

A Guide to Collaborative Mobility Solutions IN RURAL AREAS



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ISBN Digital PDF: 978-91-87295-23-2

ISBN PRINT: 978-91-87295-25-6

Citation: Dick, J., Brand, R., Tovaas, K. (2020). *A Guide to Collaborative Mobility Solutions in Rural Areas*. Stockholm: Nordregio.

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Cover picture: Rafelia Kurniawan/Unsplash

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MAMBA – Maximising Mobility and Accessibility in Regions Affected by Demographic Change is a project funded by the European Regional Development Fund under the Interreg Baltic Sea Region Programme 2014–2020. The content of the report reflects the author's/partner's views and the EU Commission and the Managing Authority/Joint Secretariat are not liable for any use that may be made of the information contained therein. All images are copyrighted and property of their respective owners.

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1. Introduction

Why should you read this Guide?

Are you living in a rural area? Do you experience unfavourable mobility and accessibility conditions? Do you want to do something about the situation? If the answer is 'yes', then this manual is for you. It provides guidance on how grassroots actors and the public sector can work together to tackle mobility challenges in their own rural areas. Working together in this way allows you to:

- gain a deeper understanding of residents' needs,
- maximise and leverage the resources available to grassroots and public sector actors
- develop more creative, efficient and cost-effective mobility solutions that are well-used and sustainable in the long-term.

Whether you are trying to initiate, coordinate or implement a collaborative mobility solution, this Guide will help show you ways to do it.

What is MAMBA?

With decreasing and ageing populations in many rural parts of the Baltic Sea Region, it is becoming increasingly difficult to maintain public transport and other services that depend on mobility, such as care at home and home deliveries. This reduced



Source: Wes Hicks/Unsplash.

accessibility of services impacts the quality of life of people living outside urban centres.

The prospects for such regions seem grim at first sight. Adverse, self-reinforcing and interdependent processes (e.g. ageing populations, outward migration, unfavourable economic conditions, strained municipal budgets) are pulling many remote regions all over Europe into a self-perpetuating "circle of decline" that has a negative impact on the quality of life in rural areas. Looking more closely, however, there is ample hidden potential just waiting to be developed (in the form of existing social networks, resources and infrastructure), all within reach of local community actors and the public sector.

The MAMBA project aims to meet this challenge by promoting sustainable "people-to-service" and "service-to-people" mobility solutions in rural areas. In practice, the MAMBA partners have worked together to improve the integration of existing mobility structures with innovative mobility solutions such as citizen buses, mobility as a service (MaaS) and ridesharing applications. Their goal has been to maximise mobility and the accessibility of services in rural regions while involving users in the process. Ultimately, MAMBA showcases how small interventions — based on creativity, innovation, commitment and passion — can effect change and counteract this (vicious) circle.

How does MAMBA make rural regions better places to live?

MAMBA promotes sustainable people-to-service and service-to-people mobility solutions in rural areas in the Baltic Sea region — and involves users in the process. The three-year project sought to answer the following questions:

- How can we organise rural mobility and welfare services in the future, so that they reach the people who need them?
- How can we develop rural mobility services that are as useful and accessible as possible for all residents?



MAMBA rural mobility and accessibility solutions.

- How could technology be used to support and improve rural mobility services?
- In what ways can users be continuously involved so that we develop rural mobility services that are relevant for them and meet their needs?

Along with a consortium of 15 partners from six countries, MAMBA examined these questions and showcased potential solutions. The consortium co-created more than 13 interventions, engaging local stakeholders in remote regions, towns and villages

throughout the Baltic Sea region. At times, these interventions all faced challenges of their own – whether financial, socio-cultural, organisational, political or legislative. However, with courage, ingenuity and flexibility, most of the challenges have been overcome.

For further information about the MAMBA project, please go to: <https://www.mambaproject.eu/>. You will also find many inspiring solutions from the MAMBA project in the report entitled *Mobility for All in Rural Areas: Inspiring solutions from MAMBA*.

