAX results will be presented according with arising dissemination opportunities (including opportunities coming from the cooperation with the identified networks). MAX final results will be presented during the final MAX conference in Krakow.

Concerning **publications of MAX project in expert journals** 2 publications have been produced during the last two years of the project: 1 publication (content related to WPA) in the Italian expert journal on mobility and transport, and 1 publication (content related to WPs A to D) in the Trivector (Sweden) internal expert journal.

A very strong effort is planned for the remaining last year in order to produce publications according with the Inception Report. WP5 leader will encourage and press each partner involved within WP5 (according with D5.1) to publish articles in expert journals according to the Dissemination Plan (D5.1).

For a more effective monitoring of dissemination activities implemented by WP5 partners during the course of the project, a revised internal reporting procedure has been established setting up a detailed progress reporting template (WP5 monitoring table) according with the original structure of the progress report defined within WP3. This procedure will ensure the quality and compliance of implemented dissemination activities in accordance with the Dissemination Plan (D5.1), detecting potential problems early, and identifying possible missing contributions/activities from responsible partners. WP5 leader is in charge of the implementation and management of these monitoring procedures.

The level of success of the implemented and future dissemination activities within Task 5.3 can be measured in terms of:

- number of MAX presentations at relevant international/national conferences as well as local meetings with relevant key actors per research area (content related WPs A-D);
- size of audience, type of audience and countries addressed by conferences in which MAX results are presented per research area (content related WPs A-D);
- number of MAX publications in expert journals per research area (content related WPs A-D);
- presence of MAX findings (in terms of teaching and learning material, material for practitioners, articles, etc.) in the dissemination tools used by the networks/organisations identified for cooperation and networking activities;
- number of MAX presentations in the working groups and at relevant events (conferences, workshops and exhibitions) of the identified cooperative associations
- number and relevance (different target groups) of participants at the final conference in Krakow where the final results of MAX will be presented.

Task 5.4: End-products of MAX

The discussion on what sort of condensed format (as fact sheets or advice notes) the end-products of MAX should have is ongoing among the WPs A to D, the Coordinator, WP4 leader and WP5 leader. Also the selection-process of languages in which these condensed end-products will be available is ongoing: it is anticipated to translate these MAX results into up to 8 different languages such as English, German, Polish, Czech, Hungarian, Romanian – others might be Greek, Lithuanian and Slovene.

Also the identification of target groups for the different end-products of MAX, and considerations on how these target groups can most effectively be reached, are currently ongoing.

Task 5.5: Integration into university courses

The responsible partners' plans for the possible integration of MAX findings into university and school courses are:

- Uni AUTH: "Traffic management" is taught and "mobility management" could be integrated. There's also a lecture on "organisation of management resources". There are currently two ongoing PhDs related to mobility management. It is much easier to add a lecture to a post-graduate course (the material of MAX will form a good basis for such lecture), than to integrate MAX results at the undergraduate-level due to language problems (undergraduate students are not used to English!).

- Nu Napier: There are common master-level courses for British universities, including a module on transport psychology. The integration of input of MAX WPA and WPB material into new Napier University MSC Transport Policy and Public Transport Modules is planned. Further development of Napier University MSC modules integrating the achieved project results and delivery to students is planned for the next three months (December 2008).

- UPCR: UPCR is a more economically oriented university, but there is a course on transport-systems, where some elements of MAX could possibly be integrated.

- UCLAN: UCLAN is a business school with a transport department. Possible integration of MAX results: 1) there is a module-unit for undergraduates in transport; 2) there is a lecture for tourist students "mobility for leisure", where Almada case-study could be integrated; 3) it is possible to integrate both WPA and WPB findings for graduate students; 4) a PhD could take forward the findings of WPA and WPB in the field of sustainable tourist mobility. UCLAN is currently integrating WPA achieved results into preparation material for modules in new academic year.

- VGTU: There is a study program "urban transport systems" (PORTAL-material was quite successfully used at VGTU). VGTU has planned a possible integration of MAX results (WPA, WPD) into next year lecture on "mobility management" for master students. Contents of teaching model and real possibilities to integrate MAX results were discussed with Faculty authorities. Possibilities to integrate MAX results into teaching material for master's subject "Mobility management" have been finally approved.

- CNRS: There are courses on "city planning", "modelling and econometrics in transport" and "freight and logistics". Mobility management is integrated in these courses, but it is only a "side-aspect" since the studies have to be "market-oriented" (i.e. job-market oriented, etc.). There is a network of 6 universities for PhD studies "TRANSPORT-NET". Possible integration of MAX findings into their courses in under internal discussion.

- Uni Maribor: There is a whole study program on "transportation". Possible integration of MAX results into lectures is: WPD transportation planning (03-05-2009), WPB transportation modelling and WPC quality management in transportation.

- CUT: Mobility management and travel awareness is not well-known among students. There are courses on "transportation systems" and on "computer and techniques in transportation modelling", where lectures (on MAX results) could be integrated. CUT has remarked that it is much easier to integrate the project results into lectures than workshop or seminar. CUT has also put in evidence that it is very

difficult to find a proper dictionary – it would be good to create such a “dictionary for mobility management” (i.e. English vocabulary with English explanations). Modification of the lecture "Basis of the Transport Systems" for students of 3rd year and implementation of MAX findings into the course Mobility Management issues (two lectures, 180 min) are under preparation.

- Uni Magdeburg: Currently planning for next summer-semester is ongoing. Possible integration of MAX results is: a seminar on MM (WPB-issues) could be integrated into the course on social psychology for diploma-students as well as 1 or 2 sessions presenting the findings of MAX could be integrated into a seminar for students of other disciplines.

- NTUA: Contacts to lecturers will be made to promote integration of some elements of MAX. Some sort of workshop on mobility management for students could be possible.

Dissemination activities made in the first 24 months of MAX

The following table shows the dissemination activities that have been made within the first two years of the MAX project.

Actual dates	Type	Type of audience	Size of audience	Countries addressed	Partner responsible/ involved
Since Nov 06	Website www.max-success.eu	General public	More than 1000 page views per month	worldwide	FGM-AMOR
May 07	Conference presentation at ECOMM 2007 in Lund (www.ecomm2007.se)	Researchers, Consultants, Policy makers	50	ca.15	FGM-AMOR
Jan, May and Sept 07	Presentations at EPOMM Board and NFP-meetings	Policy makers	10, 8, 8	5	FGM-AMOR
May and June 07	Feature in EPOMM e-news (www.epomm.org/newsletter/electronic/0607_EPOMM_enews.html)	Researchers, Consultants, Policy makers	3000	Ca. 50	FGM-AMOR
Since June 07	Link to MAX-website established on EPOMM website (www.epomm.org/index.phtml?id=914)	General public	4000 page views per month	Unknown	FGM-AMOR
Sep 07	Presentation of MAX at Environmental Psychology Conference in Bayreuth	Researchers	35	Unknown	Uni Magdeburg
Oct 07	Presentation of MAX at the International Voluntary Behaviour Change Workshop, 15. – 16. October 2007 in Leiden, NL	Researchers	20	10	FGM-AMOR, Uni Gießen
Nov 07	Presentation at Environmental Protection in Urban Planning Conference in Krakow with the paper: "Role of mobility	Researchers	60	Poland	Uni Krakow

Actual dates	Type	Type of audience	Size of audience	Countries addressed	Partner responsible/ involved
	management demands on environmental protection in land-use planning"				
Jan 08	Presentation of main assumptions of MAX programme in the Urban Development Planning Office (UDPO) in Krakow	Administrative Units - planners	4	Poland	Uni Krakow
Jan 08	Presentation of the SoA in MAX at Transportforum in Linköping, Sweden, January 2008	Researchers, Consultants, Policy makers	15	Sweden	Trivector
Jan 08	Article in internal journal "News from Trivector" distributed at Transportforum in Linköping	Researchers, Consultants, Policy makers	100	Sweden	Trivector
Jan 08	Presentation of MAX WPB evaluation methodology and TF3 results to Scottish Government for use in evaluation of national Scottish sustainable travel demonstration towns initiative	Policy makers, local govt staff, academics	150	UK	NU Napier
April 08	Presentation of MAX at the Transport Research Arena Europe 2008 in Ljubljana with focus on integrating Mobility Management into the Spatial Planning (http://www.tra2008.si/)	Researchers, Consultants, Policy makers	100 attendants	Unknown	Uni Maribor
May 08	Presentation at 7th International Conference "Environmental Engineering" in Vilnius (22-23 May) on WPD WS1 findings. (http://www.vgtu.lt/confe/Enviro2008/)	Researchers	386 attendants	CH, A, LI, EE, UK, NL, BE, D,	VGTU NU Napier
June 08	Conference presentations at ECOMM 2008 in London, 4-6 June 2008. NU/Maribor presented in workshop on WPD findings, FGM-AMOR generally on MAX in Plenary, ILS in workshop on integration of MM in site development (WPD) (www.epomm.org/ecomm2008/ecomm_presentations_london.html)	Researchers, Consultants, Policy makers	In the workshops about 40 attendants, in Plenary about 300	Over 20 EU countires	FGM-AMOR NU Napier ILS Uni Maribor
July 08	Presentation of WPB overview paper at TDM Symposium (Vienna, 16-18 July)	Researchers, Consultants, Transport experts, Policy makers	150 delegates	10 European, 8 non-European	AMOR NU Napier
July 08	Presentation of MAX at the XXIX International Congress of Psychology (Berlin, 20-25 July	Researchers	40	Unknown	Uni Magdeburg

Actual dates	Type	Type of audience	Size of audience	Countries addressed	Partner responsible/ involved
	2008)				
July 08	Presentation of MAX and WPD results in Urban Engineering Department, Vilnius Gediminas Technical University, 11 July	Researchers, Consultants, Transport and land use planning experts, Policy makers and developers	12	2	VGTU
Aug 08	Presentation and paper on WPD findings at the TRANSPORTATION AND LAND USE INTERACTION 2008 conference, at the Polytechnic University of Bucharest (Bucharest)	Researchers, Consultants, Transport experts, Policy makers	200	SE Europe	UIRS/Uni Maribor, Slovenia
Aug-Sep 08	Incorporation of MAX WPA and WPB findings into new Masters level module on behaviour change, to be used by 9 UK universities	Academics, students	150 per year	UK, but with students from all over the world	NU Napier through www.utp.org.uk
Sep 08	Article in the Italian Journal "Onda Verde" including both project overview and first results coming from WPA	Researchers, Consultants, Transport experts, Policy makers	Not applicable	Not applicable	FIT
Sep 08	Presentation of one of the tools developed in WPB (MaxSUMO) at an EPOMM focal point meeting (San Sebastian, 8-9 September)	Representants from EPOMM focal point member countries	8	A, ES, NL, BE, SE, FR	Trivector
Sep 08	Poster and paper presentation on 4th International Symposium Networks for Mobility (Stuttgart, 25-26 September 2008)	Researchers, Consultants, Transport experts, Policy makers	Unknown	Unknown	Uni Krakow
Sep-Oct 08	Presentation of general aspects of MAX and WPA interim results at the "2nd International Congress: Citizens and Mobility Management-Towards a new culture for urban mobility" (Madrid, 29 September – 1 October 2008)	Researchers, Consultants, Transport experts, Policy makers	Over 200	participants and speakers from all over Europe	ETT

14.2.6 WPA – Travel Awareness: New Approaches

Objectives of WPA	How they were met in the second 12 months of the project
lxvii. gain a better insight on the linkages between successful communication initiatives and all aspects of campaign design	WPA and WPB have been working on this issue
lxviii. convince multipliers to contract campaigns for sustainable transport by "campaigning the campaign" in order to support the development of policy	Task Force 2 of WPA is on “campaigning the campaign”
lxix. Understand the causes and find out why travel awareness and mobility management initiatives are still not widely known, especially in the new Member States	Part of Task Force 2 of WPA, and a focus of the demonstration in Tallinn.
lxx. develop (awareness) strategies directed towards maintaining sustainable behaviour and changing unsustainable behaviour	WPA is working on this issue
lxxi. identify transferable campaigns addressing attitude or behaviour change in areas other than transport	Researched in the State of the Art analysis. Case studies into non transport campaigns have been conducted and a section is included in the intermediate deliverable summarising which key elements can be transferred to transport. In the intermediate deliverable reference is made to an accompanying document ‘learning from health campaigns’.
lxxii. create knowledge about "how to best raise attention": the value of different arguments, approaches, channels, media to change mobility behaviour by raising travel awareness	WPA is working on this issue
lxxiii. exploit psychological background knowledge for successful campaigning	This was researched in the State of the Art analysis, followed up by the research plan of WPB
lxxiv. develop travel awareness approaches that help to reverse the trend of rapid increase in car usage and the decrease in PT usage in the Accession Countries	Part of the Research Plan in WPA
lxxv. investigate the (economic, social, environmental, health...) benefits of these approaches and assess their suitability in specific situations.	WPA is working on this issue

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D A.1	State-of-the-art summary report (internal)	A	Month 5	Month 5	Mobiel 21
D A.2	Research Plan for own investigations (internal)	A	Month 7	Month 7	Mobiel 21
	Intermediate deliverable[4]	A	Month 24	Month 24	Mobiel 21
D A.3	Report on results of investigations (internal)	A	Month 31	Month 31	Mobiel 21
D A.4	Demonstration report (internal)	A	Month 31	Month 31	Mobiel 21
D A.5	Best Practice of innovative approaches (other)	A	Month 34	Month 34	Mobiel 21

[4] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M A.1	List of projects to be analysed	A	Month 2	Month 2	Mobiel 21
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M A.2	Draft "Best Practice of innovative approaches"	A	Month 18	Month 18	Mobiel 21
M A.3	Draft Report on results of investigations	A	Month 28	Month 28	Mobiel 21
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task A.1 – State of the Art Analysis:

Since Task A.1 was finished before month 13, no activities are to report for this reporting period (month 13-24).

Task A.2 – Conceptualisation and Research Specification:

In the internal research plan of WPA, five different task forces were set up to structure all WPA research activities:

- TF1 (Campaign Designs), leader UCLAN
- TF2 (Campaigning the Campaign), leader FIT
- TF3 (Credibility of Message Giver), leader AUTH
- TF4 (Combination of Hard Measures and travel awareness (TA)), leader FGM-AMOR
- TF5 (Combination of education and TA), leader Mobiel 21

Task A.3 - Investigations and Implementation

Task force 1 was established first and investigated all the aspects of the campaign design as defined in the initial conceptual framework by reviewing further literature and analysing in-depth the design, process and results of good practice campaigns in and outside of the transport sector. Task force 1 also outlined more specific items related to campaign design in the subsequent task forces 2 to 5.

Task force 2 focuses on campaign activities targeted at policy makers and stakeholders (campaigning-the-campaign); task force 3 investigates what types of messages work best to enhance behavioural changes and what is the most credible message giver. Task forces 4 and 5 look into the combination of travel awareness raising with respect to hard measures (how to best integrate TA with infrastructure investments) and education (how to set up an awareness raising campaign in a school context and targeted at different age groups).

In spring 2008, the first results of WPA were ready: a more refined TA campaign framework was developed by task force 1 and presented at the MAX meeting in Leuven (14th -16th April 2008). The basics of the framework were explained in a working paper; five case study reports on good practice campaigns were completed following a common WPA case study protocol. A paper on the importance of branding in travel awareness was written as well as a paper on the transferability from health campaigns (by subcontractor WHO).

Currently the following research activities are in a final stage:

Nine other case study reports of good practice campaigns in and outside the transport sector are ready in final draft versions; they all follow the same WPA case study protocol and deliver further input for the overall validation of the campaign framework and for the refinement of aspects of 'campaigning- the –campaign' (task force 2), combining TA and education (task force 5) and combining TA and infrastructure investments (task force 4).

Overall conclusions and recommendations from this case study review of good practice are currently taken on board in the three MAX WPA demonstration projects in Tallinn, Cotral and Almada.

- In Tallinn (Estonia), the design of the campaign and its activities was decided on in spring 2008, the implementation of the campaigning-the campaign activities are currently taking place; evaluation is planned for autumn 2008.

- At Cotral Spa (local bus operator in Region of Lazio Roma, Italy), the planning phase of the demonstration has finished, implementation is currently starting up and will take place in autumn and winter 2008. Final results of the assessment will be ready in March/April 2009.

- In the city of Almada (Portugal), the communication campaign accompanying the inauguration of a new tramline in the city is currently developed; the campaign will roll out end of November 2008 when the new tramline opens. A before and after questionnaire survey is planned with results becoming available end of 2008-beginning of 2009.

The overall conclusions and recommendations from the case study review of good practice is also taken on board in task forces 2, 4 and 5 that are beginning their in-depth investigations of ongoing campaigns in a new member state (using depth interviews) in order to check for transferability.

Next to the in-depth investigation of past and ongoing campaigns, two surveys are being conducted in WP A:

- In task force 2, a survey among 36 campaign leaders all over Europe has been completed on the topic of campaigning-the-campaign. The telephone and face-to-face interviews with the local coordinators of the European Mobility Week (an EU –wide campaign concept) took place between April and June 2008 following the same questionnaire template. During the summer, data has been prepared for analysis and in October 2008 the results and recommendations will be reported.

- In task force 3, a survey began in July 2008 in 6 WPA partner countries: Lithuania, Estonia, Greece, Italy, UK and Belgium. The aim of the research is to investigate the intention for behavioural change according to different types of message giver (celebrity, expert, ordinary people, cartoon), the nature of the message (positive/negative, rational/emotional, economy/health/environment related), the sponsoring organisation, the variations between different countries (cultural differences) and variations between different market segments e.g. age groups, mobility profile, etc. By the end of October 2008, 90 in-depth face-to-face interviews will be conducted in these 6 countries. The analysis of the interview transcripts country by country and across the countries will be done in the months of November and December 2008. A first draft of this report with be ready by the end of 2008.

Thus many research activities have already been finalised in WPA.

Results and recommendations have been reported in smaller research papers and study reports:
- MAX WPA TF1 Case Study Analysis - CIVITAS-SUCCESS in Preston (UK), prepared by Uclan, status Quality checked, 27pp
- MAX WPA TF1 Case Study Analysis – Binge Drinking in Scotland (UK), prepared by AUTH, status: Quality checked, 22pp
- MAX WPA TF1 Case Study Analysis – Race Against Waste (Ireland), prepared by LyleBailie International, status: Quality checked, 29pp
- MAX WPA TF1 Case Study Analysis – Fit For Life (Ministries of Education and of Social Affairs and Health, Finland), prepared by WHO, status Quality checked, 18pp

- MAX WPA TF1 Case Study analysis - Bike it, Sustans (UK), prepared by UCLAN, status: Quality checked, 34p
- MAX WPA TF1 paper, Branding in Travel Awareness, prepared by LyleBailie International, status Quality checked, 17pp
- MAX WPA TF1 paper, What can we learn from Health Promotion Campaigns? What can be applied to sustainable transport campaigns? prepared by WHO, status: Quality checked, 23pp.
- MAX-WPA TF1 Review of Conceptual Framework and Campaign Success Factors, prepared by Uclan, status: Quality checked , 38pp.
- MAX WPA TF2 Case Study Analysis - BOB au volant. Toujours, Designated Driver campaigns against drink-driving (Belgium), prepared by FIT, status final draft still to be quality checked, 14pp.
- MAX WPA TF2 Case Study analysis - European Mobility week 2007 Bologna (Italy), prepared by FIT, status final draft, to be quality checked, 16pp.
- MAX WPA TF2 Case Study Analysis "European Mobility Week 2007 León (Spain)", prepared by FIT with contribution of ETT, status: final draft to be quality checked, 29pp
- MAX-WPA TF2 Case Study Analysis "Active for Life – Health Education Authority (UK), prepared by WHO, status: final draft to be quality checked, 14pp.
- MAX WPA TF2 Checklist for expert interviews – final questionnaire, prepared by FIT with contribution of Mobiel21
- MAX WPA TF3 Bibliographic review, Credibility of message giver prepared by AUTH, status: Quality checked, 11pp.
- MAX WPA TF3 In depth interviews interview template, prepared by AUTH and Lylebailie International
- MAX WPA TF3 In Depth Interviews Guide, prepared by AUTH and Lylebailie International
- MAX WPA TF3 In Depth Interviews Stimulus Boards , prepared by Lylebailie International and AUTH
- MAX WPA TF4 Case Study analysis – Bolzano, Corporate Cycling System (Italy), prepared by FGM, status: final draft to be quality checked.
- MAX WPA TF5 Case study Analysis – VERB, Physical Activity Campaign (USA), prepared by WHO, status: first draft, 21pp
- MAX WPA TF5 Case study Analysis - School Traffic snake sustainable home school traffic (Flanders, B), prepared by Mobiel 21, status: final draft to be quality checked, 27pp
- MAX WPA TF5 Case study Analysis - Smokefree class competition, a smoking prevention campaign (Flanders Belgium), prepared by Mobiel 21, status: first draft, 19pp
- MAX WPA TF5 Case study Analysis - Het nieuwe rijden – ecodriving campaign (NL), prepared by Mobiel 21, status: final draft to be quality checked, 26pp
- MAX WPA TF5 paper – What an Innovative Travel Awareness Campaign towards Youngsters (approx. age group 15-18y) could ideally look like?, prepared by Lylebailie International, status: first draft, 23pp.
- MAX WPA Protocol for Case Studies, prepared by Uclan & Mobiel 21, 15pp.
- MAX-WPA Case Study Report, prepared by Uclan, status: first draft
- MAX WPA - Cultural Issues in Travel Awareness Research, course material prepared by ITIM Intercultural management (subcontractor)

WPA Demonstrations

In WPA there currently 3 demonstrations ongoing. For more details on these demonstrations please refer to the Annex 3.

Task A.4 - Compilation of results and Integration of Findings

Task A.4 will only start after the reporting period.

14.2.7 WPB – Predictive Model and Prospective Assessment

Objectives of WPB	How they were met in the second 12 months of the project
lxxvi. gain an insight of why people change their behaviour and what can be done to use this knowledge to influence the target groups as required in terms of a travel awareness approach	This question was addressed in the State of the Art report and is part of the Max Self Regulation Model (MaxSEM) that was developed in Task Force 1 (TF1).
lxxvii. further optimise existing behaviour change models towards a predictive model of behaviour change / towards several models differentiated by target group	In TF1 a new model of behaviour change – MaxSEM – has been developed and empirically tested.
lxxviii. define the structure and elements of the model and the relationship between the elements	MaxSEM specifies the structure and elements of the model and the relationship between the elements. The relationships have been tested using structural equation modelling on the basis of a sample of 1358 individuals. Data were collected by the MAX partners. A manuscript on the model has been submitted for publication (Bamberg, 2008).
lxxix. exploit the knowledge gained from existing research and adapt behaviour change models to be able to predict and measure changes in travel awareness	Based on MaxSEM, stage diagnostic questions have been developed and tested to measure the current stage of behaviour change individuals are in.
lxxx. benefit from new approaches of awareness and behaviour change as identified in WP 1 and transfer the results into a theoretical model	New approaches of awareness and behaviour change were identified in the State of the Art report and used for the development of MaxSEM.
lxxxi. reviewing new methods for the synthesis of evaluation results from different campaigns	This was part of the State of the Art report.
lxxxii. develop an assessment tool that allows to assess the likely impacts of campaigns ahead of implementation and to evaluate them after implementation	Due to a lack of valid empirical data on the effectiveness of MM measures (as specified in the SoA and the Research Plan), TF 4 will not be able to develop a fully working PAT within the MAX runtime. In order to provide a better empirical basis for a PAT, TF 4 develops a standardised evaluation tool (MaxSUMO), which shall raise the quantity and quality of evaluation data in future. A draft version of MaxSUMO has already been developed.
lxxxiii. reviewing new research designs and statistical methods for analysing campaign impacts	The review of new research designs and statistical methods for analysing campaign impacts was part of the State of the Art report. The intervention study in TF 3 uses a control group design, which allows quantifying the effects of a theory-driven intervention compared to the effects of a standard intervention and a control group without intervention.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D B.1	State-of-the-art summary report (internal)	B	Month 5	Month 5	ILS
D B.2	Research Plan for own investigations (internal)	B	Month 7	Month 7	ILS
	Intermediate Deliverable[5]	B	Month 24	Month 24	ILS
D B.3	Report on results of investigations (internal)	B	Month 31	Month 31	ILS
D B.4	Predictive model(s) for behaviour change (other)	B	Month 31	Month 31	ILS
D B.5	Prospective Assessment Tool (other)	B	Month 34	Month 34	ILS

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M B.1	List of projects to be analysed	B	Month 2	Month 2	ILS
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M B.2	First Draft of the output of WPB	B	Month 18	Month 18	ILS
M B.3	Draft Report on results of investigations	B	Month 28	Month 28	ILS
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task B.1: State of the Art Analysis

Since this task was completed before month 13, no activities have been made in this reporting period.

