

# Methodology for monitoring and evaluating the implementation of the Action Plans

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## 1 Introduction

Many European urban areas face a series of environmental challenges linked to mobility – congestion linked to air pollution. Based on the experience, sustainable urban mobility planning cannot be achieved without the commitment of key stakeholders such as public administrations, transport and mobility planners and travellers. Citizens' engagement in mobility planning is often a big challenge for authorities since it requires deep knowledge of marketing and sociological aspects.

E-smartec aims at reinforcing existing policies and programmes by enhancing each step of mobility planning with the deployment of targeted marketing techniques for linking bottom-up and top-down decision making. The overall goal is to develop Action Plans that provide tailored guidelines on citizens' and stakeholders engagement marketing techniques. Eventually e-smartec is expected to contribute to the urban dimension of regional and local mobility policy-making by enhancing sustainable measures acceptance level, thus contributing to the implementation of the EU goal on the transition to a low carbon economy.

The 6 e-smartec 'test-bed' areas of the Action Plans include: Bratislava Self Governing Region (represented by University of Zilina), Region of Central Macedonia (represented by Regional Development Fund of the Region of Central Macedonia on behalf of the Region of Central Macedonia), Lazio Region (represented by Rome Mobility Agency), North Limburg (represented by Municipality of Venlo), West Midlands (represented by Coventry University Enterprises Ltd) and State of Hessen (represented by Hessen Trade & Invest GmbH/ Centre of Competence for Sustainable Urban Mobility). With the lead partner CERTH (Centre for Research and Technology Hellas), the communication leader POLIS (Promotion of Operational Links with Integrated Services) and the technical support partner LCU (Link Campus University), the e-smartec consortium brings together 9 partners from 7 countries, engaged to further enhance the inclusiveness of sustainable mobility planning and the awareness of sustainable mobility interventions.

Funded under the Interreg Europe Programme and the thematic area of Low Carbon Economy, the e-smartec project initiated at the beginning of August 2019 and unfolds into two phases of a total duration of three years: phase 1 (two and a half years duration), where an exchange of experience process takes place, resulting in the regional Action Plans formulation and phase 2 (one year duration), where the Action Plans are implemented.

This Deliverable is part of Task 1.5 "Methodology for monitoring and evaluating the implementation of the Action Plans" during the 2<sup>nd</sup> phase of the e-smartec project. The objective of this report is to enhance resource management planning process and assess likelihood of risks for implementation of the submitted action plans by the e-smartec regions as well as to monitor the action plans progress and contingency plans on potential risks in order to cope with the problems.

## 2 The Monitoring Tool Implemented

### 2.1 Monitoring Methodology

The e-smartec monitoring methodology entails identification of threats to the action plans implementation, their associated risks and mitigation measures implemented to reduce these risks.

Monitoring means regularly checking to which extent the measures described in the action plans are implemented on the ground, evaluating the results of these measures and gathering evidence of success. Therefore, the e-smartec monitoring plan includes early risk identification, assessment of their potential importance and estimation of the level of probable failure of the Action Plans (APs) implementation identified by the e-smartec responsible partners. If a risk is assessed to be higher than acceptable, required mitigation actions to reduce its potential effects will be defined. Since risks are dynamic, it is also expected that new risks may appear, while some others may be discarded. New risks identified will be assessed in term of probability and impact in collaboration with the project lead partner.

### 2.2. Risk analysis and management

To efficiently monitor the implementation of the actions described in Part 3 of this report, each Region partner will be responsible for the identification of risks at the Action Plan implementation level, and by regularly monitoring them, the partners will prevent to the greatest extent possible that risks materialise into implementation barriers. Each partner region will ensure that swift and immediate action will be taken to address and solve risks as early as possible.

In order to account for potential risks when implementing the different project Action Plans and ensure a suitable response if any aspect (s) do not go as planned, the partner region will take a proactive approach to the risk management by carrying out a preliminary analysis of potential risks during the e-smartec 2nd phase. The partner region will brainstorm and categorise potential risks, discuss and implement pragmatic, realistic contingency plans. By acknowledging possible risks, the project coordinator will be well equipped to deal with failure before, rather than after it happens and to excel in preventing it.