2. The charm and challenge of collaborative mobility solutions

The starting point for MAMBA was the realisation that traditional forms of public transport in certain rural areas had become more and more difficult to maintain. The definition of “traditional” entails a clear, contractual division of roles among three main actors:

- The public sector, which tenders and subsidises transport services on fixed routes at a more-or-less regular frequency
- Private transport operators, which provide these connections
- Users who pay part of the costs through buying tickets.

The trouble is that the public sector is not always — and indeed is decreasingly so — in a financial position to dedicate a lot of money to this form of public transport. In addition, many people move from rural areas to cities — mostly the young working population. Among those who remain, many have and use their own car, which decreases the number of public transport users even further. Additionally, those who have no alternative are simply not sufficient in number to form a “critical mass” to sustain financially viable bus services. The result can be social exclusion due to lack of mobility. This makes some rural areas even less attractive to incomers, thus completing the so-called “circle of decline”.

But there is hope. In a number of cases, rural communities have taken their own initiative by generating new, usually non-commercial ridesharing projects, car-sharing clubs, citizen buses and other schemes — often relying on volunteers. A particularly remarkable example of such a self-organised project is the “Valmiera-Riga Ridesharing” Facebook group in Latvia. This has developed an online platform through which over 3,900 peo-

ple both offer and search for ridesharing options.

In other cases, local organisations such as citizen groups, cooperative banks, charitable organisations, faith groups and other bodies contribute to similar self-help initiatives through the provision of know-how, vehicles, staff, space, or even just a telephone line.

Likewise, certain service providers, even commercial ones, have begun to rethink where and how they offer their services. Some of them no longer expect rural residents to travel to them, so instead they bring their services to the people. This includes libraries, medical clinics, nursing services, banks, retailers, and more. Although residents in rural areas do not usually play an active role in initiatives like this, it is clear that such a model deviates from the traditional division of roles outlined above. There are also a number of promising examples in which the public sector has understood that working with civic actors can offer a way out of the circle of decline, and therefore it supports certain initiatives in a variety of ways — be it through new rules, the provision of space, communication channels, knowledge, infrastructure and (at least sometimes) money.

An example of an initiative of this type is the “Dörpsmobil” in Klixbüll, Germany. Here, a non-profit association leases a small electric vehicle, which can be used both by staff from the municipality and by the general public. Even tourists can rent it. This solution provides mobility for people who do not own a car. Its use by the municipality (i.e. the public sector) provides minimum usage rates and thereby ensures the scheme’s financial viability. Another interesting example is the Mobil-samåkning AB ridesharing community in Sweden (see Case Study on page 31). This project brought people together who have a similar starting point and destination for their journey, and worked sim-



Source: Janis Bikshe

ply through connections via landline telephones, computers, SMS and smartphones. Public money (the European LEADER programme) helped the scheme get off the ground.

The point of all these schemes is that the traditional form of public transport, with its associated rigid division of roles, has been replaced by new collaborative arrangements involving a variety of actors: individual residents, citizens' groups, companies (service providers, retailers, transport operators, etc.), NGOs (including charitable organisations) and – in the vast majority of cases – the public sector. The latter is particularly interesting from a policy perspective. The diagram below illustrates this by focusing on the collaboration between the public sector and other actors (subsumed as "grass-roots"). It differentiates between an initiating and an implementing role, and every concrete case can be "mapped" in this diagram. That is not to say that any of the four corners is to be seen as better or worse than the other, but it highlights that both roles are important, and that true collaboration values both.

The public sector remains responsible!

Self-help schemes involving local residents only (e.g. the Facebook group in Latvia) should also be considered as collaborative mobility solutions. However, it should not be mistaken as a get-off-the-hook card for the public sector. Citizen groups by themselves will rarely be able to find solutions to all types of rural mobility exclusion. On the contrary, the public sector definitely has a role to play: for example, as facilitator, communicator, provider of space and know-how – and surely as (co-) funder, though possibly with less money compared to traditional public transport subsidies. After all, the public sector will, and should remain, responsible for the basic human needs of its citizens.