Task B.2 Conceptualisation and Research Specification

Since this task was completed before month 13, no activities have been made in this reporting period.

Task B.3: Investigations and Implementation

The work in WPB is structured into four different Task Forces:

TF1: Theoretical standard model
TF2: Categorisation of MM measures
TF3: Evaluation study
TF4: Assessment tool

In TF1 a new theoretical standard model has been developed and validated based on a cross-cultural survey of car-drivers in seven WP B partner countries. The MaxSEM – Max Self-Regulation Model – includes the most important constructs of

[5] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

'static' behaviour change models as well as a new temporal dimension of the behaviour change process by incorporating key 'stages' of behaviour change. TF1 found empirical evidence for four stages of behaviour change: 1) pre-contemplation, 2) contemplation, 3) preparation/action, and 4) maintenance. To assign individuals to these stages, diagnostic questions have been developed and tested.

In TF2 a literature review was performed to identify and review relevant empirical publications detailing evidence on theoretically-driven interventions, specifically in the field of travel behaviour. Details and the main findings of these studies were included in a matrix to allow conclusions to be drawn, especially in relation to validating MaxSEM's assumptions and the design of the planned evaluation study. The lack of detail typically reported in the majority of studies identified, restricted the ability to inform the design of the evaluation study's intervention materials directly, although reinforced the need for robust and well documented studies as performed in TF3.

In TF3 a high quality evaluation study is being conducted to further validate MaxSEM's assumptions. To be more specific, it will be tested whether interventions that are based on the MaxSEM and take into account the individuals' stage position are more effective in changing behaviour compared to traditional 'one-fits all' type interventions. The different intervention strategies (stage-specific vs. one-fits-all) are tested against a control group that receives no intervention. Prior to their use in the intervention study the newly designed stage-specific intervention modules have been pre-tested in a small qualitative and larger quantitative study. The intervention study is conducted in Munich, Germany and has started after the summer break (mid of September 2008).
For more details on the Intervention Study in Munich please refer to Annex 4.

TF4 aims at developing a new prospective assessment tool (PAT) for the evaluation of MM measures. Due to a lack of valid empirical data on the effectiveness of MM measures, TF4 will not be able to develop a fully working PAT within the MAX runtime. In order to provide a better empirical basis for a PAT, TF4 develops a standardised evaluation tool (MaxSUMO), which shall raise the quantity and quality of evaluation data in future. To investigate the needs of potential users of MaxSUMO, a MM evaluation inventory has been conducted in five countries. Moreover, specifications for a decision support guide (DSG) that informs users about the most appropriate MM measures have been made. TF4 aims to develop a demonstration of a prospective assessment tool in the form of a database with standardised input and output modules for 1-2 MM measures based on currently available evaluation data.

Task B.4: Compilation of results and Integration of Findings

Task B.4 will only start after the reporting period.

14.2.8 WPC – Quality Management and Mobility Management for smaller Cities

Objectives of WPC	How they were met in the second 12 months of the project
lxxxiv. develop mobility management schemes that can be readily applied by small and medium sized cities	WPC is working on this issue
lxxxv. adapt the principles of quality management to mobility management and define process and impact related criteria which are essential for successful mobility management	WPC has done this

lxxxvi. exploit experiences with the application of principles and standards of existing QM systems (such as ISO 9000, EFQM, benchmarking, □abelling) in urban transport projects and by city departments (even if in non-transport domains, e.g. health services, environmental issues)	This was done in the State of the Art analysis and continued while developing the MAX QM Scheme.
lxxxvii. develop schemes which are both feasible and effective	WPC is working on this issue – feedback from practitioners participating in the WPC focus-group helps to reach this goal
lxxxviii. prepare and introduce a certification procedure for mobility management together with ON/CEN	In order to address this issue a CEN workshop (MOBIMA) was established and is currently working on this issue
lxxxix. Overall, the development of mobility management schemes for cities will help: • that cities plan and provide transport services to the potential users, which are of higher quality and encourage more frequent usage. This will contribute to a reduction of road congestion and an improvement in the quality of life in cities • that cities achieve a higher degree of competitiveness for the service suppliers while ensuring high quality in the offers • a higher performance in European transport as a contribution to sustainable growth	WPC is developing the QM Scheme accordingly to reach this aims

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D C.1	State-of-the-art summary report (internal)	C	Month 5	Month 5	UPCR
D C.2	Research Plan for own investigations (internal)	C	Month 7	Month 7	UPCR
	Intermediate deliverable[6]	C	Month 24	Month 24	UPCR
D C.3	Report on results of investigations (internal)	C	Month 31	Month 31	UPCR
D C.4	MAX schemes for mobility management in cities (other)	C	Month 34	Month 34	UPCR

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M C.1	List of projects to be analysed	C	Month 2	Month 2	UPCR
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M C.2	Draft "MAX schemes for mobility management in cities"	C	Month 18	Month 18	UPCR
M C.3	Draft Report on results of investigations	C	Month 28	Month 28	UPCR
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task C.1.1 State of the Art Analysis – Quality Management Standards in General
Task C.1.2 State of the Art Analysis – Quality Management Principles in Transportation Services

Since these tasks were completed before month 13, no activities have been made in this reporting period.

Task C.2 Conceptualisation and Research Specification

Since this task was completed before month 13, no activities have been made in this reporting period.

Task C.3 Investigations and Implementation

One of the main risks identified for the research work in WPC was the possible lack of interest from city authorities in MM quality management schemes. In order to prevent this risk, barriers to taking up MM schemes and QMSMM were addressed in questionnaire and focus group which have fed into the development of the QMSMM scheme. The QMSMM has been developed with a view to being able to gain certification at a later date. This is also addressed within the work of the CEN workshop.

For the work in WPC the WPC Research Plan defined the following subtasks:

[6] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

- Task 0: Development of a prototype Quality Management Scheme for Mobility Management
- Task 1: Survey (entails a survey of stakeholders), leader Mobiel 21
- Task 2: Focus group and further exploration of the concept of QM, leader UPCR
- Task 3: Implementation (demonstration of a QM scheme in MM in a city), leader Traject
- Task 4: Evaluation aspects, leader Traject
- Task 5: Certification aspects, leader ON

The WPC-meeting in Athens in September 2007 signalled the commencement of research activities in WPC, since then the following activities have been made in WPC:

Prototype Quality Management Scheme for Mobility Management: As a first step the development of a QM prototype scheme was assigned to a subcontractor (JMP). The subcontractor JMP developed a prototype-scheme for the Quality Management Scheme for Mobility Management (QMSMM). The aim of the QMSMM is to assist decision makers (organisations, city authorities) working in MM to develop a systematic approach for the design, planning, implementation and evaluation of MM measures and activities; that approach is based on quality management principles. The key criteria for the QMSMM have been drawn from existing Quality Management practices such as Total Quality Management (TQM); ISO9000 family of standards; ISO14000 family of standards; Eco-Management and Audit Scheme (EMAS); European Foundation for Quality Management (EFQM) etc.

Survey: The survey aimed at collecting opinions of MM decision makers and officials, regarding the QMSMM, as well as information on the MM and QM policies of their cities. In order to reach this objective, an online questionnaire was developed and cities all over Europe were contacted and asked to fill in this questionnaire. The questionnaire remained online between the 15th of February 2008 and the 30th of May 2008. In that time, 41 cities completed the questionnaire. Based on the survey data, a series of descriptive statistic analyses were performed. Results of the survey were used for improving the QMSMM.

Focus-Group and further exploration of the concept of QM: In order to further assess and evaluate the QMSMM, a focus group (FG) meeting consisting of experts and practitioners took place in Gent on the 12th and 13th of June. In this FG 7 external experts participated in addition to the MAX WPC partners and the QMSMM subcontractor. This focus group meeting resulted in valuable inputs from the practitioners that were used to further improve the QMSMM.

Implementation / Demonstration / Evaluation: As part of the research activities of WPC, a small-scale demonstration will be realised in Kortrijk, Belgium. The city desires to make sure that a user friendly and service-oriented approach, an effective follow up and continuous monitoring is organised for all sustainable mobility projects that are put in place, in order to obtain a durable effect. Therefore, Kortrijk will apply and test the Quality Management Scheme (QMSMMS) as elaborated in WPC. The aim of the demonstration is to check if the model can be implemented for a local mobility policy and what kind of barriers can be expected. The Instructions for Implementing a Quality Management Scheme for Mobility Management, as developed in WPC, will be taken into consideration and will be subject of discussion. The preparations for the demonstration in Kortrijk are ongoing.
As the Flemish Authority is very interested in the MAX-project (co-financing, attendance in Focus Groups,…), an opportunity was offered for involving some other small and medium sized cities in Flanders in the demonstration phase. In fact, parallel with the demonstration in Kortrijk, 10 other cities in Flanders will be contacted to check the ability/feasibility of implementing the QMSMM. The main focus of the demonstration remains in Kortrijk but via questionnaires, interviews and local focus groups the QMSMM will also be checked in the other cities.

Certification aspects (CEN Activities and Workshop): The CEN Workshop MOBIMA was initiated to provide a normative document, a so called CEN Workshop Agreement (CWA), titled "Code of Practice for implementing Quality in Mobility Management in smaller and medium sized cities". This CWA is largely based on the findings of MAX/WP C and can be used for certification of a QMSMM. The kick-off meeting of the workshop took place on September 28th, 2008 in Athens

and the 2nd Meeting May 30th, 2008, in Vienna. Based on the results of the MAX/WPC focus group meeting the QMSMM prototype was refined in July 2008. The CWA was completely redrafted, according to the refined prototype. It is planned that a draft will be available for public comment by February 2009 until the end of March 2009. The final document should be published by October 2009, the end of the MAX-project.

Task C.4 Compilation of results and Integration of Findings

This task will only start after the reporting period.

14.2.9 WPD – Integrated Planning and Mobility Management

WPD concerns the better integration of mobility management (MM) with land use planning (LUP).

Objectives of WPD	How they were met in the first 12 months of the project
xc. identify crucial actors and ways to involve them in the processes	WPD has done this in Working Stages 1 and 2
xci. suggest promising schemes for stakeholder co-operation and participation, including PPP (public private partnership)	WPD is working on this issue
xcii. identify leverage points in the planning process to achieve the biggest impact, i.e. design the implementation path	WPD has done this in Working Stages 1 and 2
xciii. analyse impacts of framework conditions (local policies, legislation and culture)	WPD has done this in Working Stage one
xciv. use evaluation tools (or, later, the MAX prospective assessment tool)	This is planned in WPD – Working Stage three (as recommendation)
xcv. estimate the impacts of mobility management in the planning process with respect to achieving sustainable transport	Part of Research Plan in WPD
The research has to differentiate to account for a number of specific planning situations: • new developments and the improvement of existing sites • areas that are geared towards businesses, housing or mixed uses • the heterogeneity of the conditions for planning across Europe	This has been taken into account in WPD by: • analysis in working stage one • variety of simulations (working stage 2) • simulations (working stage 2) in 5 different countries

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D D.1	State-of-the-art summary report (internal)	D	Month 5	Month 5	Uni Maribor
D D.2	Research Plan for own investigations (internal)	D	Month 7	Month 7	Uni Maribor
	Intermediate Deliverable[7]		Month 24	Month 24	Uni Maribor
D D.3	Report on results of investigations (internal)	D	Month 31	Month 31	Uni Maribor
D D.4	Guidance Paper "Integrated Planning Approach" (other)	D	Month 34	Month 34	Uni Maribor

[7] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M D.1	List of projects to be analysed	D	Month 2	Month 2	Uni Maribor
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M D.2	Draft of "Integrated Planning Approach"	D	Month 18	Month 16[8] Month 23[9]	Uni Maribor
M D.3	Draft Report on results of investigations	D	Month 28	Month 28	Uni Maribor
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task D.1.1 State of the Art Analysis - Integration of Planning and Mobility Management, and Task D.1.2 State of the Art Analysis - Cooperation Concepts in Planning and Mobility Management Processes

Since these tasks were completed before month 13, no activities have been made in this reporting period.

Task D.2 Conceptualisation and Research Specification

Since this task was completed before month 13, no activities have been made in this reporting period.

Task D.3 Investigations and Implementation

The Research Plan of WPD contains the following 3 Working Steps:

- Working stage 1 (WS 1): Analysis of preconditions and planning process, leader NU Napier
- Working stage 2 (WS 2): Simulations of planning process, leader ILS
- Working stage 3 (WS 3): Guidelines and recommendations, leader Synergo

The activities in WS 1 and WS 2 relate to Task D.3:

The working-group meeting in Madrid (September 2007) was already the start up of the research, in which the scheme for analyis was presented (WS 1), and the framework for the simulations were discussed and fixed (WS 2). Since then the following activities have been made in WPD:

WS 1, Analysis: WS Analysis analysed the current level of the integration of sustainable transport and MM with LUP in the MAX WP D member countries and two other states (Sweden, Germany, Spain, Lithuania, Poland, Slovenia, Switzerland, the UK, as well as Ireland and the Netherlands). A common analysis framework was developed and was used by all partners to analyse two aspects of their LUP systems: firstly, the degree to which sustainable transport is an objective integrated within the planning system as a whole; and, secondly, how far MM is seen as an outcome of the building permission process for new/expanded/renewed developments. Three groups of countries were identified: those with almost no integration, those

[8] Results of Working Stage Analysis
[9] First draft of WPD outputs

with integration at a policy level (especially at higher levels of government) and some ad-hoc integration on the ground, and those with more consistent integration in both policy and practice. This latter situation was seen to be a product of more political will for the integration at various levels of government, plus the creation and/or identification of various tools to assist integration. Nonetheless, ways in which greater integration of MM with LUP could be brought about were seen to exist in most of the states whose planning systems were reviewed.

WS 2, Simulation: using a planning simulation, the possibilities of the integration of MM in the process of planning of new or renewed buildings and sites were explored in the context of concrete cases, each grounded within an actual planning context. In these planning simulations the identified best practice MM measures and / or supporting measures were selected and their transferability to single countries and their planning system was analysed. Five planning simulations were conducted: Two planning simulations took place in old MS (Germany, Spain) and three in new MS (Slovenia, Lithuania, Poland). These all considered the planning and building permission process for real sites for large new developments, and brought together a number of local professionals who are involved in planning decisions for a simulation workshop to discuss how MM might be integrated into the process for the site in question. Many sites were poorly integrated with walking, cycling and public transport networks, as transport was not really considered in site selection. MM was a new concept to most participants, and one whose possible successful transfer to their local contexts was greeted with some scepticism. No legal mechanisms were found that require or facilitate the integration of MM with the permission process for new buildings, but it was agreed that such integration could sometimes be achieved through negotiation.

For more details on the planning simulations conducted within WPD please refer to Annex 5.

Task D.4 Compilation of results and Integration of Findings

The activities of the previously mentioned WPD working stage 3 (WS 3) relate to Task D.4:

WS 3, Guidelines: In deviation to the comprehensive research plan WPD the WS Guidelines will only consist of one working step, that is the elaboration of guidelines and recommendations. The planned step "compilation of main findings of WS Analysis and WS Simulations" will be removed as a separate step, but the findings will be directly included in the elaboration of the outputs. The work for the elaboration of guidelines has already started: At the WPD meeting in Ljubljana (August 2008), all five planning simulations and the initial findings have been discussed; the elaboration of guidelines is ongoing.

14.3 Activities undertaken in the workpackages in the period 1 October 2008 – 31 October 2009

14.3.1 WP1 - State of the Art Analysis

WP1 – State of the Art Analysis was finished before month 25, therefore there haven't been any activities of WP1 for this reporting period (month 25-37).

14.3.2 WP2 - Conceptualisation and Research Specification

WP2 – Conceptualisation and Research Specification was finished before month 25, therefore there haven't been any activities of WP2 for this reporting period (month 25-37).

14.3.3 WP3 - Monitoring Investigations

WP3 was responsible for monitoring the activities and progress of the project partners continuously, in order to guarantee that the time-schedule of the project will be kept, and the results and outcomes of MAX will be developed according to the research plans.

Objectives of WP3	How they were met in the project
i. Monitor the investigations realised for MAX within the content related WPs	Achieved through following the introduced monitoring scheme
ii. Manage the timing of investigations with respect to the overall project schedule	This was achieved through the coordination of the Research Plans in WP2, and continuous monitoring of the actual research by WP3
iii. Guarantee that the undertaken research activities bring results for MAX in general and not only for the content related WP, that conducts the research	This was achieved through the inclusion of the synergies in the Comprehensive Research Plan into the monitoring scheme and internal reporting templates.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
	No Deliverable in this WP				

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M.3.x	Working Groups	3	Months 12, 18, 24, 30, and 36	Months 12, 18, 24, 30, and 36	ETT

At the start of the project it was decided between the WP3-partners to start the monitoring of the project in month 7, instead of month 10 as specified in the DoW, to assure a smooth connection from WP2 to WP3. Later on it was also decided that the task of monitoring shall proceed until the end of the project, month 37, in order to assure the results and outcomes of MAX. Thus the following activities of WP3 have been done within this reporting period:

Task 3.1 Working Groups and midterm-review

The content WPs have organised their working groups independently, and the leader of WP3 has monitored these activities.

It has been agreed at the first annual review meeting that no midterm review is necessary for MAX, since there are 3 annual reviews according to annex 3 of the contract.

Task 3.2 – Monitoring Progress

WP3 has, during the project, continually made changes to improve the monitoring of the project and make sure that the investigation is on track:

Already at the beginning of the project, a progress report template has been prepared by ETT and circulated among all partners. The templates were in Excel format and had to be filled in per WP task, providing an overview over work in the period covered, plans for the next period, progress milestones, deliverables and deviations. The progress milestones included the milestones of the Inception Report as well as milestones and deadlines defined in project meetings and in the Research Plans. The progress report templates have been continuously updated, monitoring of the relation/communication

between the WPs, and a separate template for WP5 has been included in the internal reporting scheme. The progress report templates have proven to be very useful.

Within this reporting period, the progress report templates have been sent out by ETT to all partners (and filled in by all partners) for month 25-26, month 27-28, month 29-30, month 31-32, month 33-34, and month 35-37. After collection and analysis of the internal progress reports received from the partners, ETT elaborated an overview for each internal reporting-period for the coordinator and for quality control.

14.3.4 WP4 – Interpretation and Compilation of Results

WP 4 was responsible for the interpretation and compilation of results of MAX. It was the task of this Work Package to take the results from WP A-D and transform them into tools and methods that are easily understandable and usable by different stakeholders.

Objectives of WP4	How they were met in the project
i. interpret the results in light of the initial research questions (in close cooperation with the content related WPs A to D)	As a first step a special WP4 meeting with all the Work Package leaders was held in London in June 2008 this was followed up by a special three-day in Rome in March 2004 and a special WP4 meeting in Lund in April 2004.
ii. merge and interpret the results across the content related WPs	This has been done through the MM-tool part of the website and the integrated final report of WP4
iii. exchange and discuss the results with the research community	As a first step WP4 has initiated pre-reports from all WP-leaders on the expected results of their workpackage., further discussion was through the internal meetings as described under point (i.) and through bilateral contacts between project partners and experts
iv. identify which insights are transferable all over Europe and which ones count for certain frameworks only	Reported in the final integrated report of WP4
v. exploit the advantages of an integrated project arising from the variety of involved experts and of the investigations realised	There have been discussions about the content of WP4 with all the Work Package leaders at every MAX MC-meeting and at various MAX WP-meetings. In the final process of reporting, making the tools and preparing the final conference, a high rate of integration was achieved.
vi. extract relevant information of all content related WPs and utilise and process it for the different target groups; translate results into recommendations and conclusions	The ensuing dissemination process has reached many varying target groups, each WP and the final integrated report has formulated recommendations and conclusions.
vii. prepare products for dissemination activities	The following main products were produced: MM-tool part of EPOMM-website, fact sheets, translations, training modules, presentations, publications, final integrated report

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
	Intermediate deliverable[10]	4	Month 24	Month 24	Trivector
D 4.1	Integrated Report on results of the investigations	4	Month 32	Month 38	Trivector

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M 4.1	Workshop on the results of the investigation	4	Month 30	Month 30	Trivector

The work of WP4 was originally (in the DoW) not scheduled to begin until April 2009, but it was decided that it would be of benefit to the whole MAX project for partners in WPA-D to begin considering the results of their work packages and how they can best be utilised, at an earlier stage of the project. WP4 has therefore deviated from the Research Plan by commencing (preparatory) work at an earlier date: The purpose of WP4 and its content has been communicated through presentations and discussions with all the Work Package leaders at each MAX-meeting, at a special meeting on WP4 held in London in June 2008, and through pre-reports from all Work Package leaders on the expected results. The WP4-leader has also prepared an intermediate deliverable for the 2nd annual review meeting in autumn 2008.

Task 4.1.: Workshop on the results of the investigation
WP4 and WP0 prepared, organised, and conducted a three-day meeting in Rome in which all research results were exchanged within the consortium. Four each content WP there was a 3,5-hour block in which first all partners and some external experts followed the presentations from one content WP. Then they separated into four workshop groups to discuss specific questions on key messages, integration, presentation, dissemination of the tools to be produced. Then the full plenum set together again and were presented the conclusions from each group. In this way, the large internal expertise was fully activated. The conclusions from this workshop largely formed the basis off all subsequent work of WP4.

Task 4.2.: Integrated report on results of the investigations
WP4 started to work on this report immediately after the workshop on the results of the investigation. The integrated report on the results of the investigations was finalised in October 2009. The integrated report interprets the results of MAX in the light of the initial research questions, merges and interprets the results across the content related WPs, identifies which insights are transferable all over Europe, extracts relevant information of all content-related WPs, and utilises and processes it for the different target groups.

Task 4.3.: Extract information for different target groups
The WP4-leader (in close cooperation with the leaders of the content related WPs A-D, the leader of QC, and the coordinator) extracted information for different target groups from the research results of the WPs A-D by organising additional feedbacks beyond the conclusions fo the main workshop (in point 4.1.). This was done through bilateral meetings with expert groups in several countries. Furthermore the WP4 leader helped the leaders of the content related WPs A-D to tailor the MAX tools for the different target groups. WP4 together with WP5, QC, and the coordinator developed the new webportal: the MM-tools part of the EPOMM-webste that allows the users to find, select, and utilise all MAX tools easily. Through a download center on the EPOMM-website there is additional easy access. The MAX-website is more dedicated to the research results and has also been redesigned to provide easy access for the scientific community.