The risk management strategy involves two procedures:

- Risk Analysis, which aims at identification of specific risks and assessment of their potential importance and estimation of the level of probable failure of the Action Plans implementation. If a risk is assessed as acceptable, the required action(s) to address the risk and reduce its potential effects will be defined;
- Risk Management aims at planning necessary activities and/or actions to reduce the effects of risk.

The e-smartec APs execution risks are specified within the Critical risks for implementation Tables which will be tracked, monitored and reported throughout the 2<sup>nd</sup> phase of project according to the proposed timeline for each APs activities. The Tables contain five different sections as listed below:

- **Output Indicator**, where main activities envisaged for each AP based on the nature of the action/s are identified.

- **Result Indicator** where the specific description of the action plans that is quantifiable and measurable is indicated such as number of planned events, number of involved schools and number of involved stakeholders.
- **Description of critical risks for implementation** estimated for each risk exposure.
- **Level of risk likelihood:** Low/ Medium/High.
- **Proposed risk-mitigation measures** that are taken in case of risk exposure.

### 3 Risk mitigation measures

The e-smartec project envisages the below risks for the implementation of Action Plans during the 2<sup>nd</sup> phase of project for each e-smartec regions.

#### **Bratislava self-governing region:**

The main objective of Bratislava self-governing region (BSK) Action Plan relies on the need for a sustainable mobility strategy that prioritises the regional public transport network to reduce private motorized traffic congestion and improve the regional public transport level of service (LOS) desired by users as indicated in "Integrated regional operational program 2014 - 2020" and the under preparation "Integrated regional operational program 2021 - 2027". The focus should be on:

- Increasing the attractiveness and efficiency of public passenger transport,
- Developing integrated transport systems,
- Supporting accessible and emission-free or low-emissions urban and suburban public transport.

The three proposed activities in BSK region AP are employing Word of Mouth marketing technique, Dialogue marketing and public consultation and public events engagement methods to guarantee the higher implementation success of the Action Plan.

With regard to the BSK's **self-defined performance indicator (SPI)**, the proposed AP also will facilitate to reach the target of region's SPI as indicated in the e-smartec project proposal. All activities in the AP are planned to address the general public in addition to target groups in order to raise awareness of public transport options in the region.

The responsible partner will take the below risk mitigation activities to manage efficiently the occurred problems during the execution of proposed AP in the Bratislava region and achieving the target of SPI which is 30% of citizens to benefit from the incorporation of marketing techniques for behaviour change and citizens' engagement in mobility planning (in total of 628 686 citizens) at the end of their implementation period.

*Table 1. Critical risks for implementation of APs in the Bratislava self-governing region*

| Action number | Output Indicator                      | Result Indicator             | Description of critical risks for implementation   | Level of risk likelihood | Proposed risk-mitigation measures                          |
|---------------|---------------------------------------|------------------------------|--|--------------------------|--|
| 1             | • Short lectures on topics related to | • Number of schools involved | • Schools will not be interested in organising the | Medium                   | ✓ Early communication with stakeholders, including schools |

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|   | public transport as a key contributor in urban sustainability supports by student competition  | in the competition (4)   | events and participating in the competition <ul style="list-style-type: none"> <li>• Low number of students involved in the competition</li> </ul>               |        | <ul style="list-style-type: none"> <li>✓ Presenting the benefits of participating in organising such an event</li> <li>✓ Presenting benefits of participating in the competition to students</li> </ul> |
| 2 | <ul style="list-style-type: none"> <li>• Panel meetings with citizens to increase citizens and commuters' engagement in transport-related discussions</li> </ul> | <ul style="list-style-type: none"> <li>• Number of implemented panel meetings (3)</li> </ul>         | <ul style="list-style-type: none"> <li>• Low interest in attending panel meetings</li> </ul>   | Low    | <ul style="list-style-type: none"> <li>✓ Thorough preparation and implementation of meeting promotion choice of</li> <li>✓ Selection of interesting topics for discussion</li> </ul>                    |
| 3 | <ul style="list-style-type: none"> <li>• Car-free street event with aim to encourage experience of commuting to city centre using sustainable modes</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of implemented car-free street events (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Complexity of implementation</li> <li>• Negative response to the upcoming event from citizens and businesses</li> </ul> | Medium | <ul style="list-style-type: none"> <li>✓ Communication with citizens and stakeholders</li> <li>✓ Explanation of event benefits</li> </ul>   |