Such collaborative approaches can have a particular charm or attraction. They can be refreshingly creative and lead to “outside the box” solutions. They can bring people together, not only through a binding contract but also around an idea and a vision for a better society. They can build a community and often save money.

However, such approaches can also be challenging precisely because they deviate from established patterns. For example, some people get nervous when they can no longer rely on traditional routines, when conventional roles are questioned, or when long-standing rules are no longer valid. This can be challenging for people who work in the public sector, but also for transport operators and users. In addition, some of these actors lack the resources, networks and key competencies (such as management, business planning or communication skills) necessary for the successful delivery of a service. This is another angle from which it becomes clear that working together makes sense because different actors have different strengths. It is important to utilise whichever strengths they have – as an idea generator, a trustworthy community communicator, a possessor of know-how, an auto mechanic, an organiser, a funder or fundraiser, a planner, etc. Basically, the whole range of skills is required, from initiator to implementer.

Collaborative mobility solutions require an openness to new ideas, the development of new skills, maybe to learning new software, negotiating new contracts and doing things differently. The biggest change for the public sector is to move from its role as “provider” to a new role as partner and facilitator, while still retaining some legal and financial responsibility. Civil society also has to play a new role – potentially a very satisfying one, because people do not have to be passive recipients of public services, but can actively contribute to creating better mobility solutions – be it as a volunteer driver, as “staff” for a mobility hotline,

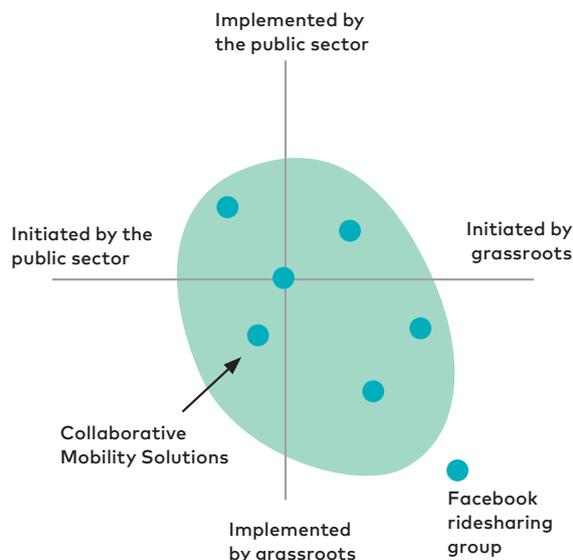


Figure 1: Diagram showing collaboration between the public sector and other actors and their role as initiators or implementers (Source: Ralf Brand, Rupprecht Consult).

as a member of the board of a new association, as a provider of new ideas, as an “ambassador” for a new initiative, etc. Such a partnership typically means that the public sector has to “let go” of some degree of control, which can be difficult. Care has to be taken that this new situation does not create a vacuum in terms of decision-making, liability or long-term reliability. Such challenges can often be overcome, but they require patience, creativity and hard work. As the experience in MAMBA, and in the many other cases we studied, shows – it is worth it!

The MAMBA recommendation is, therefore, not just to lobby for a return to the good old days, but to work with other citizens, civic groups, companies and the public sector towards new, collaborative solutions!



Source: MAMBA.