[10] This report is an intermediate report, outside the deliveable list, prepared for audit purposes of the EC. The purpose of this report is to give a preview of what the final results of WP4 may be.

14.3.5 WP5 – Dissemination

Objectives of WP5	How they were met in the project
i. spread the experience and the knowledge gained in MAX widely, especially in the new Member States	Through EPOMM and EPOMM-PLUS; the final conference in Cracow, translations into several Eastern European languages (Czech, Estonian, Hungarian, Lithuanian, Polish and Slovenian)
ii. disseminate best practice in mobility management and travel awareness in a targeted way	The detailed dissemination plan (for example not all national conferences and publication in each country) could not be kept as the focus had to be very strongly on finalising the results and tools. However, dissemination proceeded at many conferences, through workshops and trainings, through the Universities, through the final conference and by way of the electronic newsletter and through other networks. Moreover and beyond the original dissemination plan, continuous dissemination beyond the project finalisation rests assured through the take-up of the MAX-tools and recommendations by EPOMM and the founding of the allinx network.
iii. facilitate implementation of mobility management in smaller cities	Achieved through the design of the MaxQ, Quality Management System for Mobility Management
iv. serve the different target groups with relevant products: decision and policy makers, city and site managers, transport planners and mobility and energy experts, new Member States, the scientific world	Achieved through the various MAX-tools, translations, 6 e-updates and all materials on the MM-tools part of the EPOMM-website and the research reports on the MAX-website
v. present MAX on related events (workshops, conferences, seminars etc)	Planned in the dissemination plan; in this reporting period MAX results have been presented at 28 events all over Europe (for details refer to table “Dissemination activities made in the MAX project”)
vi. to foster the integration of travel awareness and mobility management as well as planning in urban policy on all levels	Achieved through MaxTag and MaxLupo and all related materials on the MM-tools part of the EPOMM-website
vii. facilitate access to the results of MAX in order to support the development, implementation and assessment of policies that concern the central themes of MAX, travel awareness and mobility management	Easy access to the results of the project is assured through the MAX-website, and also through EPOMM website and EPOMM e-news. This issue is also addressed by the cooperation efforts with other organisations/networks, namely Eurocities, POLIS and ELTIS.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 5.1	Dissemination Plan	5	Month 6	Month 9	FIT
M-Stone Nr.	**Milestone Name**	**WP Nr.**	**Date due**	**Actual/ forecast delivery date**	**Lead contractor**
M 5.1	Web site operational	5	Month 3	Month 2	FGM-AMOR
M 5.2	Final Conference	5	Month 34	Month 36	FIT/CUT

Task 5.1 – Dissemination Plan

This task was finished before month 25 (- the Dissemination Plan was submitted to the EC in month 9).

Task 5.2 – Website and electronic Newsletters

The MAX website has been improved in order to provide for a more effective and easy navigation. The MAX website is continuously updated.

In order to spread MAX results and findings most effectively among the target groups, it was decided to use the well-known EPOMM electronic newsletters11 as dissemination tool instead of making completely independent MAX e-newsletters (as stated in the Dissemination Plan D5.1.). In accordance with the EPOMM e-newsletter framework, MAX focused on one single topic for each EPOMM e-newsletter in which the project results were presented. Spreading MAX information by both EPOMM website and EPOMM e-newsletters facilitates access to the MAX results and thus supports the development, implementation and assessment of policies that concern the central themes of MAX, travel awareness and mobility management.

Thus the initially planned 4 issues of MAX electronic newsletters (month 21, 26, 31, 36) were substituted presenting MAX results (according with the specific topic featuring each EPOMM newsletter) in the following 6 EPOMM newsletters:

- Evaluation of MM (month 26, November 2008), including project results coming from WPB
- Travel Awareness Campaigns (month 31, April 2009), including project results coming from WPA
- Modelling, measuring and achieving behaviour change (month 32, May 2009), including project results from WPB
- Quality Management in Mobility Management (month 33, June 2009), including project results from WPC
- Integrating mobility management with land use planning (month 37, October 2009), including project results from WPD
- MM tools from MAX (month 38, November 2009), introducing all tools and the new MM-tool part of the EPOMM-website as well as the updated MAX-website

These electronic newsletters were sent to:

[11] see http://www.epomm.org/index.phtml?Main_ID=868

- the user groups of the EPOMM community which periodically receive EPOMM newsletters by e-mail (EPOMM newsletters are usually sent to 3300 addressees);

- the consolidated MAX user group members established within MAX Users Group Directory – (there are 295 addresses included in the MAX Users Group Directory, among them are decision and policy makers, city and site managers, transport planners, mobility experts and researchers across the following countries: Austria, Italy, Greece, Germany, Spain, United Kingdom, Lithuania, France, Poland;)

- 100 local European Mobility Week coordinators, whose references have been gotten from Eurocities within WPA research and investigation activities.

Task 5.3: Publications, broadcasts and Final Conference

Cooperation and networking activities with existing international organisations and associations

The MAX-coordinator negotiated with EPOMM, ELTIS, POLIS, Eurocities and CEMR on dissemination of MAX results by using their website, newsletters, meetings, conferences and any other tools to disseminate MAX-results. CEMR reported they regret but that they had no personnel resources for such a scheme. All the others responded positive. The following was achieved:

Newsletters
- EPOMM launched 6 newsletters in cooperation with MAX at a cost of 3000 Euro.
- ELTIS disseminates infos on the MAX-tools through its newsletter – at no cost for MAX.
- POLIS featured MAX in one of their monthly newsletters.
- Eurocities featured MAX in three of their monthly newsletters and passed on the EPOMM-newsletter to their members

Meetings
- EPOMM:
  - Aligned the ECOMM 2009 and will align the ECOMM 2010 to contain many MAX contributions and has taken MM and land use (WPD) and the evaluation and cost benefit of MM (WPB) as main topics.
  - Invited MAX to present their results at their National Focal Point workshops and their Board meetings
  - Integrated the final conference of MAX with their continuation of the OPTIMUM series of meetings
- Polis has invited MAX to be present at the working group of environment and health in Paris, at a training workshop in Brussels and for the POLIS annual conference
- Eurocities has invited MAX to be present at two of its working group / Mobility Forum-meetings, in Vienna and Paris

Website
- Polis, Eurocities, EPOMM and ELTIS have put prominent links and offer downloads on their websites.
- ELTIS put teaching materials of MAX on the teaching materials and training part of their website, and they put handbooks etc. on the “tools for practitioners” part of their website.
- ELTIS has taken the case studies processed by MAX into their case study database.

Additional
- All networks announced the final conference of MAX.
- EPOMM takes up the MAX-results as far as deemed useful and actively contributed in the development of MAX-tools such as MaxSUMO and MaxSARA.
- EUROCITIES and POLIS have received and display MAX final brochure on their premises.

Dissemination of end results
- All those activities will lead to the dissemination of all end results and tools of MAX. Some indicators for this:
  - MaxSumo and MaxEva will be used in all London boroughs (as a pilot scheme)
  - There was a workshop on MaxSumo and MaxEva for the Dutch language region attended by important players from NL and Belgium – it will also be taken up in the Netherlands although there was no Dutch

MAX-partner
- The website allinx.eu has been launched largely due to network activities by MAX on the MAX final conference.

Cost

The Coordinator could obtain these dissemination services for MAX for a low price:
- ELTIS did not ask any extra money "as it is their dissemination task anyway"
- EPOMM did this additional newsletters for an additional cost of 500 Euros per newsletter, all other services were free for MAX
- POLIS offered these services for free; the only condition wat that one person of POLIS had to be invited to five meetings – WPA,B,C,D and the final event (one person at each meeting, each at a cost of about 700-800 Euros)
- Eurocities asked a fee of 1000 Euros.

So, from the original budget of 20,000 Euros only 1000 + 5*750 + 6*500 + 1000 = 8750 Euros were needed. The rest was used for additional translations and for the final conference.

Presentations at relevant conferences and publications

Concerning **presentations of the MAX project at relevant national and international conferences** a very strong effort has been implemented by MAX partners to present the intermediate and final project results. Within this reporting period, the MAX project has been presented at 28 national/international conferences and events, for details refer to the table "Dissemination activities made in the MAX project" at the end of this chapter.

Among them were

- All three European Conferences on MM that took place in these three years
- The MAX final conference
- Presentations on conferences not directly on mobility: planning law and property rights in Aalborg, Feb 09; POLIS working group on environment and health, Oct 09, International Congress of Psychology, Jul 08.
- Two trainings on MaxSumo

Concerning **publications of MAX project in expert journals** 17 publications have been produced and published during the project. For details refer to the table "Dissemination activities made in the MAX project" at the end of this chapter.

For a more effective monitoring of dissemination activities implemented by WP5 partners during the course of the project, a revised internal reporting procedure was established setting up a detailed progress reporting template (WP5 monitoring table) according with the original structure of the progress report defined within WP3. This procedure ensured the quality and compliance of implemented dissemination activities in accordance with the Dissemination Plan (D5.1), detecting potential problems early, and identifying possible missing contributions/activities from responsible partners. WP5 leader was in charge of the implementation and management of these monitoring procedures.

The level of success of the implemented dissemination activities within Task 5.3 has been measured in terms of:

- number of MAX presentations at relevant international/national conferences as well as local meetings with relevant key actors per research area (content related WPs A-D);
- size of audience, type of audience and countries addressed by conferences in which MAX results are presented per research area (content related WPs A-D);

- number of MAX publications in expert journals per research area (content related WPs A-D);
- presence of MAX findings (in terms of teaching and learning material, material for practitioners, articles, etc.) in the dissemination tools used by the networks/organisations identified for cooperation and networking activities;
- number of MAX presentations in the working groups and at relevant events (conferences, workshops and exhibitions) of the identified cooperative associations
- number and relevance (different target groups) of participants at the final conference in Krakow where the final results of MAX were presented.

Task 5.4: End-products of MAX

This was the major focus of the final phase of MAX: producing suitable end products.

End products according to the Inception report

According to the Inception Report, the following products were planned:

- Final illustrative brochure (Deliverable 5.6) about innovative approaches (direct outcome of WP A, electronic and print version)
- Assessment tool (direct outcome of WP B, electronic version, but ready to print)
- QM schemes for smaller cities (direct outcome of WP C, electronic, but ready to print)
- Policy Guidelines for Planning (direct outcome of WP A, electronic, but ready to print)
- To be available in a condensed format (as fact sheets or advice notes) (Deliverable 5.5), which will be provided in up to 8 different languages

The major end products of MAX

In the major project meeting / workshop in March in Rome it was clearly decided that the MAX project should go far beyond this, and it proceeded to produce the following tools:

- **MaxExplorer** is a web-based decision support guide. It defines, describes and helps to choose the right measures for your MM projects. (WP B.)
- **The MaxQ** - Quality Management Scheme for Mobility Management, and the description of its elements, together with a user manual and code of practice, gives MM practitioners a common quality framework to follow in developing and implementing MM policies. (WP C.)
- **MaxTag – Travel Awareness campaign guide**, which helps to design and implement better travel awareness campaigns informed by the results of earlier experience and research. It will be available as a simple web tool and as a paper guidebook. (WP A.)
- **MaxLupo -** guidelines for integrating land use planning with sustainable transport planning and guidelines for integrating MM and the planning and building permit processes of a new development. Both these guidelines are

user-friendly tools to encourage planners to build MM into the land use planning process so that users of new buildings will find MM measures available there, from the day the development opens. (WP D.)

- **The MaxSumo-tool** aims to standardise evaluation at the European level and should help in planning, monitoring and evaluating Mobility Management Projects. (WP B.)
- **MaxEva** is in many ways MaxSumo on the web. The more that MaxEva is used, the more MM results there will be to compare and use in planning new projects. (WP B.)
- **MaxSem – the Max Self-Regulation Model** is *the* new – dynamic - model of behaviour change, going beyond previous models used in MM by explaining how and why people move from one stage of behaviour change to another. (WP B.)

These are all fully available in various interactive format, with case studies, fact sheets, advice notes, additional research results and many more features in a structured way on the MM-tools part of the EPOMM website.

WP5 also produced a project brochure on the whole MAX-project – (instead of the original Final Illustrative Brochure), which was translated to 13 languages and printed in 13650 copies, distributed to all MAX-countries and beyond in Europe.

MAX and translation

MAX had a limited budget for translation, but in the end decided to use it to the MAX. This required extensive editing by the whole MAX-team and partly, for languages not covered by MAX, of partners of the EPOMM-PLUS team – as many specialist terms had to be determined, in some languages for the first time.

In the final part of the project, it was also decided that all main tools should have an easily recognisable name, a sort of MAX-family brand of tools: this resulted in the seven MAX-names MaxEva, MaxExplorer, MaxLupo, MaxQ, MaxSem, MaxSumo and MaxTag.

The following documents are available on the “MM-tools” part as well as on the “Countries” part of the EPOMM-website:

- In 15 languages including English:
  the final brochure; 7 fact sheets on all MAX tools; the Definition of Mobility Management
- In 8 languages including English:
  MaxLupo; MaxSumo, MaxQ, MaxTag

These translated documents form a very important basis for further dissemination:

- In some countries, it has been the first time that mobility management has been defined in that language
- Users will not be limited to the few persons that have a good command of english – the tools will be usable also for national workshops and national trainings
- The planned national networks for mobility management in EPOMM-PLUS will have working materials in their own language right from the start.
- The networking with other EU-projects as planned in EPOMM-PLUS will be greatly eased as translated versions are already available.
- The corporate design in the Naming (MaxTag, MaxLupo etc.) will greatly assist to connect across themes and language barriers
- As the terminology has been defined, further translations that could not be implemente through MAX (such as MaxEva, MaxExplorer) for lack of resources, are now greatly eased. It is expected that municipalities, projects, countries, ministries etc. that are interested in using the MAX-tools will be ready to finance further translations, also into languages not yet covered.

It is hoped that this translation effort will remain one of the major achievements of MAX.

Task 5.5: Integration into university courses

The responsible partners at the Universities all have plans for the integration of MAX findings into university and school courses, some of them have been implemented. The teaching materials will be at the relevant training-materials place on the EPOMM-website. They are (most often) still plans as most of the MAX results have only been finalised in the last months of the project. :

- **Aristoteles University of Thessaloniki:** "Traffic management" is taught and "mobility management" could be integrated. There's also a lecture on "organisation of management resources". There are currently two ongoing PhDs related to mobility management. It is much easier to add a lecture to a post-graduate course (the material of MAX will form a good basis for such lecture), than to integrate MAX results at the undergraduate-level due to language problems (undergraduate students are not used to English!).
- **Edinburgh University Napier:** There are common master-level courses for British universities, including a module on transport psychology. The integration of input of MAX WPA and WPB material into new Napier University MSC Transport Policy and Public Transport Modules is planned. Further development of Napier University MSC modules integrating the achieved project results and delivery to students is planned for the next three months (December 2008).
- **University of Piraeus UPCR** is a more economically oriented university, but there is a course on transport-systems, where some elements of MAX could be integrated.
- **University of Lancashire UCLAN** is a business school with a transport department. Possible integration of MAX results: 1) there is a module-unit for undergraduates in transport; 2) there is a lecture for tourist students "mobility for leisure", where Almada case-study could be integrated; 3) it is possible to integrate both WPA and WPB findings for graduate students; 4) a PhD could take forward the findings of WPA and WPB in the field of sustainable tourist

mobility. UCLAN is currently integrating WPA achieved results into preparation material for modules in new academic year.

- **Vilnius Gedimas Technical University VGTU:** There is a study program “urban transport systems” (PORTAL-material was quite successfully used at VGTU). VGTU has planned a possible integration of MAX results (WPA, WPD) into next year lecture on “mobility management” for master students. Contents of teaching model and real possibilities to integrate MAX results were discussed with Faculty authorities. Possibilities to integrate MAX results into teaching material for master's subject "Mobility management" have been finally approved.

- **University of Lyon (related to CNRS):** There are courses on “city planning”, “modelling and econometrics in transport” and “freight and logistics”. Mobility management is integrated in these courses, but it is only a “side-aspect” since the studies have to be “market-oriented” (i.e. job-market oriented, etc.). There is a network of 6 universities for PhD studies “TRANSPORT-NET”. Possible integration of MAX findings into their courses in under internal discussion.

- **University of Maribor:** There is a whole study program on “transportation”. Possible integration of MAX results into lectures is: WPD transportation planning (03-05-2009), WPB transportation modelling and WPC quality management in transportation.

- **Cracow University of Technology (CUT):** Mobility management and travel awareness is not well-known among students. There are courses on “transportation systems” and on “computer and techniques in transportation modelling”, where lectures (on MAX results) could be integrated. CUT has remarked that it is much easier to integrate the project results into lectures than workshop or seminar. CUT has also put in evidence that it is very difficult to find a proper dictionary – it would be good to create such a “dictionary for mobility management” (i.e. English vocabulary with English explanations). Modification of the lecture "Basis of the Transport Systems" for students of 3rd year and implementation of MAX findings into the course Mobility Management issues (two lectures, 180 min) are under preparation.

- **University of Magdeburg:** Currently planning for next summer-semester is ongoing. Possible integration of MAX results is: a seminar on MM (WPB-issues) could be integrated into the course on social psychology for diploma-students as well as 1 or 2 sessions presenting the findings of MAX could be integrated into a seminar for students of other disciplines.

- **NTUA:** Contacts to lecturers will be made to promote integration of some elements of MAX. Some sort of workshop on mobility management for students could be possible.

Dissemination activities made in the MAX project

The following table shows the dissemination activities that have been made within the MAX project.

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
1	.Nov 06	Website www.max-success.eu	General public	>1000 page views/month	worldwide	FGM-AMOR	All WPs
2	May 07	Conference presentation at ECOMM 2007 in Lund (www.ecomm2007.se)	Researchers, Consultants, Policy makers	50	Ca.15	FGM-AMOR	All WPs
3	Jan, May and Sep 07	Presentations at EPOMM Board and NFP-meetings	Policy makers	10, 8, 8	5	FGM-AMOR	All WPs
4	May and June 07	Feature in EPOMM e-news (www.epomm.org/newsletter/electronic/0607_EPOMM_enews.html)	Researchers, Consultants, Policy makers	3000	Ca. 50	FGM-AMOR	All WPs
5	June 07	Link to MAX-website established on EPOMM website (www.epomm.org/index.phtml?id=914)	General public	4000 page views/month	Unknown	FGM-AMOR	All WPs
6	Sept 07	Poster presentation at the 7th Biennial Conference on Environmental Psychology, 10 September 2007, Bayreuth, Germany Speaker: Baasch, S. Co-authors: Ittner, H., Linneweber, V., Bamberg, S. Title: MAX - Successful Travel Awareness Campaigns and Mobility Management Strategies. Development of an improved model of behaviour change	researchers, students	30	Mainly European	Uni Magdeburg, Uni Gießen	WPB
7	Oct 07	Presentation of MAX at the International Voluntary Behaviour Change Workshop, 15-16 October 2007, Leiden, Netherlands Speaker: Bamberg, S.	Researchers	20	10	Uni Gießen	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
8	.Nov 07	Presentation at Environmental Protection in Urban Planning Conference in Krakow with the paper: "Role of mobility management demands on environmental protection in land-use planning"	Researchers	60	Poland	Uni Krakow	WPD
9	Jan 08	Presentation of main assumptions of MAX programme in the Urban Development Planning Office (UDPO) in Krakow	Administrative Units - planners	4	Poland	Uni Krakow	All WPs
10	Jan 08	Presentation of the State of the Art results of MAX at Transportforum, 10 January 2008, Linköping, Sweden Speaker: Hyllenius, P. Title: Resultat från kunskapssammanställning inom MAX-projektet	Researchers, Consultants, Policy makers	15	Sweden	Trivector	WPB
11	Jan 08	Presentation of MAX WP B evaluation methodology and TF3 results to Scottish Government for use in evaluation of national Scottish sustainable travel demonstration towns initiative, Edinburgh, UK Speaker(s): Carreno, M., Stradling, S.	Policy makers, local govt staff, academics	12	UK	NU Napier	WPB
12	Jan 08	**Publications (Article in journals, Conference publications, Technical press):** Author: Hyllenius, P. Title: Max ordnar nya verktyg för mobility management Journal/series: News from Trivector Volume (Issue), pages: 2008 (1), 7	Researchers, Consultants, Policy makers	1500	Sweden	Trivector	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
13	.April 08	Presentation of MAX at the Transport Research Arena Europe 2008 in Ljubljana with focus on integrating Mobility Management into the Spatial Planning (http://www.tra2008.si/)	Researchers, Consultants, Policy makers	100	Unknown	Uni Maribor	WPD
14	May 08	Presentation at 7th International Conference "Environmental Engineering" in Vilnius (22-23 May) on WPD WS1 findings. (http://www.vgtu.lt/confe/Enviro2008/)	Researchers	386	CH, A, LI, EE, UK, NL, BE, D,	VGTU NU Napier	WPD
15	June 08	Conference presentation at ECOMM 2008 in London, 4-6 June 2008. NU/Maribor presented in workshop on WPD findings, FGM-AMOR generally on MAX in Plenary, ILS in workshop on integration of MM in site development (WPD) (www.epomm.org/ecomm2008/ecomm_presentat	Researchers, Consultants, Policy makers	In the workshop about 40 attendants, in Plenary about 300	Over 20 EU countries	FGM-AMOR NU Napier ILS Uni Maribor	WPD
16	Jul 08	Presentation of WP B overview at the 4th International Symposium on Travel Demand Management (TDM), 16–18 July 2008, Vienna, Austria Speaker: Carreno, M. Co-authors: Rye, T., Stradling, S., O'Dolan, C. Title: Maximizing success: Applying psychological	Researchers, Consultants, Transport experts, Policy makers	150 delegates	10 European, 8 non-European	NU Napier	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
17	Jul 08	**Publications (Article in journals, Conference publications, Technical press):** Paper & presentation at the 4th International Symposium on Travel Demand Management (TDM), 16–18 July 2008, Vienna, Austria Speaker: Faivre D'Arcier, B. Title: Which	Researchers, Consultants, Transport experts, Policy makers	150 delegates	10 European, 8 non-European	CNRS	WPB
18	Jul 08	Paper presented at the XXIX International Congress of Psychology (ICP), 20–25 July 2008, Berlin, Germany Speaker: Baasch, S. Co-authors: Ittner, H., Bamberg, S., Welsch, J., Linneweber, V. Title: Qualitative methods for improving standardized questionnair	Researchers	35	international	Uni Magdeburg ILS Uni Gießen	WPB
19	Aug-Sep 08	Incorporation of MAX WP A and WP B findings so far into **new Masters level module** on behaviour change, to be used by 9 UK universities	Academics, students	150/year	UK, but with students from all over world	NU Napier through www.utp.org.uk	WPA-WPB
20	Sep 08	**Publications (Article in journals, Conference publications, Technical press):** Article in the Italian Journal "Onda Verde" including both project overview and first results coming from WPA	Researchers, Consultants, Transport experts, Policy makers	Not applicable	Not applicable	FIT	WPA
21	Sep 08	Presentation of one of tools developed in WPB (MaxSUMO) at a EPOMM focal point meeting, 8-9 September 2008, San Sebastian, Spain Speaker: Hyllenius, P. Title: MaxSUMO	Representants from EPOMM focal point member countries	8	A, ES, NL, BE, SE, FR	Trivector	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
22	Sep 08	Poster and paper presentation on the 4th International Symposium Networks for Mobility (Stuttgart, 25-26 September)	Researchers, Consultants, Transport experts,	140	32 countries	Uni Krakow	WPD
23	Sep 08	**Publications (Article in journals, Conference publications, Technical press):** Article on MAX in M21 newsletter	local and regional governments & mobility managers in Flanders, local NGO's and associations on mobility & sustainable development	3500	Flanders	M21	WPA
24	Sep 08	Presentation at 9. Aachener Kolloquium Mobilität und Stadt AMUS: Mobilität und Verkehr managen – aus der Forschung für die Praxis, 18-19 September, Aachen, Germany Speaker: Welsch, J. Co-author: Haustein, S. Title: Mobilitätsmanagement in Europa – Auf dem	researchers, planners, practitioners	50	German speaking countries	ILS	WPB
25	Sep 08	**Publications (Article in journals, Conference publications, Technical press):** Paper in addition to presentation: Authors: Welsch, J., Haustein, S. Title: Mobilitätsmanagement in Europa – Auf dem Weg zu einer standardisierten Evaluation [Mobilty Managem	researchers, planners, practitioners	50	German speaking countries	ILS	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
26	Sep-Oct 08	Presentation of general aspects of MAX and WPA interim results at the "2nd International Congress: Citizens and Mobility Management-Towards a new culture for urban mobility" (Madrid, 29 September – 1 October 2008)	Researchers, Consultants, Transport experts, Policy makers	>200	Unknown, although attendants and speakers from all over Europe	ETT	WPA
27	Oct 08	Presentation and paper on WP D findings at the TRANSPORTATION AND LAND USE INTERACTION 2008 conference, at the Polytechnic University of Bucharest (Bucharest, 23-25 October 2008).	Researchers, Consultants, Transport experts, Policy makers	200	SE Europe	UIRS/Uni Maribor, NU Napier, Uni Krakow	WPD
28	Oct 08	MAX presentation at the POLIS working group on environment and health meeting (Paris, 14 October 2008)	Researchers, Consultants, Transport experts, Policy makers	25	International	NU Napier	All WPs
29	Oct 08	Papers and presentations in the Urban and Transportation Conference "Logical structure of urban form" in Krakow, Poland (16-17 October 2008)	Researchers, Consultants, Transport experts, Policy makers	80	poland	Uni Krakow	WPD
30	.Nov 08	MAX presentation at a train-the-trainer workshop of the MIDAS-project in Brussels (17th November 08).	Consultants, Policy makers, civil servants	30	10	M21	WPA
31	Dec 08	**Publications (Article in journals, Conference publications, Technical press):** Article on MAX in a Flemish professional journal on mobility called 'De Verkeersspecialist'	Researchers, Consultants, Transport experts, Policy makers	1000	Flanders	M21	WPA