### Region of Central Macedonia

The main objective of Region of Central Macedonia (RCM) Action Plan relies on contributing mainly to the strengthening of SUMP's in the Region and raising awareness of sustainable school transportation and activating participatory planning.

The two proposed activities in RCM region AP are employing Digital marketing, Dialogue marketing and Cause marketing techniques and E-participation-, E-engagement, Focus group, Experts panel, Public events and Raising awareness campaign engagement methods for guaranteeing the higher implementation success of Action plan.

With regard to the RCM's **self-defined performance indicator (SPI)**, the proposed AP also will facilitate to reach the target of region's SPI through the competence center which is used by more than 20 Municipalities. This will enhance at least 10 SUMP's by uploading material that can be used from the relevant staff in order to enhance the participatory approaches & marketing techniques. The responsible partner will take the below risk mitigation activities to manage efficiently the occurred problems during the execution of proposed AP in the region of Central Macedonia and achieving the target of SPI which is 10 SUMP's enhanced by participatory approaches & advanced marketing techniques at the end of their implementation period.

Table 2. Critical risks for implementation of APs in region of central Macedonia

| Action number | Output Indicator  | Result Indicator  | Description of critical risks for implementation   | Level of risk likelihood | Proposed risk-mitigation measures   |
|---------------|---|---|--|--------------------------|---|
| 1             | <ul style="list-style-type: none"> <li>Delivery of the map groups of organizations and citizens in order to meet the participatory requirements</li> </ul>                    | <ul style="list-style-type: none"> <li>1 map uploaded in the Region's SUMP Competence Center (CC-SUMP)</li> </ul>                       | <ul style="list-style-type: none"> <li>Timely creation of the relevant material and upload to the CC-SUMP</li> </ul>                           | Low                      | <ul style="list-style-type: none"> <li>✓ Proper management of the process so as to ensure the timely delivery of the material and upload to the CC-SUMP</li> </ul>                      |
|               | <ul style="list-style-type: none"> <li>Interactive roadmap regarding the use of appropriate marketing techniques in SUMPs</li> </ul>  | <ul style="list-style-type: none"> <li>1 roadmap uploaded in the CC-SUMP</li> </ul>   | <ul style="list-style-type: none"> <li>Timely creation of the relevant material and upload to the CC-SUMP</li> </ul>                           | Low                      | <ul style="list-style-type: none"> <li>✓ Proper management of the process so as to ensure the timely delivery of the material and upload to the CC-SUMP</li> </ul>                      |
|               | <ul style="list-style-type: none"> <li>Number of additional good practices or video tutorials</li> </ul>  | <ul style="list-style-type: none"> <li>10 good practices uploaded in the CC-SUMP</li> </ul>   | <ul style="list-style-type: none"> <li>Timely creation of the relevant material and upload to the CC-SUMP</li> </ul>                           | Low                      | <ul style="list-style-type: none"> <li>✓ Proper management of the process so as to ensure the timely delivery of the material and upload to the CC-SUMP</li> </ul>                      |
|               | <ul style="list-style-type: none"> <li>At least two meetings with executives of Municipalities of the Region for providing advice on currently ROP funded projects</li> </ul> | <ul style="list-style-type: none"> <li>2 meetings implemented with the participation of the executives of the Municipalities</li> </ul> | <ul style="list-style-type: none"> <li>Low participation of the Municipalities' executives to the meetings</li> </ul>                          | Medium                   | <ul style="list-style-type: none"> <li>✓ Timely information of the Municipalities' executives, and personal communication for their engagement to participating in the event</li> </ul> |
|               | <ul style="list-style-type: none"> <li>Number of new registered forum members (Municipal executives)</li> </ul>   | <ul style="list-style-type: none"> <li>10 new members registered in the forum of the CC_SUMP</li> </ul>                                 | <ul style="list-style-type: none"> <li>Delinquency of Municipal executives to proceed with the registration in the forum of CC-SUMP</li> </ul> | Medium                   | <ul style="list-style-type: none"> <li>✓ Further digital promotion and reminders, through e-mail and communication via phone</li> </ul>   |
| 2             | <ul style="list-style-type: none"> <li>Meeting with executives of interested Municipalities</li> </ul>  | <ul style="list-style-type: none"> <li>Participants from at least 8 different</li> </ul>  | <ul style="list-style-type: none"> <li>Low participation of the Municipalities'</li> </ul>   | Medium                   | <ul style="list-style-type: none"> <li>✓ Timely information of the Municipalities' executives, and personal</li> </ul>  |