CASE
STUDY

Improving rural accessibility, MarktTreff Schleswig-Holstein, Germany

A case in point for such new, creative and collaborative approaches to accessibility is MarktTreff. This people-to-service and service-to-people solution was initiated in 1999 by the State of Schleswig-Holstein. It was created together with the local community in villages in this rural region of Germany. The MarktTreff is a one-stop-shop for products, services and information, ideas and initiatives. It acts as a central meeting point in the villages, helps to promote community life and civic involvement, and to create jobs — all in one place. It typically offers the following 'under one roof':

- A small grocery store, sometimes also a small bistro
- Services based on the needs of the region, e.g. post offices, social services, tourist information, medical services, educational courses, second-hand shops, coffee shops, AMTs, hairdressers, physiotherapy, cosmetics studios, etc.
- A central meeting point for local residents.

A variety of people from the public sector, local business and the local community work together to make the MarktTreff possible. The municipality is responsible for conducting the feasibility study. Once approved, the Ministry of Inner Affairs, Rural Areas and Integration provides financial support for infrastructure. During the implementation period, the main shareholder in the MarktTreff is the community, while the start-up boost comes from local people and businesses.

Currently, 39 rural communities in Schleswig-Holstein operate a MarktTreff. This particular innovative solution has helped to create a broad and resilient social network in these communities. Based on its success, other countries such as Austria and Finland have shown an interest in taking up the concept.

3. How to improve mobility and accessibility in my region? A Step-by-Step guide

How to use this Guide?

On the following pages, you will learn more about how to develop and implement collaborative mobility solutions in your area. **Chapter 2** prepares you to start this journey, discussing the charm of collaborative mobility solutions and the challenges they face.

Even the longest journey starts with the first step. We took this as the motto for **Chapter 3**, which is the core of this MAMBA Guide. It is an attempt to take the long path towards a successful collaborative mobility solution and break it down into smaller pieces so that the process becomes more manageable. It seems useful, first of all, to distinguish between the following four main “Phases”:

1. Understand your local situation.
2. Articulate a vision and generate ideas.
3. Plan your solution in detail.
4. Implement and monitor your solution.

Before and after each Phase, we highlight the importance of a key decision, a reason to celebrate, or the marking of an important achievement. We call these important points in time “milestones”. There are five in total, as you can see in the following illustration (next page).

To make things even clearer, we divided each Phase into smaller elements, so-called “Steps”. In the description of each Step, you will find three brief sections:

- The basic idea and guiding questions relevant at this point in the overall process
- The main aims of the Step
- Tasks you should accomplish within the given Step.

Together with the Milestones, there is a checklist at the end of each Phase to ensure completion of important elements. Information about relevant case studies and the hints given under the category of ‘Tools’ can help when initiating and implementing self-organised mobility solutions.

Please note: Some tasks within certain Steps are numbered, others are not. This is to signal that sometimes it is important to do certain things in a certain order. In other situations, however, it is often not possible (or even advisable) to finish one task before starting the next one. In fact, the reality on the ground often requires doing several things in parallel, or in a different order. We have therefore refrained from numbering certain tasks. In practice, just use your own judgement, and react creatively to whichever situation you are dealing with.

We still call this a “Step-by-Step” Guide because we hope it can inspire you, and other people around you, and show that the development and implementation of collaborative mobility solutions in rural areas do not require magic — but rather thorough planning, creative ideas, committed partners, a good dose of management skills, an awareness of certain legal requirements, an understanding of financial issues, and so forth. This Guide walks you through these aspects page-by-page, or Step-by-Step so that no important aspect is overlooked.

The structure and sequence of this Step-by-Step guidance are inspired by the systematic planning and implementation approach of the SUMP cycle.¹

At first glance, this MAMBA Guide might seem a little complex. But do not be afraid — it is all fairly self-explanatory once you browse through the different sections. In fact, it is not necessary to read this Guide from cover-to-cover, or even to think

Step-by-Step Guide for a Collaborative Mobility Solution

Inception:

Decision to develop a collaborative approach

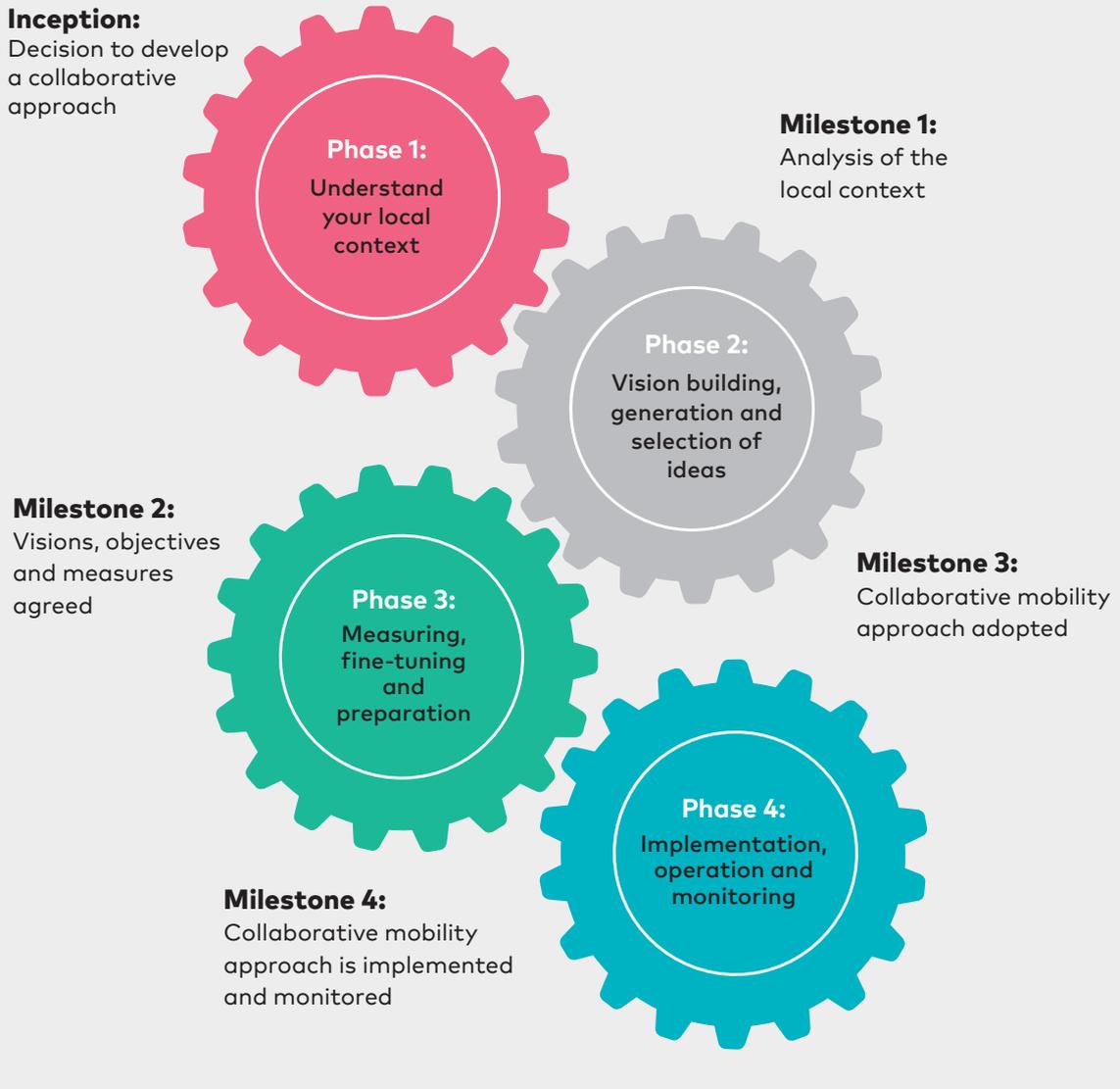


Figure 2: Overview of the phases, steps and milestones for a collaborative mobility solution. Source: MAMBA Project.

through the four Phases and 15 Steps in sequential order. Reality is always more complex than what can be written down on paper. Most importantly, no matter which sections you read in whichever order, make sure that you always “translate” everything into your local context. In short, please feel free to make this Guide your own, and use it in whatever way helps you the most!