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
32	Dec 08	**Publications (Article in journals, Conference publications, Technical press):** Article on MAX in an online Dutch professional journal on mobility called 'Verkeerskunde '	Researchers, Consultants, Transport experts, Policy makers	Not applicable	The Netherlands	M21	WPA
33	Jan 09	Presentation related paper at Universities' Transport Study Group (UTSG) Conference, 5-7 January 2009, London, UK Speaker: Carreno, M. Co-authors: Rye, T., Stradling, S. Title: Mode, Mood & Trip management: A Qualitative analysis of the effects of RTPI	Academics (mainly) and a few practitioners (x 10)	150	UK	NU Napier	WPB
34	Jan 09	Participation in Civitas II Final Conference - the leaflets about MAX activities were printed and presented.	Researchers, Consultants, Transport experts, Policy makers	>150	EU countries	Uni Krakow	All WPs
35	Jan 09	**Publications (Article in journals, Conference publications, Technical press):** Presentation - Publication WPC TRB 2009	Researchers, consultants, policy makers, civil servants	200-250	International	UPCR, NU	WPC
36	.Feb 09	PLPR Aalborg Conference 2009: "Cross-national comparisons of integrating MM and land use planning in the EU and Switzerland: negotiation or enforcing public-private cooperation in the development process?	researchers	In the session about 50 attendants, in Plenary about 90	International	NU Napier ILS Uni Maribor	WPD

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
37	.Feb 09	European Mobility Week Awards 2009 (Brussels). Presentation of first results on Campaigning the Campaign in two Speed networking sessions with comments from the participants.	National and local coordinators of the EMW	Around 25 at each speed networking session and 100 at the plenary session	Most European countries (around 20-25)	ETT M21	WPA
38	.Feb 09	Presentation at an exchange meeting with mobility experts from the University of Marseille, 19 February 2009, Magdeburg, Germany Speaker: Baasch, S. Title: MAX Success - Successful Travel Awareness Campaigns & Mobility Management Strategies	researchers, students	20	France, Germany	Uni Magdeburg	WPB
39	.Mar 09	Presentation of all WP A, B, C and D related tools for national experts in Sweden including a brief presentation of the MAX project. Presentation at workshop about MAX tools for Swedish external experts (including a brief presentation of MAX project), 31	researchers, planners, practitioners	16	Sweden	Trivector	All WPs
40	May 09	Presentation of MAX related paper at Scottish Transport Applications & Research (STAR) Conference , 01 May 2009, Glasgow, Scotland - UK Speaker: Carreno, M. Co-authors: Rye, T., Stradling, S. Title: Mode, Mood & Trip management: A Qualitative analysis of	Practitioners and Government representatives	200	UK	NU Napier	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
41	May 09	Presentation at Forschungskonferenz Urbane Mobilität. Politik und Wissenschaft im Dialog (about MM for cities and businesses - including some MAX results), 04-05 May 2009, Berlin, Germany Speaker: Kemming, H. Title: Nachfrage beeinflussen durch Wahlmöglic	Politicians, researchers, practitioner	150	Germany	ILS	WPB
42	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain Speaker: Mattsson, C. Presentation of "Campaigning the Campaign"	Researchers, consultants, policy makers, civil servants	30	10	ETT	WPA
43	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain Speaker: Carreno, M. Co-authors: Haustein, S., Welsch, J., Baasch, S., Bamberg, S. Title: Design and Evaluation of a theory-based intervention study to reduce individual car use	researchers, practitioner, politicians	55 (in this session) , 430 at plenary	Mainly European	ILS NU Napier Uni Magdeburg Uni Gießen	WPB
44	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain: “Cross-national comparisons of integrating mobility management and land use planning in the EU: results of planning simulation workshops for actual developments” Speaker: Welsch, J. Co-aut	researchers, practitioner, politicians	120	Mainly European	ILS NU Napier Uni Maribor Synergo	WPD

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
45	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain: Training Workshop: How to better integrate Mobility Management with urban planning. Speakers: Rye, T., Plevnik, A. Co-authors: De Tommasi, R., Welsch, J.	researchers, practitioner, politicians	25	Mainly European	ILS NU Napier Uni Maribor Synergo	WPD
46	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain Speaker: Hyllenius, P. Co-author: Nilsson, A. Title: MaxSUMO: A common method for evaluation of mobility management	researchers, practitioner, politicians	20-25 at the session, 430 at plenary	Mainly European	Trivector	WPB
47	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain Speaker: Hyllenius, P. Co-author: Nilsson, A. Training workshop: How to evaluate MM with the new standard for evaluation: MaxSUMO	researchers, practitioner, politicians	40 at the workshop, 430 at plenary	Mainly European	Trivector	WPB
48	May 09	Presentation at ECOMM 2009, 13-15 May 2009, San Sebastian, Spain: Presentation of "Mobility management and urban planning in EU new member states" Speaker: Plevnik, A. Co-authors: Mladenovič, L., Faron, A., Jauneikaite, K.	researchers, practitioner, politicians	70	Mainly European	VGTU Uni Krakow Uni Maribor	WPD
49	May 09	ECOMM 2009: Presentation on the QMSMM	Researchers, consultants, policy makers, civil servants	30	10	UPCR, NU Napier, M21, Traject, Trivector	WPC

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
50	June 09	Presentation at COMMERCE project meeting, June 2009, Kaunas, Lithuania Speaker: Hyllenius, P. Training workshop: MaxSUMO	practioners	12	UK, F, AT, HU, BG, LT	Trivector	WPB
51	June 09	**Publications (Article in journals, Conference publications, Technical press):** Publication of article "Importance of Virtual Trips to Transport Infrastructure Planning" (K. Jauneikaite, M. Carreno), in the international journal of science "The Baltic Journal of Road and Bridge Engineering"	Researchers, practitioners	Not applicable, the article is printed in journal, but can be viewed online and various science databases (e.g. WEB of Science) as well	LT, LV, EE for printed copies, and anyone viewing science databases	VGTU, NU Napier	WPD
52	Jul 09	**Publications (Article in journals, Conference publications, Technical press):** Papers to Transportforum, Jan 2010, Linköping, Sweden Author(s): Hyllenius, P. Title: Konkreta verktyg från MAX-projektet för ett effektivare arbete med Mobility Management	Researchers, practitioner, politicians		Sweden	Trivector	WPB
53	Jul 09	Preparation and submission of WPD article to 2010 TRB Washington (together with A.Plevnik & T.Rye)	Researchers, consultants, policy makers, civil servants	400	International	ILS, NU Napier, Uni Maribor	WPD

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
54	Sep 09	**Publications (Article in journals, Conference publications, Technical press):** CEN Publication CWA: Code of Practice for implementing Quality in Mobility Management in small and medium sized cities	Researchers, consultants, policy makers, civil servants	Not applicable	International	All WPC partners	WPC
55	Sept 09	Planned abstract to be submitted for 12th conference on Transport Research, 11-15 July 2010, Lisbon, Portugal - QMSMM	Researchers, consultants, policy makers, civil servants	30-40	International	UPCR, NU Napier	WPB
56	Sept 09	**Publications (Article in journals, Conference publications, Technical press):** Article (Fachartikel) available through ON website and the abstract served as a press release and a teaser in own printed newsletter.	Researchers, consultants, policy makers, civil servants	Not applicable	International	O-Norm	WPC
57	Oct 09	**Publications (Article in journals, Conference publications, Technical press):** Article (5p) about MAX written for Flemish expert journal "De verkeerspecialist".	Researchers, Consultants, Transport experts, Policy makers	1000	Flanders	M21	WPA
58	Oct 09	Abstract accepted at European Transport Conference, 05-07 October 2009, The Netherlands Title: MAXimizing SUCCESS: A new approach to the evaluation of mobility management projects	international	200	International	NU Napier	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
59	Oct 09	PhD thesis "Interaction between virtual and physical mobility and research of its influence on urban development" (Thesis in English, summary in Lithuanian)	Researchers, Practitioners, Policy makers, Students	20 printed and distributed books and 70 summaries, thesis is available in VGTU library and VGTU website	LT mainly, abstracts and books are distributed among representa-tives from SI, FR, UK, SE, LV, EE, DE, SK and NL as well	VGTU	WPD
60	Oct 09	MaxSumo training (incl presentation) in Utrecht, THE NEDERLANDS, Oct 2009, Utrecht, The Netherlands Speaker: Hyllenius, P. Smidfelt, L. Training workshop: MaxSUMO	Consultants, transport experts, practioners	22	NL, BE	Trivector	WPB
61	Oct 09	MAX presentation at final seminar, Stockholm, Sweden	Representativ es from national road administration working with MM	35	Sweden	Trivector	All WPs
62	Nov 09	Presentation at SWEPOMM national conference, Stockholm, sweden	Consultants, transport experts, practioners	Not estimated	Sweden	Trivector	WPB
63	Dec 09	MAX presentation at final seminar, Gothenburg, Sweden	Representativ es from national road administration working with MM	20	Sweden	Trivector	All WPs

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
64	Dec 09	Presenting a paper about "Travel wareness raising guide" at POLIS conference "Unlocking the economic and environmental potential of innovation in urban and regional mobility" (Brussels)	Local and regional transport decision-makers and professionals from around Europe	Not estimated	Europe	M21	WPA
65	2009	**Publications (Article in journals, Conference publications, Technical press):** Authors: Fujii, S., Bamberg, S., Friman, M., Gärling, T. Title: Are effects of travel feedback programs correctly assessed? Journal/series: Transportmetrica Volume (Issue), p	Academics , Researchers	250	international	Uni Gießen	WPB
66	2009	**Publications (Article in journals, Conference publications, Technical press):** Author: Bamberg, S. Title: Why and how do people voluntarily change environmentally harmful behaviors? A self-regulation approach			international	Uni Gießen	WPB
67	2009	**Publications (Article in journals, Conference publications, Technical press):** Authors: Bamberg, S Fujii, S., Friman, M., Gärling, T. Title: Evaluation of soft transport policy measures based on behavioural theory			international	Uni Gießen	WPB

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
68	2009	**Publications (Article in journals, Conference publications, Technical press):** Paper about TF1 to be submitted to Transport Policy Journal			international	UCLAN	WPA
69	2009	**Publications (Article in journals, Conference publications, Technical press):** Finalisation of the methodological article, preparation of 2. article			international	Uni Magdeburg	WPB
70	January 10	Presentation of the Max tools at Transportforum, January 2010, Linköping, Sweden Speaker: Hyllenius, P. Title: Konkreta verktyg från MAX-projektet för ett effektivare arbete med Mobility Management	Researchers, Consultants, Policy makers	Not applicable	Sweden	Trivector	All WPs
71	January 10	**Publications (Article in journals, Conference publications, Technical press):** Author: Hyllenius, P. Title: Nya MM-verktyg för et effektivare MM-arbete Journal/series: News from Trivector Volume (Issue)	Researchers, Consultants, Policy makers	1500	Sweden	Trivector	All WPs
72	June 10	Participation in the International Conference in Paris with article and presentation (24-26 June)	Researchers, Consultants, Transport experts, Policy makers	>150	International	Uni Krakow	

N°	Actual Dates	Type	Type of audience	Size of audience	Countries addressed	Partner	WP
73	July 10	Planned abstracts (2) to be submitted for: 12th World Conference on Transport Research, 11-15 July 2010, Lisbon, Portugal - MaxSUMO development - Hammersmith study				NU Napier	
74	Dec 09	Interview MindsInMotion, Newsletter and Website	Sustainable transport community		international	AMOR, Posch	All WPs
75	Nov.10	Interview Transflash	Sustainable transport community in France		France	CNRS	All WPs

14.3.6 WPA – Travel Awareness: New Approaches

Objectives of WPA	How they were met in the project
i. gain a better insight on the linkages between successful communication initiatives and all aspects of campaign design	WPA and WPB were working on this issue
ii. convince multipliers to contract campaigns for sustainable transport by "campaigning the campaign" in order to support the development of policy	Task Force 2 of WPA was on “campaigning the campaign”
iii. Understand the causes and find out why travel awareness and mobility management initiatives are still not widely known, especially in the new Member States	Part of Task Force 2 of WPA, and a focus of the demonstration in Tallinn.
iv. develop (awareness) strategies directed towards maintaining sustainable behaviour and changing unsustainable behaviour	WPA was working on this issue
v. identify transferable campaigns addressing attitude or behaviour change in areas other than transport	Researched in the State of the Art analysis. Case studies into non transport campaigns were conducted and a section was included in the intermediate deliverable summarising which key elements can be transferred to transport. In the intermediate deliverable reference was made to an accompanying document ‘learning from health campaigns’.
vi. create knowledge about "how to best raise attention": the value of different arguments, approaches, channels, media to change mobility behaviour by raising travel awareness	WPA was working on this issue
vii. exploit psychological background knowledge for successful campaigning	This was researched in the State of the Art analysis, followed up by the research plan of WPB
viii. develop travel awareness approaches that help to reverse the trend of rapid increase in car usage and the decrease in PT usage in the Accession Countries	Part of the Research Plan in WPA
ix. investigate the (economic, social, environmental, health...) benefits of these approaches and assess their suitability in specific situations.	WPA was working on this issue

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D A.1	State-of-the-art summary report (internal)	A	Month 5	Month 5	Mobiel 21
D A.2	Research Plan for own investigations (internal)	A	Month 7	Month 7	Mobiel 21
	Intermediate deliverable[12]	A	Month 24	Month 24	Mobiel 21
D A.3	Report on results of investigations (internal)	A	Month 31	Month 35	Mobiel 21
D A.4	Demonstration report (internal)	A	Month 31	Month 37	Mobiel 21
D A.5	Best Practice of innovative approaches (other)	A	Month 34	Month 37	Mobiel 21
M-Stone Nr.	**Milestone Name**	**WP Nr.**	**Date due**	**Actual/ forecast delivery date**	**Lead contractor**
M A.1	List of projects to be analysed	A	Month 2	Month 2	Mobiel 21
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M A.2	Draft "Best Practice of innovative approaches"	A	Month 18	Month 18	Mobiel 21
M A.3	Draft Report on results of investigations	A	Month 28	Month 29	Mobiel 21
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task A.1 – State of the Art Analysis:

Since Task A.1 was finished before month 25, no activities are to report for this reporting period.

Task A.2 – Conceptualisation and Research Specification:

In the internal research plan of WPA, five different task forces were set up to structure all WPA research activities:

- TF1 (Campaign Designs), leader UCLAN
- TF2 (Campaigning the Campaign), leader FIT
- TF3 (Credibility of Message Giver), leader AUTH
- TF4 (Combination of Hard Measures and travel awareness (TA)), leader FGM-AMOR
- TF5 (Combination of education and TA), leader Mobiel 21

Task A.3 - Investigations and Implementation

Task force 1 was established first and investigated all the aspects of the campaign design as defined in the initial conceptual framework by reviewing further literature and analysing in-depth the design, process and results of good practice campaigns

[12] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

in and outside of the transport sector. Task force 1 also outlined more specific items related to campaign design in the subsequent task forces 2 to 5.

Task Force 2 focused on campaign activities targeted at policy makers and stakeholders (campaigning-the-campaign). The TF2 research aimed to investigate the main aspects related to the awareness raising process for convincing policy makers and stakeholders to implement sustainable transport campaigns.

Task Force 3 investigated more in detail what messages work best to enhance travel behavioural changes and what is a credible messenger to bring the message. Different types of messages and imagery and different role models were explored and tested on their effectiveness.

Task Force 4 looked into combining infrastructure and travel awareness as it is an important activity to help guarantee proper use of the infrastructure and looked into three layers to combine infrastructure & awareness: to start up a new activity, to increase the use of infrastructure that is not properly used and in the construction phase for awareness raising and establishment of a new mobility behaviour.

Task force 5 looked at the combination of travel awareness raising and educational activities. It investigated the particularities of the school context (educational goals, school culture) to be taken into account while setting up a successful campaign, how to approach different age groups of pupils and their parents and what combinations of education and communication work well. In spring 2008, the first results of WPA were ready: a more refined TA campaign framework was developed by task force 1, and the basics of the framework were explained in a working paper; five case study reports on good practice campaigns were completed following a common WPA case study protocol. A paper on the importance of branding in travel awareness was written as well as a paper on the transferability from health campaigns (by subcontractor WHO).

Three transversal themes were taken up in the research of each of the five task forces, being: a special focus on EU new member states and accession countries; the use of emotional versus rational arguments in travel awareness raising campaigns and the transferability of non-transport related campaigns

Qualitative research methodologies applied:

Case study research of 17 campaigns following a common case study protocol: The selection criteria for the campaigns were: to present good practice, having access to good documentation (including interviews with designers), different target groups and segments (decision makers and stakeholders, car users according to stage in awareness and different age groups), different campaign types (all or not combined with infrastructure or with education) and scale (nation wide communication vs. local grass root campaigns) and a regional spread.

Four demonstration projects to test and/or further explore WPA research results. The demonstrations in Tallinn (Estonia) and in the region of Lazio (Italy) both were targeted at local decision makers and tested the task force 2 results and the overall campaign framework to plan activities. The Hammersmith study elaborated further on the Task force 3 results regarding the campaign message in one experiment. The effectiveness of the use of emotional versus more rational imagery and message types was further explored. Within the Short Trip Contract campaign, an existing community based social marketing campaign in the Belgian city of Sint-Truiden, TF3-research results were taken up, the formative research was extended and an evaluation following the different assessment levels of MaxSumo took place.

A depth face-to-face interview survey took place among 75 car users in five cities of WPA-partner countries spread over Europe: Belgium, Italy, UK, Lithuania and Greece in order to investigate. The interviewees were equally spread between males and females and between three age groups reflection possible life style differences. The purpose of the depth interview survey which was part of Task force 3, was to further explore the nature of message, imagery and message giver in a travel awareness campaign.

A template survey (face-to-face and telephone) among a sample of local and national coordinators of the European Mobility Week Initiative across Europe in order to investigate the topic of campaigning the campaign as part of Task force 2.

Furthermore there was an extensive and ongoing literature review and papers were produced by experts on the following topics: branding, transferability of health campaigns and campaigns targeted at youngsters. A workshop on cross cultural communication to investigate transferability of successful campaign concepts was conducted by WPA.

Task A.4 - Compilation of results and Integration of Findings

The final stage of the research in WPA consisted of an update and refinement of the Task force 1 results with the results of task forces 2-5 research and demonstration results. This consolidation phase resulted in a best practice travel awareness campaign guide: a step-by step guide pointing at the critical success factors in all campaign stages derived from the WPA research activities and referring to good practice cases. The best practice campaign guide or MaxTag is structured along the three main campaign stages and 10 steps:

MaxTag can be used by anyone, regardless of occupation or level of experience, in mobility management projects. Further, it suits people involved in projects of any scale from small Travel Awareness Campaigns in towns and villages to larger more ambitious schemes in cities or regions and it offers guidance to people that are at different stages of campaigning either in the planning and designing phase, managing an existing campaign, or following one up which has recently been completed.

14.3.7 WPB – Predictive Model and Prospective Assessment

Objectives of WPB	How they were met in the second 12 months of the project
i. gain an insight of why people change their behaviour and what can be done to use this knowledge to influence the target groups as required in terms of a travel awareness approach	This question was addressed by the development and testing of the Max Self Regulation Model MaxSem.
ii. further optimise existing behaviour change models towards a predictive model of behaviour change / towards several models differentiated by target group	There is – according to the meta-analysis of evaluation studies – not enough high quality data available on the effectiveness of MM measures, and so there is a need for evaluation studies of a high standard – WPB prepared the field by developing the evaluation tools MaxSumo and MaxEva as well as the experimental Prospective Assessment Tool MaxImise..
iii. define the structure and elements of the model and the relationship between the elements	MaxSem specifies the structure and elements of the model and the relationship between the elements. The relationships have been tested using structural equation modelling on the basis of a sample of 1358 individuals. Data were collected by the MAX partners.
iv. exploit the knowledge gained from existing research and adapt behaviour change models to be able to predict and measure changes in travel awareness	Based on MaxSem, stage diagnostic questions have been developed and tested to measure the current stage of behaviour change individuals are in. Furthermore, existing knowledge about MM served as input into an online decision support guide (MaxExplorer) which points MM newcomers to suitable measures by giving out a ranked list of measures, based on MAX experts experiences and opinions and providing a multi-criteria assessment and links to existing MM examples
v. benefit from new approaches of awareness and behaviour change as identified in WP 1 and transfer the results into a theoretical model	New approaches of awareness and behaviour change were identified in the State of the Art report and used for the development of MaxSem.
vi. reviewing new methods for the synthesis of evaluation results from different campaigns	This was part of the State of the Art report.
vii. develop an assessment tool that allows to assess the likely impacts of campaigns ahead of implementation and to evaluate them after implementation	Due to a lack of valid empirical data on the effectiveness of MM measures (as specified in the SoA and the Research Plan), TF 4 was not able to develop a fully working prospective assessment tool within the MAX runtime. In order to provide a better empirical basis for a prospective assessment tool, TF 4 developed a standardised evaluation tool (MaxSumo) and an webbased online database and benchmarking tool (MaxEva) which shall raise the quantity and quality of evaluation data in future.
viii. reviewing new research designs and statistical methods for analysing campaign impacts	The review of new research designs and statistical methods for analysing campaign impacts was part of the State of the Art report. The intervention study in TF 3 used a control group design, which allowed quantifying the effects of a theory-driven intervention compared to the effects of a standard intervention and a control group without intervention.