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| and stakeholders  | Municipalities   | executives to the meetings  |        | communication for their engagement to participating in the event, which is considered of high interest for the Municipalities   |
| <ul style="list-style-type: none"> <li>• Implementation of the action</li> </ul>  | <ul style="list-style-type: none"> <li>• 1 event per year</li> </ul> | <ul style="list-style-type: none"> <li>• No implementation of the action due to incomplete administrative processes</li> </ul>            | Low    | <ul style="list-style-type: none"> <li>✓ Administrative processes completed at proper time allowing the implementation of the action.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Number of carers and guardians - students who participated in the event</li> </ul> | <ul style="list-style-type: none"> <li>• 50 participants</li> </ul>  | <ul style="list-style-type: none"> <li>• Low participation of the target group (carers and guardians - students) to the event.</li> </ul> | Medium | <ul style="list-style-type: none"> <li>✓ Timely promotion of the event through various channels (schools, social media, Region's and relevant Municipality's press releases, personal mail communication).</li> </ul> |

### Lazio Region

The main objective of Lazio region (RSM) Action Plan relies on increasing the share of people cycling while increasing the multi-modality favouring Public transport usage as one of the priorities of the SUMP in Rome:

The four activities (tasks) proposed in RSM region AP will employ Dialogue marketing, Digital marketing, Word of Mouths Communication marketing techniques and Survey, Expert panel and E-participation campaign engagement methods for guaranteeing the higher implementation success.

With regard to the RSM's **self-defined performance indicator (SPI)**, the proposed AP also will facilitate to reach the target of region's SPI through the app for bike-sharing, This will benefit all the citizens as they will offer them the opportunity to change mobility behaviour.

The responsible partner will take the below risk mitigation activities to manage efficiently the occurred problems during the execution of proposed AP in the Lazio region and achieving the target of SPI which is 70% of citizens to benefit from the incorporation of marketing techniques for behaviour change and citizens' engagement in mobility planning (in total of 4.174.123 citizens in the 25 cities) at the end of their implementation period.

Table 3. Critical risks for implementation of APs in the Lazio region

| Action number | Output Indicator  | Result Indicator  | Description of critical risks for implementation  | Level of risk likelihood | Proposed risk-mitigation measures   |
|---------------|---|---|---|--------------------------|---|
| 1             | <ul style="list-style-type: none"> <li>Involve Citizens and employees</li> <li>Involve Shopkeepers</li> <li>Involve Companies</li> <li>RSM Mobility Agency promote and monitor</li> </ul> | <ul style="list-style-type: none"> <li>Total number of single subscribers</li> <li>Number of companies involved through the Mobility Managers</li> <li>Number of shopkeepers subscribers</li> </ul> | <ul style="list-style-type: none"> <li>Technical risk (App)</li> <li>Low involvement</li> </ul> | Low                      | <ul style="list-style-type: none"> <li>✓ Reiteration of communication campaign</li> <li>✓ App updates if necessary</li> </ul> |

### North Limburg region

The North Limburg region Action Plan aims to improve the accessibility and sustainability of mobility in the region by involving stakeholders in policy-making processes. Stakeholder engagement contributes to support of the policies and ensure their implementation. The policy instrument considered during the action plan development is Trendsportal, the regional sustainable urban mobility plan of the North Limburg region.

The three proposed activities in the North Limburg region's action plan primarily employ Dialogue marketing and engagement methods such as surveys and focus groups.

With regard to the North Limburg region's **self-defined performance indicator (SPI)**, the proposed AP also will facilitate to reach the target of region's SPI through strengthening the implementation of the relevant to SUMP projects. The responsible partner will take the below risk mitigation activities to manage the occurred problems efficiently during the execution of the proposed AP in the North Limburg region and achieving the target of SPI which is 3 innovative projects strengthened to support low carbon mobility, initiated through co-creation of public and private partners at the end of their implementation period.

Table 4. Critical risks for implementation of APs in the North Limburg region

| Action number | Output Indicator  | Result Indicator   | Description of critical risks for implementation   | Level of risk likelihood | Proposed risk-mitigation measures  |
|---------------|---|--|--|--------------------------|--|
| 1             | <ul style="list-style-type: none"> <li>Exchange of experience on marketing techniques during</li> </ul> | <ul style="list-style-type: none"> <li>Number of Trendsportal meetings with exchange of</li> </ul> | <ul style="list-style-type: none"> <li>Stakeholders aren't willing to prepare a presentation about their experience</li> </ul> | Medium                   | <ul style="list-style-type: none"> <li>✓ Reward stakeholders for their effort</li> </ul> |

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|   | Trendsportal meetings   | of experience (6)   |   |        |  |
|   | <ul style="list-style-type: none"> <li>Exchange of experience on marketing techniques during Trendsportal meetings</li> </ul> | <ul style="list-style-type: none"> <li>Number of people with enhanced capacity (8)</li> </ul>                       | <ul style="list-style-type: none"> <li>Participants aren't interested in the subject</li> </ul>                         | Medium | <ul style="list-style-type: none"> <li>✓ Good preparation of the presentations</li> </ul>  |
| 2 | <ul style="list-style-type: none"> <li>Performing Location Independent Working Scan at workplaces</li> </ul>                  | <ul style="list-style-type: none"> <li>Number of Location Independent Working Scan performed (10)</li> </ul>        | <ul style="list-style-type: none"> <li>Workplaces aren't interested in the Location Independent Working Scan</li> </ul> | Medium | <ul style="list-style-type: none"> <li>✓ Promote the LOW-scan well amongst workplaces</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Performing Location Independent Working Scan at workplaces</li> </ul>                  | <ul style="list-style-type: none"> <li>Number of employees who qualify for Independent Working (100)</li> </ul>     | <ul style="list-style-type: none"> <li>Employees aren't interested in the Location Independent Working Scan</li> </ul>  | Medium | <ul style="list-style-type: none"> <li>✓ Promote the LOW-scan well amongst employees</li> </ul>  |
| 3 | <ul style="list-style-type: none"> <li>Conducting one-to-one interviews with stakeholders</li> </ul>                          | <ul style="list-style-type: none"> <li>Number of one-to-one online interviews with stakeholders (10)</li> </ul>     | <ul style="list-style-type: none"> <li>Stakeholders aren't interested in the one-to-one interviews</li> </ul>           | Low    | <ul style="list-style-type: none"> <li>✓ Convince stakeholders about the importance of the interviews</li> </ul>                                   |
|   | <ul style="list-style-type: none"> <li>Conducting map-based online questionnaire amongst people in North Limburg</li> </ul>   | <ul style="list-style-type: none"> <li>Number of respondents of the map-based online questionnaire (400)</li> </ul> | <ul style="list-style-type: none"> <li>Not enough people take part in the map-based online questionnaire</li> </ul>     | Medium | <ul style="list-style-type: none"> <li>✓ Promote the survey through as many channels as possible: schools, sport clubs, libraries, etc.</li> </ul> |