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D B.1	State-of-the-art summary report (internal)	B	Month 5	Month 5	ILS
D B.2	Research Plan for own investigations (internal)	B	Month 7	Month 7	ILS
	Intermediate Deliverable[13]	B	Month 24	Month 24	ILS
D B.3	Report on results of investigations (internal)	B	Month 31	Month 37	ILS
D B.4	Predictive model(s) for behaviour change (other)	B	Month 31	Month 37	ILS
D B.5	Prospective Assessment Tool (other)	B	Month 34	Month 37	ILS

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M B.1	List of projects to be analysed	B	Month 2	Month 2	ILS
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M B.2	First Draft of the output of WPB	B	Month 18	Month 18	ILS
M B.3	Draft Report on results of investigations	B	Month 28	Month 29	ILS
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task B.1: State of the Art Analysis

Since this task was completed before month 25, no activities have been made in this reporting period.

Task B.2 Conceptualisation and Research Specification

Since this task was completed before month 25, no activities have been made in this reporting period.

Task B.3: Investigations and Implementation

The work in WPB was structured into four different Task Forces:

TF1: Theoretical standard model
TF2: Categorisation of MM measures
TF3: Evaluation study
TF4: Assessment tool

In TF1 a new theoretical standard model was developed and validated based on a cross-cultural survey of car-drivers in seven WP B partner countries. The MaxSem – Max Self-Regulation Model – includes the most important constructs of

[13] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

'static' behaviour change models as well as a new temporal dimension of the behaviour change process by incorporating key 'stages' of behaviour change. TF1 found empirical evidence for four stages of behaviour change: 1) pre-contemplation, 2) contemplation, 3) preparation/action, and 4) maintenance. To assign individuals to these stages, diagnostic questions have been developed and tested.

In TF2 a literature review was performed to identify and review relevant empirical publications detailing evidence on theoretically-driven interventions, specifically in the field of travel behaviour. Details and the main findings of these studies were included in a matrix to allow conclusions to be drawn, especially in relation to validating MaxSem's assumptions and the design of the planned evaluation study. The lack of detail typically reported in the majority of studies identified, restricted the ability to inform the design of the evaluation study's intervention materials directly, although reinforced the need for robust and well documented studies as performed in TF3.

In TF3 two high quality evaluation studies were conducted to further validate MaxSem's assumptions. To be more specific, it was tested whether interventions that are based on the MaxSem and take into account the individuals' stage position are more effective in changing behaviour compared to traditional 'one-fits all' type interventions. The different intervention strategies (stage-specific vs. one-fits-all) were tested against a control group that received no intervention. Prior to their use in the intervention studies the newly designed stage-specific intervention modules had been pre-tested in a small qualitative and larger quantitative study. The intervention studies were conducted in Munich (Germany) and Hammersmith (UK).

TF4 aimed at developing a new prospective assessment tool for the evaluation of MM measures. Due to a lack of valid empirical data on the effectiveness of MM measures, TF4 was not able to develop a fully working prospective assessment tool within the MAX runtime. In order to provide a better empirical basis for a prospective assessment tool, TF4 developed a standardised evaluation tool (MaxSumo), which shall raise the quantity and quality of evaluation data in future. To investigate the needs of potential users of MaxSumo, a MM evaluation inventory was conducted in five countries. To make use of the existing knowledge in the field of Mobility Management, the WP B team developed an online decision support guide (MaxExplorer) to point newcomers to suitable MM measures in their situation. Finally WPB developed an evaluation database (MaxEva) for collecting, storing and benchmarking evaluation data of different mobility projects. When enough data is available, it will be possible to construct a prospective assessment tool based on regression analysis. In the interim, the project developed MAXIMISE, a qualitative tool that gives users an indication of the likely effectiveness of a planned personalised travel planning (PTP) measures based on experience of existing projects.

Task B.4: Compilation of results and Integration of Findings

All tools developed in WPB (MaxSem, MaxExplorer, MaxSumo, MaxEva, and MaxImise) were further developed and integrated into the MM-tools part of the EPOMM website, so that they can easily be found, selected and used by interested stakeholders.

14.3.8 WPC – Quality Management and Mobility Management for smaller Cities

Objectives of WPC	How they were met in the project
ix. develop mobility management schemes that can be readily applied by small and medium sized cities	WPC was working on this issue
x. adapt the principles of quality management to mobility management and define process and impact related criteria which are essential for successful mobility management	WPC has done this
xi. exploit experiences with the application of principles and standards of existing QM systems (such as ISO 9000, EFQM, benchmarking, □abelling) in urban transport projects and by city departments (even if in non-transport domains, e.g. health services, environmental issues)	This was done in the State of the Art analysis and continued while developing the MaxQ Scheme.
xii. develop schemes which are both feasible and effective	WPC was working on this issue – feedback from practitioners participating in the WPC focus-group helped to reach this goal
xiii. prepare and introduce a certification procedure for mobility management together with ON/CEN	In order to address this issue a CEN workshop (MOBIMA) was established and was working on this issue – as a result the CEN Workshop Agreement was produced and published.
xiv. Overall, the development of mobility management schemes for cities will help: • that cities plan and provide transport services to the potential users, which are of higher quality and encourage more frequent usage. This will contribute to a reduction of road congestion and an improvement in the quality of life in cities • that cities achieve a higher degree of competitiveness for the service suppliers while ensuring high quality in the offers • a higher performance in European transport as a contribution to sustainable growth	WPC was developing the QM Scheme accordingly to reach these aims

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D C.1	State-of-the-art summary report (internal)	C	Month 5	Month 5	UPCR
D C.2	Research Plan for own investigations (internal)	C	Month 7	Month 7	UPCR
	Intermediate deliverable[14]	C	Month 24	Month 24	UPCR
D C.3	Report on results of investigations (internal)	C	Month 31	Month 31	UPCR
D C.4	MAX schemes for mobility management in cities (other)	C	Month 34	Month 35	UPCR

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M C.1	List of projects to be analysed	C	Month 2	Month 2	UPCR
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M C.2	Draft "MAX schemes for mobility management in cities"	C	Month 18	Month 18	UPCR
M C.3	Draft Report on results of investigations	C	Month 28	Month 29	UPCR
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task C.1.1 State of the Art Analysis – Quality Management Standards in General
Task C.1.2 State of the Art Analysis – Quality Management Principles in Transportation Services

Since these tasks were completed before month 25, no activities have been made in this reporting period.

Task C.2 Conceptualisation and Research Specification

Since this task was completed before month 25, no activities have been made in this reporting period.

Task C.3 Investigations and Implementation

For the work in WPC the WPC Research Plan defined the following subtasks:

- Task 0: Development of a prototype Quality Management Scheme for Mobility Management
- Task 1: Survey (entails a survey of stakeholders), leader Mobiel 21
- Task 2: Focus group and further exploration of the concept of QM, leader UPCR
- Task 3: Implementation (demonstration of a QM scheme in MM in a city), leader Traject

[14] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.

- Task 4: Evaluation aspects, leader Traject
- Task 5: Certification aspects, leader ON

The following activities have been made in WPC:

Prototype Quality Management Scheme for Mobility Management: As a first step the development of a QM prototype scheme was assigned to a subcontractor (JMP). The subcontractor JMP developed a prototype-scheme for the Quality Management Scheme for Mobility Management (QMSMM). The aim of the QMSMM is to assist decision makers (organisations, city authorities) working in MM to develop a systematic approach for the design, planning, implementation and evaluation of MM measures and activities; that approach is based on quality management principles. The key criteria for the QMSMM have been drawn from existing Quality Management practices such as Total Quality Management (TQM); ISO9000 family of standards; ISO14000 family of standards; Eco-Management and Audit Scheme (EMAS); European Foundation for Quality Management (EFQM) etc.

Survey: The survey aimed at collecting opinions of MM decision makers and officials, regarding the QMSMM, as well as information on the MM and QM policies of their cities. In order to reach this objective, an online questionnaire was developed and cities all over Europe were contacted and asked to fill in this questionnaire. The questionnaire remained online between the 15th of February 2008 and the 30th of May 2008. In that time, 41 cities completed the questionnaire. Based on the survey data, a series of descriptive statistic analyses were performed. Results of the survey were used for improving the QMSMM.

Focus-Group and further exploration of the concept of QM: In order to further assess and evaluate the QMSMM, a focus group (FG) meeting consisting of experts and practitioners took place in Gent on the 12th and 13th of June. In this FG 7 external experts participated in addition to the MAX WPC partners and the QMSMM subcontractor. This focus group meeting resulted in valuable inputs from the practitioners that were used to further improve the QMSMM.

Implementation / Demonstration / Evaluation: As part of the research activities of WPC, a small-scale demonstration was realised in Kortrijk, Belgium. The city desired to make sure that a user friendly and service-oriented approach, an effective follow up and continuous monitoring is organised for all sustainable mobility projects that are put in place, in order to obtain a durable effect. Therefore, Kortrijk applied and tested the Quality Management Scheme (QMSMM) as elaborated in WPC. The results of the demonstration in Kortrijk were used to further improve the QMSMM. The improved QMSMM was then also applied and tested in the Swedish city of Lund.

Certification aspects (CEN Activities and Workshop): The CEN Workshop MOBIMA was initiated to provide a normative document, a so called CEN Workshop Agreement (CWA), titled "Code of Practice for implementing Quality in Mobility Management in smaller and medium sized cities". This CWA is largely based on the findings of MAX/WP C and can be used for certification of a QMSMM. As the findings of WPC evolved (i.e. the results of questionnaires, focus groups, demonstration activities,…) the draft CWA was redrafted several times according to the refined prototype QMSMM. The draft CWA was available for public comment by February 2009 until the end of March 2009. The CWA was then finalised by the WPC team and published by CEN end of October 2009.

Task C.4 Compilation of results and Integration of Findings

The overall MAX WPC research activities resulted in MaxQ - a Quality Management Scheme for Mobility Management, delivered through a set of related documents. These are:

1. CEN Workshop Agreement titled: ”Code of practice for implementing quality in mobility management in small and medium sized cities":
   This document provides a code of practice for defining, implementing and continually improving quality in

mobility management in small and medium sized cities. The CWA presents in principle and detail MaxQ and its implementation aspects.

2. A set of instructions for implementing MaxQ:
   A checklist is provided for supporting MaxQ implementation by city officials.

3. Evaluation questionnaire:
   The evaluation questionnaire has been developed to aid auditors in assessing city status with respect to MaxQ elements.

All tools are integrated into the MM-tools part of the EPOMM website, so that they can easily be found, selected and used by interested stakeholders.

14.3.9 WPD – Integrated Planning and Mobility Management

WPD concerns the better integration of mobility management (MM) with land use planning (LUP).

Objectives of WPD	How they were met in the project
i. identify crucial actors and ways to involve them in the processes	WPD has done this in Working Stages 1 and 2
ii. suggest promising schemes for stakeholder co-operation and participation, including PPP (public private partnership)	WPD was working on this issue
iii. identify leverage points in the planning process to achieve the biggest impact, i.e. design the implementation path	WPD has done this in Working Stages 1 and 2
iv. analyse impacts of framework conditions (local policies, legislation and culture)	WPD has done this in Working Stage 1
v. use evaluation tools (or, later, the MAX prospective assessment tool)	This was addressed in Working Stage 3 (as recommendation)
vi. estimate the impacts of mobility management in the planning process with respect to achieving sustainable transport	Part of Research Plan in WPD
The research has to differentiate to account for a number of specific planning situations: • new developments and the improvement of existing sites • areas that are geared towards businesses, housing or mixed uses • the heterogeneity of the conditions for planning across Europe	This has been taken into account in WPD by: • analysis in Working Stage 1 • variety of simulations (Working Stage 2) • simulations (Working Stage 2) in 6 different countries

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D D.1	State-of-the-art summary report (internal)	D	Month 5	Month 5	Uni Maribor
D D.2	Research Plan for own investigations (internal)	D	Month 7	Month 7	Uni Maribor
	Intermediate Deliverable[15]		Month 24	Month 24	Uni Maribor
D D.3	Report on results of investigations (internal)	D	Month 31	Month 31	Uni Maribor
D D.4	Guidance Paper "Integrated Planning Approach" (other)	D	Month 34	Month 36	Uni Maribor

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M D.1	List of projects to be analysed	D	Month 2	Month 2	Uni Maribor
M 2.1	(Participation in Workshop to conceptualise own research on results organised by WP2)	2	Month 6	Month 7	AUTH
M D.2	Draft of "Integrated Planning Approach"	D	Month 18	Month 16[16] Month 23[17]	Uni Maribor
M D.3	Draft Report on results of investigations	D	Month 28	Month 29	Uni Maribor
M 4.1	(Participation in the Work Shop on results organised by WP4)	4	Month 30	Month 30	Trivector

Task D.1.1 State of the Art Analysis - Integration of Planning and Mobility Management, and Task D.1.2 State of the Art Analysis - Cooperation Concepts in Planning and Mobility Management Processes

Since these tasks were completed before month 25, no activities have been made in this reporting period.

Task D.2 Conceptualisation and Research Specification

Since this task was completed before month 25, no activities have been made in this reporting period.

Task D.3 Investigations and Implementation

The Research Plan of WPD contains the following 3 Working Steps:

- Working stage 1 (WS 1): Analysis of preconditions and planning process, leader NU Napier
- Working stage 2 (WS 2): Simulations of planning process, leader ILS

[15] This report is an intermediate report, outside the deliverable list, prepared for audit purposes of the EC.
[16] Results of Working Stage Analysis
[17] First draft of WPD outputs

- Working stage 3 (WS 3): Guidelines and recommendations, leader Synergo

The activities in WS 1 and WS 2 relate to Task D.3:

WS 1, Analysis: WS Analysis analysed the current level of the integration of sustainable transport and MM with LUP in the MAX WP D member countries and two other states (Sweden, Germany, Spain, Lithuania, Poland, Slovenia, Switzerland, the UK, as well as Ireland and the Netherlands). A common analysis framework was developed and was used by all partners to analyse two aspects of their LUP systems: firstly, the degree to which sustainable transport is an objective integrated within the planning system as a whole; and, secondly, how far MM is seen as an outcome of the building permission process for new/expanded/renewed developments. Three groups of countries were identified: those with almost no integration, those with integration at a policy level (especially at higher levels of government) and some ad-hoc integration on the ground, and those with more consistent integration in both policy and practice. This latter situation was seen to be a product of more political will for the integration at various levels of government, plus the creation and/or identification of various tools to assist integration. Nonetheless, ways in which greater integration of MM with LUP could be brought about were seen to exist in most of the states whose planning systems were reviewed.

WS 2, Simulation: using a planning simulation, the possibilities of the integration of MM in the process of planning of new or renewed buildings and sites were explored in the context of concrete cases, each grounded within an actual planning context. In these planning simulations the identified best practice MM measures and / or supporting measures were selected and their transferability to single countries and their planning system was analysed. Five planning simulations were conducted: Two planning simulations took place in old MS (Germany, Spain) and three in new MS (Slovenia, Lithuania, Poland). These all considered the planning and building permission process for real sites for large new developments, and brought together a number of local professionals who are involved in planning decisions for a simulation workshop to discuss how MM might be integrated into the process for the site in question. Many sites were poorly integrated with walking, cycling and public transport networks, as transport was not really considered in site selection. MM was a new concept to most participants, and one whose possible successful transfer to their local contexts was greeted with some scepticism. No legal mechanisms were found that require or facilitate the integration of MM with the permission process for new buildings, but it was agreed that such integration could sometimes be achieved through negotiation.

Task D.4 Compilation of results and Integration of Findings

The activities of the previously mentioned WPD working stage 3 (WS 3) relate to Task D.4:

WS 3, Guidelines: In deviation to the comprehensive research plan WPD the WS Guidelines consisted of one working step, that is the elaboration of guidelines and recommendations. The planned step “compilation of main findings of WS Analysis and WS Simulations” was removed as a separate step, but the findings were directly included in the elaboration of the outputs. WPD produced a whole set of end products:

- the MaxLupo Guidelines for the integration of Mobility Management with Land Use Planning
- Compendium on site based measures
- The report on the planning simulation workshops
- Training and presentation materials (serving as basis for the other WPs)
- Planning comparison per country
- Specific case studies, fact sheets and recommendations

All tools are integrated into the MM-tools part of the EPOMM website, so that they can easily be found, selected and used by interested stakeholders.

15 Consortium management

15.1 Status of the project

The status of the Workpackages is as follows:

Table 19: Workpackage status

Task		Specification/deviations	TASK leader
WP0: Project Management, Quality Control and Evaluation			
0.1	Reporting on progress	Ongoing as planned	FGM-AMOR
0.2	Setting up of Management Committee	Completed	FGM-AMOR
0.3	Quality Control and Evaluation	Ongoing as planned	FGM-AMOR
0.4	Project Administration	Ongoing as planned	FGM-AMOR
WP1: State of the Art - Analysis			
1.1	Identification of relevant Projects	Completed	ILS
1.2	Guidelines for State-of-the-Art Analysis	Completed	ILS
1.3	Compilation of Research Gaps	Completed	ILS
1.4	Comprehensive State-of-the-Art Report	Completed	ILS
WP2: Conceptualisation and Research Specification			
2.1	Workshop	Completed	AUTH
2.2	Comprehensive Research Plan	Completed	AUTH
WP3: Monitoring investigations and implementation			
3.1	Working Groups and midterm review	Instead of midterm review there is now a yearly review – the last review took place on 13th of November 2009 in Brussels. Working Groups of WPs are completed.	FGM-AMOR
3.2	Monitoring Progress	Completed	ETT/NU Napier
3.3	Communication between content related WPs	Completed (Was done as part of the management effort by FGM-AMOR)	AUTH
WP4: Interpretation and Compilation of results			
4.1	Workshop on the Results of the Investigations	Completed	Trivector
4.2	Integrated Report on Results of the Investigations	Completed	Trivector
4.3	Extract Information for different Target Groups	Completed	Trivector

Task		Specification/deviations	TASK leader
WP5: Dissemination			
5.1	Dissemination plan	Completed	FIT
5.2	Website and electronic newsletter	Completed	FGM-AMOR / FIT
5.3	Publications, Broadcasts and final Conference	Completed	FIT
5.4	End products of MAX	Completed	FGM-AMOR
5.5	Integration into university courses	Ongoing – a continuous process beyond the finalisation of MAX	FIT
WPA: New Approaches in Travel Awareness			
A.1	State of the Art Analysis	Completed	Mobiel 21
A.2	Conceptualisation and Research Specification	Completed	Mobiel 21
A.3	Investigations and Implementation	Completed	Mobiel 21
A.4	Compilation of Results and Integration of Findings	Completed	Mobiel 21
WPB: New Approaches in Travel Awareness			
B.1	State of the Art Analysis	Completed	ILS
B.2	Conceptualisation and Research Specification	Completed	ILS
B.3	Investigations and Implementation	Completed	ILS
B.4	Compilation of Results and Integration of Findings	Completed	ILS
WPC: New Approaches in Travel Awareness			
C.1	State of the Art Analysis	Completed	UPCR
C.2	Conceptualisation and Research Specification	Completed	UPCR
C.3	Investigations and Implementation	Completed	UPCR
C.4	Compilation of Results and Integration of Findings	Completed	UPCR
WPD: New Approaches in Travel Awareness			
D.1	State of the Art Analysis	Completed	Uni Maribor
D.2	Conceptualisation and Research Specification	Completed	Uni Maribor
D.3	Investigations and Implementation	Completed	Uni Maribor
D.4	Compilation of Results and Integration of Findings	Completed	Uni Maribor

The table below shows the status of the WP0 deliverables

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 0.1.1	Interim activity report 1	0	Month 6	Month 7	FGM-AMOR
D 0.1.2	Interim activity report 2	0	Month 19	Month 19	FGM-AMOR
D 0.1.3	Interim activity report 3	0	Month 31	Month 31	FGM-AMOR

D 0.2.1	Periodic management report 1	0	Month 12	Month 14	FGM-AMOR
D 0.2.2	Periodic management report 2	0	Month 25	Month 25	FGM-AMOR
D 0.2.3	Periodic management report 3	0	Month 37	Month 37	FGM-AMOR
D 0.3	Inception report	0	Month 8	Month 14	FGM-AMOR
D 0.4.1	Periodic activity report 1	0	Month 12	Month 14	FGM-AMOR
D 0.4.2	Periodic activity report 2	0	Month 25	Month 25	FGM-AMOR
D 0.4.3	Periodic activity report 3	0	Month 37	Month 38	FGM-AMOR
D 0.6	Final report	0	Month 36	Month 38	FGM-AMOR

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M0.1.x	Management Committee meetings	0	Every 6 months, starting with kick-off in month 1	Month 2, 7, 14, 19, 24, 30, 36	FGM-AMOR
M0.2.x	Annual reviews	0	Month 14, 26, 38??	Month 14, 26, 38	FGM-AMOR
M0.3.x	Quality Checks on all draft internal and external deliverables of the project	0	1 month before final delivery of each deliverable	1 month before final delivery of each deliverable	NU Napier
M0.4	Draft Final Report	0	Month 34	Month 38	FGM-AMOR

15.2 Objectives of WP0

Objectives of WP0	How they were met in the project
i. Ensure success of MAX	Is indeed the main objective of the coordinator
ii. Check progress of MAX against objectives set	Is embedded in the process of MAX-management through reporting and communication structure, such as budget reporting, activity reporting, progress reporting, quality assurance for every deliverable
iii. Guarantee high quality and efficiency of the co-ordination	
iv. A lean management	As planned, 7 of the costs and about 4,7 of labour was used for management.
v. Efficient usage of resources	Less than the total budget was used for MAX
vi. Full transparency of MAX and its results	The website provides full access for all project partners to all relevant documents, including minutes and presentations from all working group meetings, internal reports etc. Draft reports are circulated to the relevant partners

Objectives of WP0	How they were met in the project
vii. Reliable and competent progress and quality checks	Embedded in quality assurance procedures.
viii. Clear and immediate contact with the EC	Done as far as possible, flow of the project was impaired by delays due to unplanned extra reporting necessities for intermediate and revised reports. Regular communication on content was limited to the reviewers. Communication with the Commission was limited to administrative issues, which were solved as quickly as possible.
ix. Taking care of the financial and administrative matters of the project, including contracting with the EC and subcontractors	Done through amendment, payment distribution, semestrial budget reporting, subcontract template and subcontracting as issue at every Management Committee.
x. Internal quality assurance	Embedded in quality assurance procedures.
xi. It is a specific task of project management, to ensure the relevance of the work for the new Member States and Accession Countries	Was an issue in every Management Committee, as well as in the Research Plan. Was embedded into progress reporting (WP3 monitoring).

15.3 Major achievements of WP0

The work in WP 0 (Project Management and Quality Control) was split into the following 4 Tasks:

Task 0.1 Reporting on Progress
Task 0.2 Setting up of Management Committee
Task 0.3 Quality Control and Evaluation
Task 0.4 Project Administration

Task 0.1 Reporting on Progress

Achievements in the period 1 October 2006 – 30 September 2007:

WP 0 developed a reporting and communication structure consisting of:

- The website with address database including addressing automation for addressing e-mails at the whole consortium or subgroups of the consortium, document library, download center. This was continuously updated with meeting minutes, reports, documents
- Templates for reports, logos, activity, progress and budget reporting – put to use for the activity reports

WP 0 wrote, based on the reports of the partners in their progress reports, the first Interim activity report.