### West Midlands

The Action Plan of West Midlands region focuses on extending and promoting the use of cycling and walking among citizens, commuters, visitors, and stakeholders in the region. The action plan is based on the needs of the region as defined in European Structural and Investment funds 2014 to 2020 Coventry and Warwickshire Strategy. As the ROP ended in 2020, the action plan aims at:

- Enhancing current projects (2014-2020) with Marketing Techniques aimed at promoting sustainable mobility
- Enhancing National and Regional funds (namely funds linked to Local Air Quality and the 'Commonwealth Active Communities' fund - which is a £4 million Sport England

fund to harness the power of the Games to support inactive people to become more active).

The AP of West Midlands contains three proposed activities that employ Word of Mouth marketing technique, Cause and Undercover Marketing and public event and gamification engagement methods for guaranteeing the higher implementation success of the action plan.

With regard to the West Midlands region's **self-defined performance indicator (SPI)**, the proposed AP also will facilitate to reach the target of region's SPI as indicated in the e-smartec project proposal.

The responsible partner will take the below risk mitigation activities to manage efficiently the occurred problems during the execution of proposed AP in the West Midlands region and achieving the target of SPI which is 30 people with improved professional capacity (people who will deliver schemes) at the end of their implementation period.

*Table 5. Critical risks for implementation of APs in the West Midland region*

| Action number | Output Indicator   | Result Indicator   | Description of critical risks for implementation  | Level of risk likelihood | Proposed risk-mitigation measures   |
|---------------|--|--|---|--------------------------|---|
| 1             | <ul style="list-style-type: none"> <li>Promotion of Training about Marketing techniques for sustainable mobility to stakeholders, organisations and businesses involved in the Coventry &amp; Warwickshire Green Business Programme</li> </ul> | <ul style="list-style-type: none"> <li>Number of webinars (2)</li> </ul>           | <ul style="list-style-type: none"> <li>No identified risk</li> </ul>  | Low                      | -   |
| 2             | <ul style="list-style-type: none"> <li>Mass Cycling Event during Summer 2022 to promote cycling among the population of Coventry on the backing of the 2022 Commonwealth Games hosted in the region</li> </ul>                                 | <ul style="list-style-type: none"> <li>Number of Mass Cycling event (1)</li> </ul> | <ul style="list-style-type: none"> <li>Limitations imposed by the Government around public gathering                             <ul style="list-style-type: none"> <li>Limitations in the modalities of implementation of the event</li> <li>Limitations in participation</li> </ul> </li> <li>Commonwealth Games being postponed</li> </ul> | Medium                   | <ul style="list-style-type: none"> <li>✓ Communication with Coventry City Council about other modalities to promote cycling (as a backup plan in case the event is cancelled or postponed)</li> </ul> |

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| 3 | <ul style="list-style-type: none"> <li>Active School Challenge – Commonwealth Edition 2022 (Go Parks/CCC) with the objective of Marketing Walking among school-aged children. QR codes and a competition among schools when kids walking into local parks during a set timeframe</li> </ul> | <ul style="list-style-type: none"> <li>Number of campaign/competition (1)</li> </ul> | <ul style="list-style-type: none"> <li>Commonwealth Games being postponed</li> </ul> | Low | <ul style="list-style-type: none"> <li>✓ Renaming this Activity and take away the "Commonwealth" reference, but still going ahead with the activity</li> </ul> |
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### State of Hessen

The Action Plan of the State of Hessen is based on the regional policy instrument "Hessen's Mobility Strategy 2035". Its role is to improve the conditions to implement the transport turnaround in the region. The activities defined in the action plan consider the objectives related to the focus area 5, "Creating a reliable framework: Planning and Laws". Therefore, the action plan focuses on:

- expanding the pioneering role of the Center of Competence Sustainable Urban Mobility of the State of Hessen in the future
- strengthening sustainable development integrated transport planning.

The two proposed activities in the AP of State of Hessen are employing Word of Mouth marketing technique, Cause and Relationship marketing and the Wheel of Persuasion. Engagement methods such as Raise of an awareness campaign, Participatory mapping, Capacity building and Workshops were selected to guarantee the higher implementation success of the AP.

With regard to the State of Hessen's **self-defined performance indicator (SPI)**, the proposed AP also will facilitate to reach the target of State's SP. This will help the State of Hessen's cities to adopt marketing techniques for behavioural change.

The responsible partner will take the below risk mitigation activities to manage efficiently the occurred problems during the execution of proposed action plan in State of Hessen and achieving the target of SPI which is 14 cities to adopt marketing techniques for behaviour change & local stakeholders/citizens engagement in mobility planning (total of 27 most populous cities in Hessen with 2.5 million inhabitants) at the end of their implementation period.

Table 6. Critical risks for implementation of APs in the State of Hessen

| Action number | Output Indicator   | Result Indicator   | Description of critical risks for implementation   | Level of risk likelihood | Proposed risk-mitigation measures  |
|---------------|--|--|--|--------------------------|--|
| 1             | <ul style="list-style-type: none"> <li>Developing an Online Toolbox for participatory formats and marketing</li> </ul>                 | <ul style="list-style-type: none"> <li>Number of municipalities registered on the platform with active participation (14)</li> </ul> | <ul style="list-style-type: none"> <li>The main challenge will be to get minimum 14 municipalities to register on the platform</li> </ul>  | Medium                   | <ul style="list-style-type: none"> <li>✓ Adequate communication management for the platform, starting in February. Subsequent adjustment of the communication strategy in order to mobilize missing municipalities and regions.</li> <li>✓ Integration of the project in the marketing measures of the CC-SUM</li> </ul>   |
| 2             | <ul style="list-style-type: none"> <li>Capacity Building for municipal representatives through conducting training programs</li> </ul> | <ul style="list-style-type: none"> <li>Number of municipalities joining workshops/consultation hours (14)</li> </ul>                 | <ul style="list-style-type: none"> <li>The main challenge will be to get many municipalities to register for the activities/events.</li> <li>Conduction of the event in presence.</li> </ul> | Low                      | <ul style="list-style-type: none"> <li>✓ Adequate communication management for the platform, starting in February. Subsequent adjustment of the communication strategy in order to mobilize missing municipalities and regions.</li> <li>✓ Integration of the project in the marketing measures of the CC-SUM.</li> <li>✓ Implementation of the event in the online environment</li> </ul> |

## 4. Conclusion / Discussion

The present Monitoring Plan describes the mechanisms and collaboration tools that will be used throughout the project's APs implementation in the partner regions.

More specifically, it explains how the e-smartec APs activities execution are continuously monitored, corrected when necessary and improved in accordance with the proposed timelines and potential risks spotted by the e-smartec region partners. However, identifying risks is an iterative process because new risks may become known as the project APs implementation progresses through the 2<sup>nd</sup> phase of the e-smartec project.

In short, within six e-smartec regions, 23 activities will be implemented in order to achieve the objectives of their action plans. Of these activities, ten were identified as low-risk activities, twelve as medium-risk activities, and only one activity was identified as high-risk.

Risks in high and medium-risk activities are associated primarily with the lack of interest of citizens or other stakeholders in the planned activities. This lack of interest could cause a low number of participants in the planned events and surveys, which would lead to the objectives of the action plans not being met. However, the regions intend to mitigate this risk primarily through timely promotion and the use of multiple promotional tools for reaching as many people or stakeholders as possible. In addition, early communication with stakeholders involved in the implementation of the planned activities was also identified as necessary. Some risks are also related to cancellation or postponing events due to the Covid-19 situation. In this case, the regions try to prepare other possibilities for implementing the event, either in the online environment or in a restricted mode.