Achievements in the period 1 October 2007 – 30 September 2008:

At the first annual review meeting in Brussels in month 15, WP0 reported (together with the other WP-leaders) on the progress of the project and discussed with the reviewers the forthcoming activities and planning.

In order to guarantee a continuous monitoring of the partners' activities, WP0 established an efficient internal reporting scheme in cooperation with WP3, and organised in cooperation with WP3 internal progress reporting of all partners every 2-

3 months. The results of these internal reportings also helped to prepare the official reporting to the EC. - WP0 prepared the 2nd Interim Activity Report, based on the internal progress reports of the partners. The 2nd Interim Activity Report was submitted to the EC in month 19.

Achievements in the period 1 October 2008 – 31 Oktober 2009:

In order to guarantee a continuous monitoring of the partners' activities, WP0 established an efficient internal reporting scheme in cooperation with WP3, and organised in cooperation with WP3 internal progress reporting of all partners every 2-3 months. The results of these internal reportings also helped to prepare the official reporting to the EC. – During the course of the project WP0 prepared 3 Interim Activity Reports and 3 Periodic Activity Reports, based on the internal progress reports of the partners.

Task 0.2 Setting up of Management Committee

Achievements in the period 1 October 2006 – 30 September 2007:

- From 15-17 November 2006, the kick-off meeting was held in Graz. This involved long preparations that already had started with pre-project meetings around the European Conference on Mobility Management in May 2006. The meeting helped to bring all partners to a common understanding of MAX (that had been written almost two years before the kick-off), it established a work programme, a detailed timetable until the next project meeting and a rought timetable for the rest of the project. It set all WPs on a clear working course and – through separate WP meetings – established the content WPs (A, B, C, D) as working groups.
- A Management Committee meeting was prepared and held. It was part of the kick-off meeting from 15-17 November 2006 in Graz, Austria.
- Non eligible pre-meetings were held with MC-partners in the framework of the European Conference on Mobility Management in May 2006.
- WP B conducted a separate working meeting in February 2007.
- There were numerous telephone conferences on various subjects of MAX (WP content as well as management issues) – it proved a valuable tool as long as the participants are not to numerous and issues not to complex.
- WP 0 organised, together with the host AUTH (the WP2 leader) the 2nd Management Committee, Project meeting and Workshops in Thessaloniki from 25-27 April 2007. Here, the State of the Art results were presented and discussed, the process for the making of the individual WP Research plans and the Comprehensiv Research Plan was defined.
- WP Working Groups were held:
  for WPA in Apr 07 in London and Sep 07 in Leuven,
  for WPB in Sep 07 in Dortmund
  for WPC in Sep 07 in Athens
  for WPD in Sep 07 in Madrid
  All were attended by a representant of the coordinator.

At the first Management Committee meeting (Kick-Off), a communication structure was agreed upon to be able to fulfil the need for interaction among all partners. WP-leaders are the linkage between WP partners and Management Committee or Project Coordinator. As planned the main communication channel is email.

Problems in communication: There have been no major problems in communication. However, there is room for improval:

- Collecting and checking all the reports (budget, personmonths, progress, C-forms) from 25 partners proved to be extremely time consuming and impeding the writing of the report. This process will be improved through optimum preparation of the project secretariat and intense accompanying of the process through follow-ups via telephone and e-mail.

- The invitation of the experts for the Thessaloniki workshop proved to be very laborious: the invitation procedure was not clear and communication efforts exploded when many invited had no time and ever new persons had to be searched, approached, approved, and so on. A clearer procedure will have to be established.
- In the first budget reporting, not all partners reported there costs correctly; therefore the personmonths report contained some gaps that were filled by estimates. It has been corrected in the second budget report.

Achievements in the period 1 October 2007 – 30 September 2008:

Within the second year of MAX, WP0 prepared, organised, and conducted the following management committee meetings:

- The 3rd Management Committee Meeting, which was originally in the DoW scheduled for month 12, was shifted to month 15 and took place in Brussels right after the first annual review meeting in order to save travel costs.
- The 4th Management Committee Meeting took place in Leuven, Belgium, from 14th to 16th April 2008.

Furthermore, in order to reach a smooth progress of the project towards the ultimate objectives of MAX, and to enable a good cooperation of all partners, WP0 participated in several telephone conferences, and in several Working Group Meetings of the content-related WPs A-D (WPA-Lisboa January 08, WPB-Edinburgh March 08, WPC-Vienna May 08, WPA-Rome June 08, WPD-Ljubljana August 08).

WP0 set a strong effort on continuous communication (by email and by telephone) with the project partners, and in addition to this regularly sent out a "letter from the coordinator" by email to all partners in order to inform them about what's going on in MAX.

Achievements in the period 1 October 2008 – 31 Oktober 2009:

Within the third year of MAX, WP0 prepared, organised, and conducted the following management committee meetings:

- The 5th Management Committee Meeting took place in Rome in March 2009 alongside the project meeting and workshop organised by WP4.
- The 6th Management Committee Meeting took place in Krakow in September 2009 alongside with the final conference of MAX.

WP0 set a strong effort on continuous communication (by email and by telephone) with the project partners, and in addition to this regularly sent out a "letter from the coordinator" by email to all partners in order to inform them about what's going on in MAX.

In the final phase of the project, multiple delays occurred. Therefore the communication between the main partners responsible for the finalisation: Trivector, Napier and the coordinator was intensified through weekly phone conferences and the setup of a detailed, continually checked and revised time plan for all endproducts.

The procedure for the MAX final conference was similar, regular weekly or biweekly phone conferences were conducted in the two monts before the final conference.

Task 0.3 Quality Control and Evaluation

Achievements in the period 1 October 2006 – 30 September 2007:

WP0 developed a Quality assurance procedure including a Quality Guidance document, detailed effort estimates and a reporting timetable

The leader of the Quality Control Team prepared a document, which set out the quality assurance procedures that will be applied in MAX.

Work on the documents associated with Work Packages A, B, C, D, 1 and 2 was undertaken in cooperation with the respective WP-leaders. This work mainly involved checking against the objectives of the project as detailed in the Technical Annex, and language, accuracy and style proofing.

In case of the Comprehensive Research Plan, the revision process was very intense and time consuming, leading to a severe delay.

The major outcome of this period is that all consortium members are running the activities for which they are responsible. Via meetings and close contacts with the WP-leaders constructive work relations have been established. Specific details are described in the technical Work Packages in the previous chapters.

Achievements in the period 1 October 2007 – 30 September 2008:

Work on the documents associated with Work Packages A, B, C, D, 2, 3 and 4 was undertaken in cooperation with the respective WP-leaders. This work mainly involved checking against the objectives of the project as detailed in the Inception Report, and language, accuracy and style proofing.

The major outcome of this period is that all consortium members are running the activities for which they are responsible. Via meetings and close contacts with the WP-leaders constructive work relations have been established. Specific details are described in the technical Work Packages in the previous chapters.

Achievements in the period 1 October 2008 – 31 Oktober 2009:

Work on the documents associated with Work Packages A, B, C, D, 2, 3 and 4 was undertaken in cooperation with the respective WP-leaders. This work mainly involved checking against the objectives of the project as detailed in the Inception Report, and language, accuracy and style proofing.

The major outcome of this period is that all consortium members have finalised the activities for which they were responsible. Via meetings and close contacts with the WP-leaders constructive work relations have been established. Specific details are described in the technical Work Packages in the previous chapters.

Task 0.4 Project Administration

Achievements in the period 1 October 2006 – 30 September 2007:

Unfortunately, a large effort had to go into the amendment procedure – as in between the process the financial officer changed: Initially, the contract signature in August 2006 was delayed because of some name changes of partners. In one case (Tallinna Linn), it proved to be difficult to validate this partner as there was confusion about the legal entity. As the project start had already been delayed many times, the project was started without this problem being resolved – it was to be solved through an amendment. The situation was aggravated by changes in personnel in Tallinn as well as for the Financial Officer. Other changes in the Annex 1 also had to be approved. Finally, the amendment was only signed in April 2007.

WP 0 leader FGM-AMOR received the advance payment and carried out the distribution of payments to the project partners (along with accompanying information flow on updated bank accounts and answering questions).

Achievements in the period 1 October 2007 – 30 September 2008:

The main administrative tasks fulfilled by WP0 in the second year of the project have been:

- Preparation of the Cost Statements, including the involved communication process with the partners, and submission of the Cost Statements to the EC
- Implementation of the necessary adjustments according to the review recommendations
- Extensive communication, calculations, adjustments around the 2nd amendment necessary for the release of the 2nd payment
- Organisation of the payments to the partners
- Preparatory works for the 2nd amendment, 2nd cost statement, and 2nd Periodic Activity and Management Reports

Achievements in the period 1 October 2008 – 31 Oktober 2009:

The main administrative tasks fulfilled by WP0 in the third year of the project have been:

- Preparation of the Cost Statements, including the involved communication process with the partners, and submission of the Cost Statements to the EC
- Implementation of the necessary adjustments according to the review recommendations
- Organisation and submission of the requested documents, information, and clarifications as a result of the assessment of the submitted 2nd Periodic Management Report (cost statements and audit certificates)
- Extensive communication, calculations, adjustments around the 2nd amendment necessary for the release of the 2nd payment
- Organisation of the payments to the partners
- Preparatory works for final amendment, 3rd cost statement, 3rd Periodic Activity and Management Reports, and Final Report

15.4 Comments on Contractors

Budget shifts between partners

Due to some substantial changes, the consortium had to ask for an amendment for the third period. This amendment contains the following issues:

- Partner Nr. 5 Trivector will need an extra 6 personmonths to develop the MAXSara database, a new essential tool on European level in WPB. This change is supported by all WPB partners.
- Partner Nr. 11, UCLAN, will need one extra personmonth in WP A to follow up the framework, take into account outcomes of work of TF2,3,4,5 and contribute in developing the final version of framework. This change is supported by all WPA partners
- Partners Nr. 13, Synergo, and Nr. 15 Ö-Norm, could already announce in the second period that they need less budget than originally planned – Synergo two personmonths less, Ö-Norm 4 personmonths less

The four shifts compensate each other; thereby there is no change in the overall project budget.

Due to some substantial changes, the consortium will ask for a final shift in resources along with the submission of the final cost statement. This will mainly concern three points:

- Partner Nr. 5 Trivector has spent heavily on the development of MaxEva and due to a lot of testing and many changes it will need an extra 2 personmonths
- Partner Nr. 11, UCLAN, will need one extra personmonth in WP A due to unplanned heavy involvement on the wrting of the final report of WPA
- A substantial part of the unuses subcontract budget has been used for translation of the end products

All these extra costs can be compensated through lower use of other budgets.

Internal shift in WPs

Due to changing demands, some partners have effected some internal shifts within their labour budgets:

- The coordinator FGM-AMOR shifted 5 personmonths to WPD – as it introduced a new, ideal demonstration and contributed an extra Austrian part to the WPD reports. These personmonths come: 2 from WP3, 2 from WP4 and 1 from WPA. In all these WPs less activities than planned are expected from FGM-AMOR.
- Partner Nr. 5, Trivector has shifted 2 personmonths from WPD to WPB. The contribution in WPB was deemed more important than the contribution in WPD.

Travel costs

Many partners have consumed a higher than planned part of their travel budget. There are several reasons for this, the main reasons are:

- The other cost budget was generally set at 10% when the proposal was made – and this was never changed. For partners with small budget, that are still expected to visit many meetings, this type of budget is much too low: e.g. for Nr. 12 Ageneal, Nr. 16 Vilnius, Nr. 17 CNRS, Nr. 22 Tallinn.
- Some partners have rather expensive flight connections or have to visit much more meetings than expected, this is true for partners Nr. 2, AUTH, Nr. 8, Napier, Nr. 11 UCLAN and Nr. 18 Uni Maribor

However, all partners can compensate this through internal shifts in their budget, shifting from the labour category to the travel category without jeopardizing the work in the project nor exceeding their overall budget.

Universities

Some university partners of the project have substantial lower unit costs for labour. This is in general due to the fact that at the time of the proposal or even of the negotiations universities do not know, who will be their researchers, who are hired for a specific project. Therefore it is often the case that the persons hired do not fully meet the qualifications set. In practice this means that they may get a lower salary than anticipated, but at the same time they may need to spend more effort for the same task than the fully qualified researcher. The total outcome usually is more or less the same both in terms of result and in terms of money spent.

This is the case with Partners Nr. 2 AUTH, Nr 3, ILS, Nr. 8, NU Napier, Nr. 18, Maribor, Nr. 19 Krakow and Nr. 21, Magdeburg. With the exception of NU Napier (see below), this is all within limits of tolerance; it will simply mean that these partners will consume less resources than planned.

NU Napier

To date Partner Nr. 8, NU Napier University staff have worked about 58 person months on the MAX project, made up of about 45 cost-eligible person months and about 13 non-eligible person months by permanent members of staff.

The eligible staff has been engaged in the following tasks, which (as announced in the 2nd periodic activity report) absorbed considerably more person effort than was originally envisaged:

- Given the volume of products, including internal deliverables, there was a large amount of work in content-related and English language checking of reports. There has been a certain amount of slippage in the timing of deliverables, meaning much more QC work than planned.
- The scope of WP C has increased due to the large number of pilot organisations now included in the testing of the Quality Management System for Mobility Management, and Napier provided a key advisory role here, as well as managing additional subcontractors.
- The outputs of WP D are requiring much greater coordination work than first envisaged, and Napier is contributed heavily to the content of the guidance materials.
- Napier was the key link between WP B and WP A and as such was involved in WP A meetings and content.
- Napier played an important role in the development of the MaxExplorer and provided important input to the entire suite of tools produced by WP B.
- Napier as one of the main university partners in MAX developed almost all the English-language teaching materials from the project.
- More widely, Napier has taken up a large number of dissemination tasks and also had the role of quality controlling dissemination materials, including website and brochure.
- Finally, Napier had a wide range of subcontracting management tasks, that even increased due to Napier managing the additional translations trough additional subcontracts for non-used budgets.

The work of NU Napier was top priority essential for the success of the project and it can be seen a strike of luck that their labour costs were lower than planned and that they were indeed able to contribute so much non eligible staff work.

Partner's performance

All partners performed well – doing their jobs within the project to their best ability. However, there were some problematic developments that had to be resolved in the course of the project:

- AUTH (Univerity of Thessaloniki) had to severely reformulate the Comprehensive Research Plan twice, which led to a severe delay (also due to the summer break that intervened in the timing). The CRP has been delivered delayed end of November 2007, problems were resolved in a letter exchange and a telephone conversation between AUTH and the coordinator in November 07.
- CUT (University of Cracow) hardly participated in the 1st reporting period, due to administrative problems and capacity overload. This was resolved in a meeting with the coordinator and WPD leader in Graz in October 2007.

15.5 Project timetable and status, frontlined bar chart

Multiple delays of almost everything developed: website, translations, final reports, quality control – due to accumulation of delays by making revised intermediate reports, the extra work needed for the final conference, unexpected problems with the translations, the making of a very ambitious website and all aggravated due to Summer holiday absences.

This led to the situation where the timetable could not be kept and the project had to be extended by one month, which was granted.

The following graphic shows the time schedule of the MAX project.

Month 1 is October 2006.

Month 36 is September 2009.

Time Schedule of the MAX project:

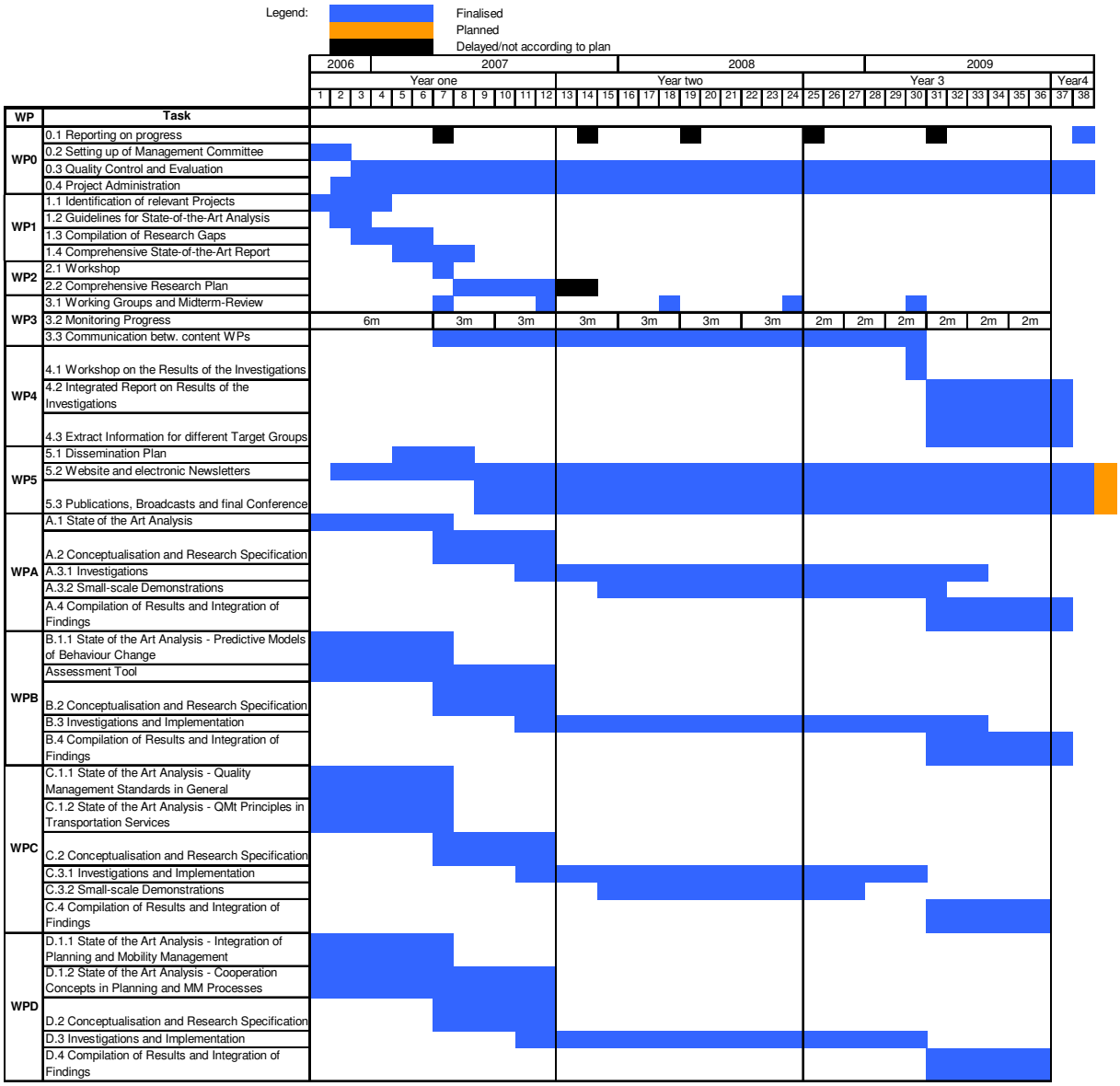
	2006			2007												2008												2009								
Project phase / Duration (in months)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
WPA Innovative Approaches TA					State of the art reports		Individual Research Plan																					Draft results						Finalisation		
WPB Models / Assessment Tool																																				
WPC QM & MM																																				
WPD Planning and MM																																				
WP1: State-of-the-art																																				
WP2: Conceptualisation																																				
WP3: Monitoring investigations												WG						WG						WG												
WP4: Compiling results																														WS						
WP5: Dissemination			WO																																	
WP0: Proj Management, QC	MC					MC													MC							MC				MC				MC		
Selected Project deliverables								IR																												FR
Selected Milestones		1				2								3												4		5							6	

MC: Management Committee Meetings
IR: Inception Report
FR: Final Report
WG Working groups
WS Result Workshop
WO Website operative

Milestones

1: guidelines for state-of-the-art
2: research plan
3: first annual review
4: second annual review
5: draft reports on results
6: final conference

Frontlined bar chart



16 Extra points required by theAddendum #2 to the 2nd Review Report, exploitation strategy

16.1 Introduction

Several issues were required by the reviewers in their review report from 2 December 2008. The main reaction of the consortium was to comply to the recommendation of a resubmission of several deliverables and the submission of annotated outlines for some planned reports. In these were also contained details changes in plans as recommended by the reviewers.

This was followed up by a so called Addendum #2 to the 2nd Review Report from 5 March 2009 – detailing some further recommendations.

The issues to be dealt with are all summed up in the next two subchapters, as it was deemed inappropriate to insert, and thereby in fact hide them in the rest of the report – which is more of an activity report as requested by the contract, while the following are extras deemed important for the project by the reviewers.

Subchapter 5.2 lists the relevant recommendation from the Addendum Nr. 2 and what was done with it in the final period of the MAX project.

Subchapter 5.3. lists the points in the quality control checklists for the final reports of the WPs A-D.

When the proposal was written in 2004, now almost 7 years ago, it was not at all clear that all the tools developed would be web-based, it was much more oriented towards paper reports. Towards the finalisation of the project, this became very clear, and therefore the very vague formulations in the Inception Report stemming from the original proposal of WP4 and WP5 on the end products had to be reinterpreted. MAX interpreted it as not only "suggesting" tools and methods, but as indeed building these tools as far as possible.

This then directly leads to the exploitation strategy, described in brief in the last subchapter. It is mainly based on a very important development for MAX: the start of the EPOMM-PLUS project (submitted for the STEER Programme in June 2008, started in June 2009). It greatly expands the scope of EPOMM, which has become the main dissemination partner structure of MAX.

16.2 List of the recommendations from the Addendum #2

Recommendation 3: Ensure the highest level of PAT and database development

MaxEva and MaxSumo have been developed to prepare the ground for collecting reliable data in the future – as basis for a future European PAT.

MaxImise has been developed as one possible component of a future European PAT.

MaxExplorer has been developed as tool for MM-beginners, based on expert experience, but NOT on reliable data. In the future, as more and more data become available, the MaxExplorer can gradually be improved an connected to MaxImise.

Recommendation 4: Include within the DSG a multi-criteria rating facility

Has been fully addressed by developing and implementing MaxExplorer.

Recommendation 5: Address further transferability issues

Transferability has been addressed in the recommendations as formulated in the final reports from WPA-D and in the integrated final report from WP4.

Recommendation 6: Duly substantiate conclusions and recommendations

Has been checked for all WPs A-D and according to checklist is addressed in all final reports of WPA-D

Recommendation 7: Improve the dissemination tools

These were not available during the review process, as they have been finalised only in the last days of the project. The MM-tool part on the EPOMM-website has become a highly differentiated, sophisticated suite of tools and information.

Recommendation 8: Develop a proactive project exploitation strategy

The strategy can be summed up as follows:

Standardisation means continuity. And continuity will be created through the fact that the administratorship of the tools will be handed over to EPOMM. In the new EU-project EPOMM-PLUS there will be possibilities to promote the further use of the MAX-tools through training sessions, conferences, publications and because the network of EPOMM-PLUS covers the majority of EU member states and includes government contacts who are in many case in a position whereby they can recommend the use of MAX tools to regional and local governments and other MM stakeholders in their countries.