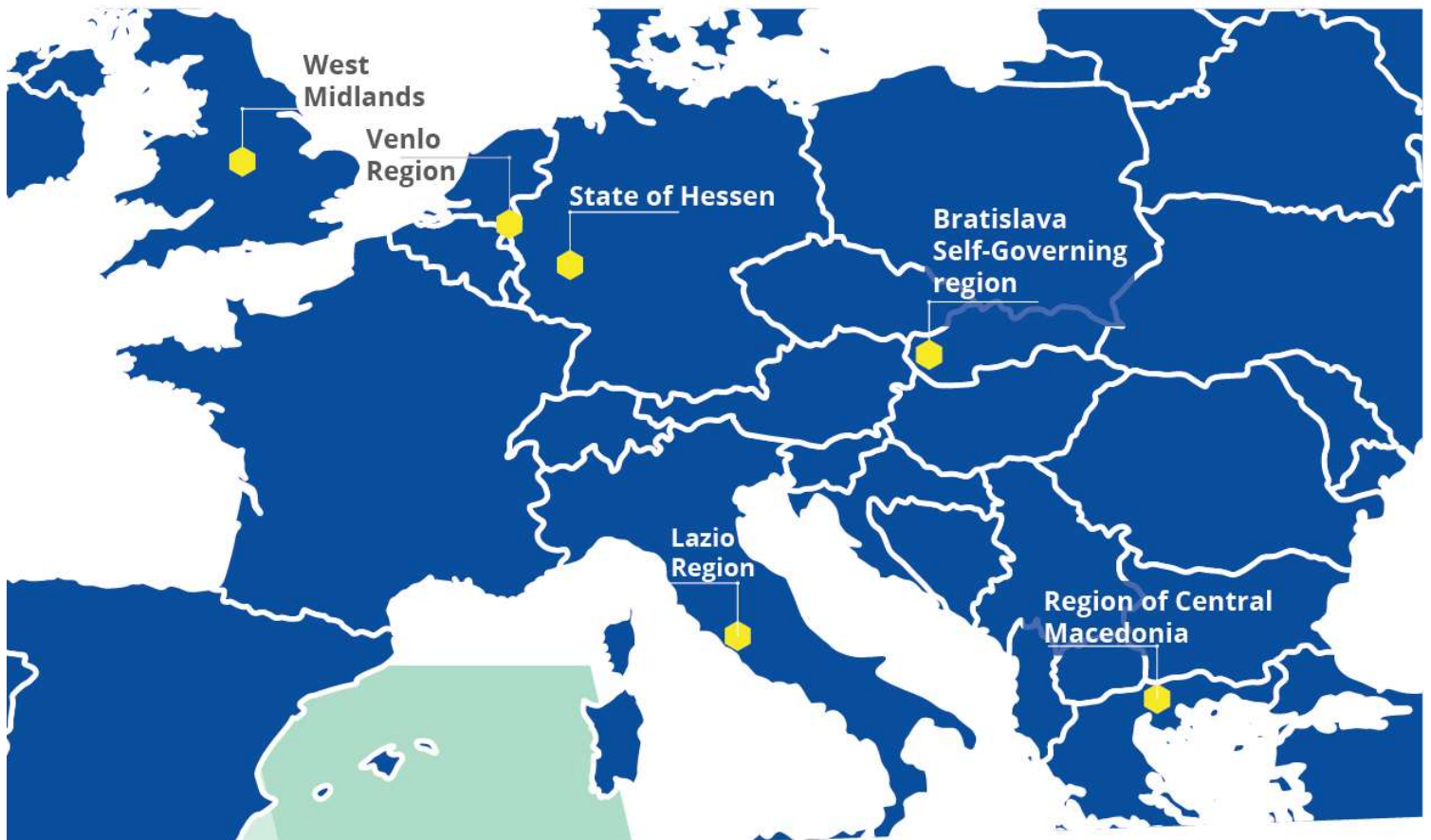
It is noteworthy to mention that the present report should also serve as an idea bank of explicit knowledge for the partner regions to learn and get inspiration from other regions to mitigate the consequences of risks, reduce the probability of occurrence of risks and shortening ramp-up times for minimizing the impact of unexpected risks.

# Partners





# Pilot sites





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