- A first step was that the MAX final conference in Cracow included the whole EPOMM-PLUS consortium as well as the EPOMM-members. After the full presentation of all Max-tools the spread of the MAX-tools in the individual countries was discussed in interactive workshops
- In its board meeting of 2 October 2009 EPOMM has endorsed the plan to make the MAX-tools a central part of EPOMM
- EPOMM-PLUS has partners in 21 EU-countries and will disseminate the MAX-tools by the way of national and international workshops and e-news to all of these countries

- EPOMM-PLUS will maintain contact with at least 20 ongoing EU-projects with as one objective to have them make use of the MAX-tools
- EPOMM-PLUS will take up the training materials from MAX and use them in the trainings to be offered during the project.
- EPOMM will lobby for the usage of MAX-tools on the European level – starting with a first public event in Brussels on 1 December 2009 and with a reaction to the just (30 September 2009) released Communication from the European Commission: "Action Plan on Urban Mobility". In this it will incorporate recommendations from the MAX project. The work will be continued in further communication and lobbying plans.
- It is planned, that EPOMM will continuously maintain and adapt the MAX-tools so they remain up to date.
- EPOMM will aim to address the many open questions and to follow up on the recommendations of MAX – it is planned that it will become part of the work programme of EPOMM for the coming years.

Recommendation 9: Consider the use of research results from the USA

Has been checked for all WPs A-D and according to checklist is addressed in all final reports of WPA-D

Recommendations for the individual WPs

Has been checked for all WPs A-D and according to checklist is addressed in all final reports of WPA-D.

See checklists below:

16.3 List of quality control checklist of the WP A-D final reports

WP A Final Report QC checklist

Reviewer comment	**QC comment**
The written final deliverables for each research WPA to D should present:	
• a brief background on the specific topic;	Yes
• the literature review results;	Yes
• the MAX hypothesis;	Yes
• what was done in MAX;	Yes
• an analysis of the results; and	Yes
• a conclusion.	Yes
The reports should be stand alone; they should summarize the main information without requiring the reader to refer to appendices.	Yes, this is well done
Ensure that there is a discussion of **transferability** of findings and outputs	Yes, covered in conclusions re objective 5
Ensure that conclusions and recommendations are **substantiated** by findings – link the conclusions and recommendations explicitly to evidence from the research	Yes, as far as is possible given the sometimes limited findings from the various bits of research carried out. Where research has limitations, this is clearly stated.
Show which tools and other concepts were tested in which demonstrations	Yes
Ensure that reader can easily find background information relevant to the part of the	Yes

Reviewer comment	QC comment
report they are reading; in general, provide a "map" of the report and don't assume that the reader will automatically know where they have to go to find supporting information.	
Make very clear details of methodologies of individual parts of the WP's work when referring to them in the final report e.g. how many surveys or interviews were carried out when and where with whom and how were people chosen for interview or survey; and of where the reader can find more details of the results. *Additional remark by Karl-Heinz: This may often be impractical or too long. If so, stick to the essential and leave the rest out but make sure the info is available in the annexes or separate reports.*	Yes, there is a quite detailed section on methodology in Chapter 2
Include a description of any 'non-written' deliverables (e.g. power point presentation, course materials).	Not applicable
Ensure that US (North American) research results are referred to; or, if they are not, provide an adequate justification. *Helpful resource for a quick check: www.vtpi.org*	Yes, VERB campaign
Explain links to EPOMM-PLUS – especially how that project will be used to disseminate and promote use of MAX Tools.	Yes
Include a short section "outline of report" that describes what is included the report.	Yes
Try to integrate or make easy to find and easy to follow (see specific comments WPC) reference to the Quality Management (WPC) part of the project in this WP and to WPB tools, if relevant	Yes
1. The structured listing of the various appendices in a chapter of the main document is an excellent idea that would be further improved by adding a sentence or two of description of each appendix.	Yes
2. Try to make the output less fragmented – show how all the different parts fit together.	Yes

WP B Final Report QC checklist

Reviewer comment	QC comment
The written final deliverables for each research WPA to D should present:	
• a brief background on the specific topic;	Yes
• the literature review results;	Yes
• the MAX hypothesis;	Yes
• what was done in MAX;	Yes
• an analysis of the results; and	Yes
• a conclusion.	Yes
The reports should be stand alone; they should summarize the main information without requiring the reader to refer to appendices.	Yes
Ensure that there is a discussion of **transferability** of findings and outputs	Yes
Ensure that conclusions and recommendations are **substantiated** by findings – link the conclusions and recommendations explicitly to evidence from the research	Yes
Show which tools and other concepts were tested in which demonstrations	Yes

Reviewer comment	QC comment
Ensure that reader can easily find background information relevant to the part of the report they are reading; in general, provide a "map" of the report and don't assume that the reader will automatically know where they have to go to find supporting information.	Yes
Make very clear details of methodologies of individual parts of the WP's work when referring to them in the final report e.g. how many surveys or interviews were carried out when and where with whom and how were people chosen for interview or survey; and of where the reader can find more details of the results. *Additional remark by Karl-Heinz: This may often be impractical or too long. If so, stick to the essential and leave the rest out but make sure the info is available in the annexes or separate reports.*	Yes
Include a description of any 'non-written' deliverables (e.g. power point presentation, course materials).	Links to actual tools e.g. MaxExplorer provided where relevant
Ensure that US (North American) research results are referred to; or, if they are not, provide an adequate justification. *Helpful resource for a quick check: www.vtpi.org*	Yes
Explain links to EPOMM-PLUS –especially how that project will be used to disseminate and promote use of MAX Tools. *This means to explain how the tools will be presented on the EPOMM website and possibly what challenges you will present at the MAX final conference and what recommendations you have for EPOMM/EPOMM-PLUS (what should they do with it)*	Yes
• Include a section on "recommendations for using the tools" that describes how the different tools being developed in the program should be used by practicing mobility managers.	Yes
• There should be one consistent list of measures used throughout the documents.	Yes
• Consider using the following outline for each chapter within WP B final report:	
X.1 – Introduction – Specific definition of the tool/idea, what it is, what it can be used for;	Yes
X.2 – Overview of Existing Tools – one paragraph (or more if needed) on each tool; then one paragraph conclusions: what's needed, what did MAX focus on;	Included in the section on each tool, where relevant.
X.3 – Development of Tool in MAX – What was done, how, results;	Yes
X.4 – Conclusions & Recommendations – including "how to use tool" instructions.	"How to use" instructions contained in tools themselves, not in Final Report

Comment	Covered by report?
To include a brief background on the specific topic;	Yes
To include the literature review results;	Yes.
To include the MAX hypothesis;	Yes
To include what was done in MAX;	Yes
To include an analysis of the results; and	Yes
To include a conclusion.	Yes
The reports should be stand alone; they should summarize the main information without requiring the reader to refer to appendices.	Yes
Ensure that there is a discussion of **transferability** of findings and outputs	Yes
Ensure that conclusions and recommendations are **substantiated** by findings – link the conclusions and recommendations explicitly to evidence from the research	Yes
Show which tools and other concepts were tested in which demonstrations	Yes
Ensure that reader can easily find background information relevant to the part of the report they are reading; in general, provide a "map" of the report and don't assume that the reader will automatically know where they have to go to find supporting information.	Yes
Make very clear details of methodologies of individual parts of the WP's work when referring to them in the final report e.g. how many surveys or interviews were carried out when and where with whom and how were people chosen for interview or survey; and of where the reader can find more details of the results. *Additional remark by Karl-Heinz: This may often be impractical or too long. If so, stick to the essential and leave the rest out but make sure the info is available in the annexes or separate reports.*	Yes
Include a description of any 'non-written' deliverables (e.g. power point presentation, course materials).	Yes, in "End Products"
Ensure that US (North American) research results are referred to; or, if they are not, provide an adequate justification. *Helpful resource for a quick check: www.vtpi.org*	TCRP F 03 is referred in SoA summary
Explain links to EPOMM-PLUS –especially how that project will be used to disseminate and promote use of MAX Tools. *This means to explain how the tools will be presented on the EPOMM website and possibly what challenges you will present at the MAX final conference and what recommendations you have for EPOMM/EPOMM-PLUS (what should they do with it)*	Yes
The final deliverable for WPC needs to be much better integrated with the other MAX WPs; this needs to be a fundamental part of the final deliverable. *This means at least that clear reference is made to as to where to use all the tools of WPA, B and D within the quality circle. This reference should be easy to find (not just a minuscule footnote) and easy to follow (not just saying – have a look at epomm.org, instead a detailed sentence, e.g.* *- you can find detailed information on how to convince your politicians in chapter…. of the campaign handbook. Other example:* *- for evaluation we recommend to use MaxSumo, that gives you detailed information on how to design your evaluation and also helps you to set clear targets and to break down the evaluation into small, realistic steps.*	Yes

WP D Final Report QC checklist

Reviewer comment	QC comment
The written final deliverables for each research WPA to D should present:	
• a brief background on the specific topic;	Yes
• the literature review results;	Yes
• the MAX hypothesis;	Yes
• what was done in MAX;	Yes
• an analysis of the results; and	Yes
• a conclusion.	Yes
The reports should be stand alone; they should summarize the main information without requiring the reader to refer to appendices.	Yes
Ensure that there is a discussion of **transferability** of findings and outputs	Yes, significant
Ensure that conclusions and recommendations are **substantiated** by findings – link the conclusions and recommendations explicitly to evidence from the research	Yes, this is done. For example, advice given is clearly linked to actual case studies; thoughts on transferability are linked to experience in planning simulation workshops.
Show which tools and other concepts were tested in which demonstrations	Yes
Ensure that reader can easily find background information relevant to the part of the report they are reading; in general, provide a "map" of the report and don't assume that the reader will automatically know where they have to go to find supporting information.	Yes
Make very clear details of methodologies of individual parts of the WP's work when referring to them in the final report e.g. how many surveys or interviews were carried out when and where with whom and how were people chosen for interview or survey; and of where the reader can find more details of the results. *Additional remark by Karl-Heinz: This may often be impractical or too long. If so, stick to the essential and leave the rest out but make sure the info is available in the annexes or separate reports.*	Yes
Include a description of any 'non-written' deliverables (e.g. power point presentation, course materials).	Clearly linked into the final report.
Ensure that US (North American) research results are referred to; or, if they are not, provide an adequate justification. *Helpful resource for a quick check: www.vtpi.org*	Yes, reference to N American practice and explanation of why it is not used more in the report.
Explain links to EPOMM-PLUS –especially how that project will be used to disseminate and promote use of MAX Tools. *This means to explain how the tools will be presented on the EPOMM website and possibly what challenges you will present at the MAX final conference and what recommendations you have for EPOMM/EPOMM-PLUS (what should they do with it)*	Yes
It is very important that the envisaged recommendations resulting from WPD are clearly backed and substantiated by real work, experience, demonstrations and findings from MAX.	Yes – extensive work in planning simulations

Annex 1: Plan for using and disseminating the knowledge

Section 1 - Exploitable knowledge and its use

The knowledge developed within MAX is per definition not for commercial use – MAX was a research programme to advance knowledge on innovative measures in urban transport.

Still, the main products are briefly listed – but of course the list does not include any owners, patents or IPR protection as all products are publicly accessible and for general use.

Eploitable knowledge	**Exploitable product**	**Sectors of application**
A web-based decision support guide. It defines, describes and helps to choose the right measures for your MM projects. (WP B.)	**MaxExplorer**	MM practitioners, especially relative unexperienced
Provides a common quality framework to follow in developing and implementing MM policies.	**MaxQ** - Quality Management Scheme for Mobility Management, and the description of its elements, together with a user manual and code of practice	Cities and large MM-project managers
Helps to design and implement better travel awareness campaigns informed by the results of earlier experience and research.	**MaxTag – Travel Awareness campaign guide**	Traffic planning, Mobility Management
Both these guidelines are user-friendly tools to encourage planners to build MM into the land use planning process so that users of new buildings will find MM measures available there, from the day the development opens.	**MaxLupo-** guidelines for integrating land use planning with sustainable transport planning and guidelines for integrating MM and the planning and building permit processes of a new development.	Land use planning, urban planning and traffic planning
It aims to standardise evaluation at the European level and should help in planning, monitoring and evaluating Mobility Management Projects. (WP B.)	**MaxSumo**	Traffic planning on European, national, regional and local level
It is in many ways MaxSumo on the web. The more that MaxEva is used, the more MM results there will be to compare and use in planning new projects.	**MaxEva**	Traffic planning on European, national, regional and local level
It is *the* new – dynamic - model of behaviour change, going beyond previous models used in MM by explaining how and why people move from one stage of behaviour change to another.	**MaxSem – the Max Self-Regulation Model**	Mobility management

16.3.1 Ongoing dissemination efforts and dissemination efforts in the future

The main issue is to ensure continuing usage, updating and usability beyond the end of the MAX project. This has been achieved by including this into the work plan of EPOMM and especially by including this into the work of EPOMM-PLUS.

Further dissemination is assured through cooperation agreements with EPOMM, Eurocities, Polis and ELTIS. Through EPOMM-PLUS (with a budget of 2.1 Million Euro and partners in 22 countries) it will be possible to continue the contacts with EU-projects, which have been developed in the MAX-project in EPOMM-PLUS:

- The buildup of national mobility management networks is foreseen: EPOMM-PLUS will recommend the usage of the MAX-tools and the MAX materials (often in local language) as one possibility to start and improve MM in these new countries.
- The buildup of networks through meetings like ECOMM, EMMNET (a new European MM network meeting in EU new member states to be build up by EPOMM-PLUS, of which the MAX final conference was a quite successful pilot project), National Focal Point workshops, and contact with all relevant European projects in MM will ensure wide dissemination of MAX-tools.
- The cooperation with city networks like POLIS and Eurocities is also a feature of EPOMM-PLUS, and thus the cooperation with MAX, already established, will be continued beyond the lifetime of MAX.

The MAX partners have reported how they will contribute to the dissemination and use of the MAX tools and research results as described in the following sections:

FGM-AMOR

FGM-AMOR will continue to work to extend the use of MAX tools in the following ways:

40. As a Mobility Management practitioner, FGM-AMOR will make use of MaxTag, MaxSumo, MaxEva and MaxLupo in its own projects. Therefore, it will also develop an internal training programme for its staff.
41. As project partner in a great number of EU-projects, FGM-AMOR will advise these projects to use the MAX tools.
42. As coordinator of both EPOMM and EPOMM-PLUS, FGM-AMOR will foster the spread and use of Max tools as described in the previous section.
43. FGM-AMOR will generally advise institutions it works with: schools, companies, cities, regional and national administrations, public transport companies and other cooperation partners to use the MAX tools.

Mobiel21:

Mobiel 21 plans to introduce MAX tools in the future in a number of ways:

44. First of all, as travel awareness campaign initiator, Mobiel 21 will make use of the MaxTag, MaxSumo and MaxSem within its own campaigns towards citizens and schools and other target groups; the aim is to fill MaxEva with these campaign results
45. Mobiel 21 will advise companies and cities to use MaxSumo in their mobility management activities. At the moment, Mobiel21 has contacts with one big company in Belgium active in the MM-field that is interested to introduce MaxSumo and use MaxEva.
46. Currently Mobiel 21 uses the MaxSumo evaluation framework in an EU-Steer project called Bambini; Mobiel 21 is work package leader of the WP on evaluation. All demonstrators are requested to use the MaxSumo framework.

47. For December 2009, Mobiel 21 and MAX partner Traject have planned a meeting with the Belgian Regional Transport Government where they will discuss the possible introduction of MaxSumo in specific Flemish subsidy programs for mobility management actions. They will also discuss the opportunity to organise training sessions towards mobility managers from cities and organisations.

ILS:

48. ILS has been involved in the development of mobility management schemes in Germany at the federal as well as at the regional and local level for many years. During the MAX project ILS often showed stakeholders in the field the benefits they will gain from using the MAX tools. Meanwhile there seems to be a higher awareness that using the MAX tools and especially MaxSumo and MaxEva will support the stakeholders in implementing mobility management measures more efficiently. ILS will continue to promote the MAX tools in Germany.
49. As partner in the EPOMM PLUS project ILS will focus their efforts on including the MAX tools and especially MaxSumo and MaxEva into the current Federal action programme "effizient mobil", which should become a precondition for funding the implementation of good mobility management concepts in Germany.
50. Furthermore, currently there are ongoing discussions to develop a Mobility Management Masterplan at the Federal level in Germany; ILS supports the development of such a Masterplan, and is also working on including all the MAX tools into this Masterplan (if this long-time perspective actually will be developed)
51. Additionally, ILS will set a link to the MAX tools at the EPOMM website on their mobility management platform www.mobilitaetsmanagement.nrw.de, the only website in Germany which promotes and informs about Mobility Management in a broad way.

TRIVECTOR:

52. Trivector is number one in Sweden in sustainable transport and Mobility Management, and introduced the concept of Mobility Management in Sweden, and later on also took the evaluation method from the former EU project MOST, MOST-MET, and convinced the national road administration to adopt it and use it. This resulted in an enhanced version called SUMO. (SUMO has up until now been used for evaluation in more than 100 mobility management projects in Sweden) SUMO was then brought back to the European community in the MAX project where it was further enhanced into MaxSumo. In this work Trivector played a major role. It is now natural for Trivector to take MaxSumo and promote and market it and use it. Trivector has already used the new version in several educations and also projects. MaxSumo is used and will be used instead of SUMO in Mobility Management projects in Sweden.
53. The database MaxEva, where the project management and the programming also was made by Trivector, will also be marketed by Trivector. Some years ago Trivector made the specification of a similar database for the national road administration in Sweden. This work made it possible to develop MaxEva in such a short period that was available in the MAX project. Now Trivector will be very glad to use this new MaxEva database, and will try to sell it to their customers.
54. The MaxSem tool has already been used by Trivector in some travel surveys, the quality management tool MaxQ in two commissions so far. Trivector has also already had discussions with customers on the use of MaxLupo.
55. Trivector is also part of several national and international research projects where the MAX-tools will be introduced.
56. All the Max tools have been presented by Trivector in a seminar in October 2009 to the national road administration. In November Trivector held a presentation on the SWEPOMM seminar, and there are to other seminars planned in December. In January 2010 the tools will be presented by Trivector at the biggest yearly national Swedish transport event, Transportforum.

ETT:

57. When working with cities, ETT will actively promote the usage of all the MAX-tools from the start of the project, and even at tender level as an extra benefit:
    - ETT will ask these cities to use MaxSumo and MaxEva in the evaluation of the implemented measures
    - For cities who are interested in deepening their knowledge in making campaigns and how to integrate MM in land use planning, ETT will give special training and advice based on MaxTag and MaxLupo.
    - For advanced cities in Mobility Management, ETT will promote MaxQ as a way to take the MM-implementation to a higher quality-level.
58. ETT will also start using MaxSumo in their own projects.
59. ETT will also distribute MAX brochures through mass mailings and at events, presentations, etc.

Napier (NU)

60. NU has already started using MaxSEM and MaxSumo in projects such as the Scottish Smarter Choices Smarter Places project in Falkirk in Scotland and in a large Climate Challenge funded MM project with employers in Edinburgh. In other projects it will adopt the MaxSumo methodology and encourage others to do so.
61. NU plans to distribute MAX brochures to local authorities and transport consultancies via a mass mailing in 2010 as well as via events, presentations, etc, and through NU's own networks.
62. NU will continue to incorporate MAX into its teaching via, for example, its transport psychology and transport policy modules at both undergraduate and postgraduate level. Teaching material will also be made available to other transport teaching universities in the UK.
63. At the international level NU is adopting element of the MAX approach and findings in new MM projects such as the STEER project Active Access.
64. At training events NU will ensure that MAX ouputs are highlighted wherever they are relevant.

UCLAN:

65. UCLAN will continue to incorporate MAX into UCLAN's teaching
66. UCLAN will include the MAX tools as suggestions in UCLAN's recommendations of project reports (for example where project results suggest measures to reduce car use)
67. UCLAN will circulate details of MAX tools among peers and practitioners through UCLAN's networks

TALLINN:

68. Since October 2008 Tallinn is participating in the CIVITAS MIMOSA project, and within this project 10 different measures are being implemented in Tallinn. One of those measures is specifically directed at the development of Mobility Management in Tallinn. Within this measure various MM activities, campaigns and events will be designed and implemented. MAX tools can be used while designing, implementing, monitoring and evaluating these MM activities in Tallinn.
69. Furthermore, TALLINN will contact Measure Leaders in the other MIMOSA partner cities that are in charge of implementing Mobility Management measures and forward them information about MAX tools.
70. In addition, TALLINN will inform the MIMOSA project Dissemination Managers (in partner cities) and Communication Group members of the possibilities of MAX tools and their availability at the EPOMM website.

ÖNORM:

71. ÖNORM will continue to raise awareness within their networks regarding the benefits of Mobility Management in general and also regarding the MAX-tools. (By implementing the CEN-workshop MOBIMA this process of awareness raising has already started, and the discussion within CEN resulted in the idea of establishing a new CEN-committee that shall deal with the topic of mobility.)

CNRS:

72. CNRS cooperates with CERTU (the French member of EPOMM) regarding the promotion of MAX results in France
73. CNRS will continue to promote MAX through master degree courses at the University (in transport and city planning diplomas)
74. CNRS will send the MAX brochure to other French universities dealing with transport
75. Dissertations in the fields of MM and city planning will be an opportunity to apply some results from MAX (one of such dissertations is already ongoing in cooperation with one of the main French consultancies specialised in soft modes measures)

UPCR:

76. UPCR is in the process of informing the newly created Ministry of Environment, Energy, and Climate Change on the usefulness of MAX tools

UMAG:

77. Depending on external administrative decisions regarding schedule, UMAG will integrate the results of the Mobility Management Project MAX within education concerning environmental and social psychology. The results of the project will be introduced as an effective tool to change mobility behaviour. Further use of the MAX project results through students in bachelor exams might be considered depending on students' amount of interest but UMAG will offer that specific topic nonetheless.

LyleBailie:

78. LyleBailie are currently tendering for two projects one for the Northern Ireland public Transport system and one for Travelwise (a UK government sustainable transport organisation). In both tenders LyleBailie have used and recommended MAX and the MAX Tools to be used particularly MaxSem, MaxSumo and MaxEva. LyleBailie believe that the knowledge of MAX and its excellent toolkit will give them the edge over their competitors.

16.3.2 Previous dissemination work of MAX

The following table gives a detailed overview on the dissemination activities of MAX. For each dissemination action the following table shows

- What has been disseminated
- Which dissemination channel was used
- Who made the dissemination action
- Who was the target group of the dissemination action
- Quantitative targets
- Measure of success – whether achieved, not achieved or partly achieved

Task 5.2 – Website and electronic Newsletters

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
MAX-website and Intermediate/final project results coming from the different research areas (content related WPs A to D) in accordance with the specific theme characterising forthcoming issues of EPOMM e-newsletters: ▪ Evaluation of MM (month 25), including project results coming from WPB ▪ Cost benefits of MM (month 26), including project results coming from WPB ▪ Campaigns for MM (month 28), including project results coming from WPA ▪ MM and Land Use (month 29), including project results coming from WPD ▪ Quality Management in MM (month 30), including project results coming from WPC ▪ MM tools from MAX (month 32), including project results coming from WPs A to D	Use the EPOMM newsletters (http://www.epomm.org/index.phtml?Main_ID=868)	▪ Leaders of WPs A-D are responsible for the content; ▪ AMOR and FIT are responsible for the organisation	▪ EPOMM community ▪ MAX user group members ▪ Local European Mobility Week coordinators	▪ 3300 members of the EPOMM community which periodically receive the EPOMM newsletters ▪ 295 members established within MAX Users Group Directory ▪ 100 local European Mobility Week coordinators	Fully acheved	Spread of MAX information by both EPOMM website and EPOMM e-newsletters will facilitate wide community access to the project's results. This will support the development, implementation and assessment of policies that concern travel awareness and mobility management.
Intermediate/final project results coming from the different research areas (content related WPs A to D)	MAX website (www.max-success.eu)	▪ Leaders of WPs A-D are responsible for the content; ▪ AMOR is responsible for the organisation	▪ Interested people and organisations worldwide	▪ More than 1000 page-views per month	Fully achieved	MAX information available in the internet will help to spread the knowledge of the concept of Mobility Management, and will help to make people aware of the (forthcoming) results of the project

Task 5.3: Publications, broadcasts and Final Conference

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
Intermediate/final project results coming from the different research areas (content related WPs A to D) at the annual international conferences addressed to Mobility Management practitioners and expert (European Platform on Mobility Management – ECOMM)	Presentation of MAX at the yearly ECOMM conferences	FGM-AMOR NU Napier Uni Maribor ILS	Conference audience	▪ 50 persons (ECOMM 2007) ▪ 300 persons (ECOMM 2008) ▪ 300 persons, multiple (ECOMM 2009)	Fully achieved	Spread of the experience and knowledge gained in MAX widely in order to support the development, implementation and assessment of policies dealing with travel awareness and mobility management
Project's results (contents related WPs A to D) at the main EPOMM National Focal Points meetings	Presentation of MAX at the ECOMM National Focal Points meetings	FGM-AMOR	Workshops participants	Averagely 10 persons	At NFP-workshops in San Sebastian	Serve relevant target groups with relevant products/results
MAX dissemination and teaching material (e.g. seminar scripts for universities)	Inserting into the teaching and learning materials section of the PORTAL website (http://www.eu-portal.net/material/start_material.phtml?sprache=en). This dissemination action will be promoted through ELTIS e-newsletters.	FGM-AMOR FIT Universities	Accessing people at the PORTAL website, EPOMM-website and MAX-website	Number of hits	MAX website has 1000 page views per month, EPOMM-website about 10.000, ELTIS (containing PORTAL) about 10.000	Spread of the experience and knowledge gained in MAX widely in order to support the education and formative activities in the field of travel awareness and mobility management
Best practice of innovative approaches (WPA), Predictive model(s) for behaviour change (WPB), MAX schemes for mobility management in cities (WPC), Guidance paper "Integrated Planning Approach" (WPD) – Final public deliverables	Inserting into the tools for practitioners section of ELTIS website (http://www.eltis.org/Vorlage.phtml?id=480).	FGM-AMOR FIT WPs A-B-C-D leaders	Accessing people at the ELTIS website	Number of hits	ELTIS has 10.000 page views / month	Serve relevant target groups with relevant products/results
Intermediate-final project's results coming from the different research area (contents related WPs A to D)	Publication of up to three articles on POLIS Members	WPs A-B-C-D leaders (contents	POLIS community	POLIS community which monthly receive POLIS	Has been sent out	Spread of the experience and knowledge gained in MAX widely

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
	monthly newsletter (Info Polis) http://www.polis-online.org/index.php?id=88	organization AMOR and FIT)		newsletter		
MAX WPA results	Presentation of MAX at the relevant conferences	WPA partners	Conference audience	▪ 3 presentations ▪ 500 persons ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member States	Fully achieved	Spread of the experience and knowledge gained in MAX widely in order to support the development, implementation and assessment of policies dealing with travel awareness and mobility management
MAX WPB results	Presentation of MAX at the relevant conferences	WPB partners	Conference audience	▪ 3 presentations ▪ 500 persons ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member States	Fully achieved	Spread of the experience and knowledge gained in MAX widely in order to support the development, implementation and assessment of policies dealing with travel awareness and mobility management
MAX WPC results	Presentation of MAX at the relevant conferences	WPC partners	Conference audience	▪ 3 presentations ▪ 500 persons ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member	Fully achieved	Spread of the experience and knowledge gained in MAX widely in order to support the development, implementation and assessment of policies dealing with travel awareness and mobility management

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
				States		
MAX WPD results	Presentation of MAX at the relevant conferences	WPD partners	Conference audience	▪ 3 presentations ▪ 500 persons ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member States	Fully achieved	Spread of the experience and knowledge gained in MAX widely in order to support the development, implementation and assessment of policies dealing with travel awareness and mobility management
MAX WPA results	Publication of articles in expert journals	WPA partners	Expert journals readers/subscribers	▪ 5 publications ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member States	3 publications	Spread of the experience and knowledge gained in MAX widely
MAX WPB results	Publication of articles in expert journals	WPB partners	Expert journals readers/subscribers	▪ 5 publications ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member States	Fully achieved	Spread of the experience and knowledge gained in MAX widely
MAX WPC results	Publication of articles in expert journals	WPC partners	Expert journals readers/subscribers	▪ 5 publications ▪ Researchers, consultants, transport experts, policy makers ▪ European	1 publication	Spread of the experience and knowledge gained in MAX widely

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
				countries, New Member States		
MAX WPD results	Publication of articles in expert journals	WPD partners	Expert journals readers/subscribers	▪ 5 publications ▪ Researchers, consultants, transport experts, policy makers ▪ European countries, New Member States	Fully achieved	Spread of the experience and knowledge gained in MAX widely
Final project's results coming from the different research area (contents related WPs A to D) at the MAX Final Conference in Krakow	Presentation of MAX at the Final Conference	MAX partners	Conference audience	▪ 150 persons (estimated number of participants)	Fully achieved	Spread of the experience and knowledge gained in MAX widely in order to support the development, implementation and assessment of policies dealing with travel awareness and mobility management

Task 5.4: End-products of MAX

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
Innovative approaches in travel awareness (WPA final results)	Illustrative Brochure on Innovative Approaches (electronic and print version)	WPA partners (organization FIT)	▪ Target groups within EPOMM community as well as MAX users groups members ▪ Accessing people at the MAX website	▪ 1 version in English language ▪ 500-1000 copies, in high quality paper and format coloured	Overachieved (MAX-brochure, 13.650 copies)	Serve relevant target groups with relevant products

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Quantitative targets	Measure of success	Impact
WPs A to D final results	Fact sheets of MAX end-products (electronic and ready to print version)	WPs A-B-C-D leaders (organization FIT and AMOR)	▪ Target groups within EPOMM community as well as MAX users groups members ▪ Accessing people at the MAX website ▪	▪ 1 version in English language per fact sheet	Fully achieved	Serve relevant target groups with relevant products
WPs A to D final results	Fact sheets of MAX end-products (electronic and ready to print version)	Max partners in the relevant countries, EPOMM, Polis and Eurocities partners in the relevant countries (organization FIT)	▪ Target groups within EPOMM community as well as MAX users groups members ▪ Accessing people at the MAX website	▪ 8 different version per fact sheet in different languages (e.g. German, Polish, Czech, Hungarian, Romanian, Greek, Lithuanian and Slovene)	Overachieved, fact sheets in 15 languages	Serve relevant target groups with relevant products in their own language in order to reach the local level
MAX dissemination products (e.g. illustrative brochure on innovative approaches, fact sheets of end-products)	POLIS will distribute MAX dissemination material to the internal personnel and to the participants at the European Conference of Transport Research Institutes	FGM-AMOR FIT WPs A-B-C-D leaders	POLIS internal personnel and participants at the European Conference of Transport Research Institutes	Number of POLIS internal personnel and participants at the European Conference of Transport Research Institutes	Fully achieved	Serve relevant target groups with relevant products

Task 5.5: Integration into university courses

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Timing of the activity
MAX (mobility management) final results	Add a lecture concerning MAX in a specific course addressed to post-graduates	Uni AUTH	Post-graduates - 22 students are attending the course	The lecture will take place in this academic year 2009-2010 in the post graduate Programme of AUTH about "Planning and Operation of Transport Systems"
WPA and WPB intermediate-final results	Integration of MAX into the new Napier University MSC Transport Policy and Public Transport Modules	Nu Napier	about 30 students attending the lectures	Napier has already incorporated (some) of Max outputs into the MSc Programme (e.g. lecture on Smarter Choices (updated with MaxSEM and MaxSUMO, and mention of MAX/EPOMM websites)
WPA and WPB intermediate-final results	Integration of MAX into a module-unit for undergraduates in transport, in a lecture for tourist students and in a lecture of a PhD in the field of sustainable tourist mobility	UCLAN	Undergraduate and graduate students	1) An undergraduate module entitled 'Transport and Tourism': in week 8 Nick Davies has been leading a seminar which used the MAX brochure as a focus for students (13 in the class) to understand methods of minimising the environmental impacts of transport. 2) A postgraduate module on travel plans: a whole weeks session is planned using MAX to discuss TA and MM design. This course did not run this year due to low interest but is planned for next May (expected between 15 and 20 students). I will send more details regarding this when the time comes (and powerpoint slides for the lectures) 3) The PhD sadly has not run due to a lack of funding
WPA and WPD final results	Integration of MAX into teaching material for the “Mobility management” master	VGTU	Master students	"Mobility management" is going to be teached for second year master students of master study program Civil engineering with specification "Urban transport systems". Usually this course have about 10-12 students. As only from this year first course

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Timing of the activity
				master students will be able to choose subject "Mobility management" for the second master year course (the first lectures will be held 2010/2011 academic year) it's hard to forecast how many of them will choose this subject.
WPs B to D final results	Integration of MAX into the whole program on "transportation" (e.g. transportation modelling, quality management in transportation, transportation planning)	Uni Maribor	Students	There are three subjects in Uni Maribor's regulary study course, where MAX-results will be directly disseminated: a) Transportation planning (Bachelor Programm; 2nd year, 4th Semester - spring 2010) b) Transportation modelling (old programm, 4th year, 7th Semester - winter 2009-2010) c) From 2010-2011 Sustainable Transportation Planing (new Master Programm) In spring 2009 a seminar for undergraduated students was held, where the projects MAX and AddHome were disseminated. The subjects (mentioned as a), b), and c)) are obligatory, and there will be aproximately 20 students per course; The seminar in spring 2009 was attended by 40 students.
WPD final results	Integration of MAX into the course Mobility Management issues (two lectures, 180 min)	CUT	Students	The courses were done in last year (two lectures - 180 minutes, estimated numer of attendees was 130 students). The courses will be also done in this year - also 180 minutes - estimated number of attending students - 160).
WPB final results	A seminar on MM (WPB-issues) to be integrated into the course on social	Uni Magdeburg	Students	The courses were done in October, 2008 and

What is to be disseminated	Dissemination Channel	Dissemination by whom	Dissemination to whom	Timing of the activity
	psychology for diploma-students as well as 1 or 2 sessions to be integrated into a seminar for students of other disciplines			February, 2009: o one seminar has been held as an interdisciplinary course for students of social- and environmental psychology o one seminar has been held in the context of a colloquium on various social-psychological topics Approximately 20 students attended the courses
MAX final results	Some sort of workshop on mobility management for students could be possible.	NTUA	Students	MAX partners are not in the position of making decision regarding coursework at the NTUA (this is centrally planned). However, Konstantinos Kepaptsoglou is planning to devote a lecture on the Public Transportation course of the NTUA and talk about mobility management and MAX outputs

Section 3 – Publishable results

There are the following results that are publishable, but, as described in Section 1, not exploitable.

Comprehensive State of the Art Analysis

The results are quite useful for researchers in the field of Mobility Management, as over 300 case studies and documents have been analysed. It is the most up to date and comprehensive analysis currently available.

This is available on the MAX website.

Definition of Mobility Management and Mobility Management Measures

The Definition is now part of the Comprehensive Research Plan (as annex E) and is already in use by some European projects. Definition of MM is always an issue in any international project on MM, and also in very many national projects. There is a great chance that this could become the new standard.

The definition as part of the Comprehensive Research Plan has not yet been approved by the Commission, but it has been endorsed by EPOMM, is on their website and is used by several European projects as well as by the Intelligen Energy Agency.

The MAX products

- **MaxExplorer** is a web-based decision support guide. It defines, describes and helps to choose the right measures for your MM projects. (WP B.)
- **The MaxQ** - Quality Management Scheme for Mobility Management, and the description of its elements, together with a user manual and code of practice, gives MM practitioners a common quality framework to follow in developing and implementing MM policies. (WP C.)
- **MaxTag – Travel Awareness campaign guide**, which helps to design and implement better travel awareness campaigns informed by the results of earlier experience and research. It will be available as a simple web tool and as a paper guidebook. (WP A.)
- **MaxLupo -** guidelines for integrating land use planning with sustainable transport planning and guidelines for integrating MM and the planning and building permit processes of a new development. Both these guidelines are user-friendly tools to encourage planners to build MM into the land use planning process so that users of new buildings will find MM measures available there, from the day the development opens. (WP D.)
- **The MaxSumo-tool** aims to standardise evaluation at the European level and should help in planning, monitoring and evaluating Mobility Management Projects. (WP B.)
- **MaxEva** is in many ways MaxSumo on the web. The more that MaxEva is used, the more MM results there will be to compare and use in planning new projects. (WP B.)
- **MaxSem – the Max Self-Regulation Model** is *the* new – dynamic - model of behaviour change, going beyond previous models used in MM by explaining how and why people move from one stage of behaviour change to another. (WP B.)

They are all available, along with case studies, training materials, more detailed research reports, additional information and research etc. on the MM-tool part of the EPOMM-website.

Final reports

The final reports from WPA-D and WP4 are useful for the research community, they will be available on the MAX-website and on the EPOMM-website, along with the MAX final report.

Annex 2: overview Deliverables and Milestones status

Deliverables List as submitted for the review meeting in Brussels in December

During the course of the work, the nature of the deliverables changed and the originally envisaged titles were no longer appropriate.

The table below provides an overview over the deliverables submitted for the final review in Brussels on November 13, 2009.

Del Nr.	Deliverable Name	WP Nr.	Name of reports submitted
D A.3	Report on results of investigations (internal)	A	MAX_WPA_FinalReport_ReviewVersionDraft.pdf
D A.4	Demonstration Report (internal)	A	MAX_WPA_TaskForce1_report.doc, MAX_WPA_TaskForce2_report.doc MAX_WPA_TaskForce3_report.pdf MAX_WPA_TaskForce4_report.doc MAX_WPA_TaskForce5_report.doc
D A.5	Best Practice of innovative approaches (other)	A	MAX_WPA_MaxTag.doc
D B.3	Report on results of investigations (internal)	B	MAX_WPB_FinalReport_ReviewVersionDraft.doc
D B.4	Predictive model(s) for behaviour change (other)	B	MAX_WPB_MaxSumo.doc, report on MaxSem contained in WPB Final report
D B.5	Prospective Assessment Tool (other)	B	MaxImise described in WB Final report and MAX Final Report, MaxEva as webtool
D C.3	Report on results of investigations (internal)	C	MAX_WPC_FinalReport_ReviewVersionDraft.doc
D C.4	MAX schemes for mobility management in cities (other)	C	MaxQ as CWA16030.pdf (CEN Working Agreement)
D D.3	Report on results of investigations (internal)	D	MAX_WPD_FinalReport_ReviewVersionDraft.doc
D D.4	Guidance Paper "Integrated Planning Approach" (other)	D	MAX_WPD_MaxLupo_Guidelines.doc
D 4.1	Integrated Report on results of the investigations	4	MAX_WP4_FinalReport_ReviewVersionDraft.doc
D 0.2.3	Periodic management report 3	0	MAX_WP0_PeriodicManagementReport3_ReviewVersion Draft.doc
D 0.4.3	Periodic activity report 3	0	MAX_Wp0_PeriodicActivityReport3_ReviewVersionDraft. doc
D 0.6	Final report	0	MAX_WP0_FinalActivityReport_ReviewVersionDraft.doc

On recommendation from the Commission and the reviewers, some of these reports were then partly separated, redefined and resubmitted and are now named as follows:

- Publishable Final Activity Report
  (containing an overview over all the results from MAX without all the management aspects, but with dissemination plan and recommendations)

- Integrated report on the investigations (D 4.1)
  (containing an overview over all the results of MAX)

- Final Plan for Using and Disseminating the Knowledge
  (as contained in the Publishable Final Activity Report, required as stand-alone report)

- Final Report (D 0.6)
  (containing the contents of all of the three above mentioned reports, including all management aspects)

The periodic management and activity reports from period 3 were resubmitted.

The other final reports from WPs A,B,C,D were accepted and renamed to final reports.

Deliverables List

Del Nr.	Deliverable Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
D 1.1	Comprehensive State-of-the-art Report	1	Month 9	Month 9	ILS
D 2.1	Comprehensive Research Plan	2	Month 9	Month 14	AUTH
D 4.1	Integrated Report on results of the investigations	4	Month 32	Month 32	Trivector
D 5.1	Dissemination Plan	5	Month 6	Month 9	FIT
D A.1	State-of-the-art summary report (internal)	A	Month 5	Month 5	Mobiel 21
D A.2	Research Plan for own investigations (internal)	A	Month 7	Month 7	Mobiel 21
	Intermediate deliverable	A	Month 24	Month 24	Mobiel 21
D A.3	Report on results of investigations (internal)	A	Month 31	Month 35	Mobiel 21
D A.4	Demonstration report (internal)	A	Month 31	Month 37	Mobiel 21
D A.5	Best Practice of innovative approaches (other)	A	Month 34	Month 37	Mobiel 21
D B.1	State-of-the-art summary report (internal)	B	Month 5	Month 5	ILS
D B.2	Research Plan for own investigations (internal)	B	Month 7	Month 7	ILS
	Intermediate deliverable	B	Month 24	Month 24	ILS
D B.3	Report on results of investigations (internal)	B	Month 31	Month 37	ILS
D B.4	Predictive model(s) for behaviour change (other)	B	Month 31	Month 37	ILS
D B.5	Prospective Assessment Tool (other)	B	Month 34	Month 37	ILS
D C.1	State-of-the-art summary report (internal)	C	Month 5	Month 5	UPCR
D C.2	Research Plan for own investigations (internal)	C	Month 7	Month 7	UPCR
	Intermediate deliverable	C	Month 24	Month 24	UPCR
D C.3	Report on results of investigations (internal)	C	Month 31	Month 31	UPCR
D C.4	MAX schemes for mobility management in cities (other)	C	Month 34	Month 35	UPCR
D D.1	State-of-the-art summary report (internal)	D	Month 5	Month 5	Uni Maribor
D D.2	Research Plan for own investigations (internal)	D	Month 7	Month 7	Uni Maribor
	Intermediate deliverable	D	Month 24	Month 24	Uni Maribor
D D.3	Report on results of investigations (internal)	D	Month 31	Month 31	Uni Maribor
D D.4	Guidance Paper "Integrated Planning Approach" (other)	D	Month 34	Month 36	Uni Maribor
D 0.1.1	Interim activity report 1	0	Month 6	Month 7	FGM-AMOR
D 0.1.2	Interim activity report 2	0	Month 19	Month 19	FGM-AMOR
D 0.1.3	Interim activity report 3	0	Month 31	Month 31	FGM-AMOR
D 0.2.1	Periodic management report 1	0	Month 12	Month 14	FGM-AMOR
D 0.2.2	Periodic management report 2	0	Month 25	Month 25	FGM-AMOR

D 0.2.3	Periodic management report 3	0	Month 37	Month 37	FGM-AMOR
D 0.3	Inception report	0	Month 8	Month 14	FGM-AMOR
D 0.4.1	Periodic activity report 1	0	Month 12	Month 14	FGM-AMOR
D 0.4.2	Periodic activity report 2	0	Month 25	Month 25	FGM-AMOR
D 0.4.3	Periodic activity report 3	0	Month 37	Month 37	FGM-AMOR
D 0.6	Final report	0	Month 36	Month 37	FGM-AMOR

Milestones List

M-Stone Nr.	Milestone Name	WP Nr.	Date due	Actual/ forecast delivery date	Lead contractor
M0.1.x	Management Committee meetings	0	Every 6 months, starting with kick-off in month 1	Month 2, 7, 14, 26,30, 36	FGM-AMOR
M0.2.x	Annual reviews	0	Month 14, 26, 38??	Month 14, 26, 38	FGM-AMOR
M0.3.x	Quality Checks on all draft internal and external deliverables of the project	0	1 month before final delivery of each deliverable	1 month before final delivery of each deliverable	NU Napier
M0.4	Draft Final Report	0	Month 34	Month 37	FGM-AMOR
M 1.1	List of Projects to be analysed (incl. responsibilities)	1	Month 2	Month 2	ILS
M 1.2	Guidelines for state-of-the-art Analyses	1	Month 2	Month 2	ILS
M.3.x	Working Groups	3	Months 12, 18 and 24	Months 12, 18, 24, 30	ETT
M 4.1	Workshop on the results of the investigation	4	Month 30	Month 30	Trivector
M 5.1	Web site operational	5	Month 3	Month 2	FGM-AMOR
M 5.2	Final Conference	5	Month 34	Month 36	FIT/CUT
M A.1	List of projects to be analysed	A	Month 2	Month 2	Mobiel 21
M A.2	Draft "Best Practice of innovative approaches"	A	Month 18	Month 18	Mobiel 21
M A.3	Draft Report on results of investigations	A	Month 28	Month 29	Mobiel 21
M B.1	List of projects to be analysed	B	Month 2	Month 2	ILS
M B.2	First Draft of the output of WPB	B	Month 18	Month 18	ILS
M B.3	Draft Report on results of investigations	B	Month 28	Month 29	ILS
M C.1	List of projects to be analysed	C	Month 2	Month 2	UPCR
M C.2	Draft "MAX schemes for mobility management in cities"	C	Month 18	Month 18	UPCR
M C.3	Draft Report on results of investigations	C	Month 28	Month 29	UPCR
M D.1	List of projects to be analysed	D	Month 2	Month 2	Uni Maribor
M D.2	Draft of “Integrated Planning Approach”	D	Month 18	Month 16[18] Month 23[19]	Uni Maribor
M D.3	Draft Report on results of investigations	D	Month 28	Month 29	Uni Maribor

[18] Results of Working Stage Analysis
[19] First draft of WPD outputs

Annex 3: List of the other main documents of MAX and where to find them

These are the main documents produced by the MAX consortium that are either useful tools or document the work in the MAX consortium

Max Brochure

The MAX brochure is an illustrated well-laid-out brochure that is available in 14 languages and can be downloaded an ordered via the MM-tools part of the EPOMM-website.

Final reports of WPA, WPB, WPC, WPD

The final reports of WPA, B, C, and D describe the work, objectives, results and conclusions of the WPs in detail – each report has about 100 pages and additionally several annexes. They are downloadable from the MAX-website.

Integrated final report from WP4

The so-called integrated final report of WP4 is similar to this final report, just a little more compact and without the section on dissemination. It can also be downloaded from the MAX-website. The reports are downloadable from the MAX-website.

State of the Art Reports of MAX

MAX had the WP1 – state of the art, which was the basis for the research of MAX. It contains a comprehensive state of the art report integrating 4 state of the art report annexes for the WPs A-D. The reports are downloadable from the MAX-website.

Comprehensive Research plans of MAX

MAX had the WP2 – comprehensive research plan, which worked out, based on the state of the art and the MAX work plan – the research plan of MAX. It contains a comprehensive research plan integrating 4 research plans as annexes for the WPs A-D. The reports are downloadable from the MAX-website.

All MAX-tools and additional documents

The seven MAX tools MaxExplorer, MaxQ, MaxTag, MaxSumo, MaxEva, MaxSem, MaxLupo and numerous additional documents such as demonstration reports, fact sheets, advice notes, and case studies are all available on the MM-tools section of the EPOMM-website.