Inception: Decision to find solutions for mobility problems

Excellent – you’ve taken the first step towards improving accessibility in your region! The entire process starts here. Even if it is not yet clear how exactly this improvement will look, everything typically starts with a decision to begin the journey. This is an important milestone in itself because for many potential partners (i.e. “collaborators”) a clear commitment by a “first mover” is often a crucial signal of the change from a passive into an active mode.



Source: Arnaud Gillard/Unsplash.

Phase 1: Understand your local situation

The first phase is about getting to know the local situation in detail because it is important to understand what exactly the most pressing needs are, what the most affected people think, and what opportunities exist. But also, it is important to be aware of what has been tried before and to ask what risks and problems have to be reckoned with.

In practice, this Phase cannot be separated clearly from a discussion about potential solutions – this is, of course, fine. Reality is usually messier than the linear ideal of a Step-by-Step “cookbook”. Nevertheless, we encourage you to set aside some time and energy really to reflect hard on the local situation. We advise you to follow these four Steps:

- Identify the main problem(s)
- Take stock of the local context
- Be aware of the challenges
- Identify opportunities and strengths

Step 1A: Identify the main problem(s)

Basic idea

The starting point in thinking about a collaborative mobility solution should be the will to improve the current mobility situation for people who are not well served by the mainstream transport system. This is typically built around access to your own car as a precondition to getting to various places and services centralised in bigger towns and cities. The kinds of social groups at risk of mobility exclusion are, therefore, often older people, young people, people with physical or mental disabilities, low-income groups, caregivers (often women), recent immigrants, etc.

It is important to understand the core of the problem for the main target group(s). This could be the route of a bus or its frequency. It could also be the lack of certain equipment on a bus, or weak mobile data coverage in the area, or the language of a ridesharing app, or not having a credit card when it is a precondition for registering for a certain service, etc. Quite often, people who are committed to improving the situation are not themselves

affected by accessibility or mobility problems — so in such a situation it is even more important to listen carefully to those people who are actually affected. Otherwise, a well-intentioned idea might completely miss the point.

In short: Try to understand the problems as perceived by the people affected before brainstorming ideas for solutions.

Aim

The purpose of Step 1 is to develop a crystal-clear understanding of the mobility problems of specific social groups in your region.

Tasks

- Think about which social group(s) you would like to support the most — these are typically the social group(s) that are most disadvantaged or excluded by the existing mobility system.
- Assess these mobility problems by listening to many different members of the target group(s).

Make use of focus groups, surveys and face-to-face conversations with individuals and with representatives of relevant groups, plus user associations who know these target group(s) well.

- Also, think about your target groups' specific purposes for making trips: Is the biggest challenge the trip to the hospital, to grocery shopping, to social interactions, to the nearest bank, etc.?

Step 1B: Take stock of the local context

Basic idea

It is important to know about all kinds of conditions that might matter either as part of the problem or as part of the solution. For example, it might matter what the average age of the people in your region is; what the settlement pattern in your area is (e.g. do most people live in small villages scattered throughout the region?); what the landscape looks like — flat or hilly? Are there many good bicycle-friendly roads in the area? Is there a strong sense of local identity — do most people trust each other? It is equally important to take

Source: Dylan Gillis/Unsplash.



CASE STUDY

North Karelia, Finland: Survey about mobility needs (Phase 1, Step A1)

In North Karelia, a remote rural area in Eastern Finland, several public transport operators had long used their own separate platforms to provide residents with information about their services. Over time, it became clear to the Regional Council of North Karelia that the people who could benefit from using these services had difficulty finding the information they needed for their various journeys.

To understand the local situation and mobility problems, within the framework of the MAMBA project, the Regional Council of North Karelia carried out a survey of people living in the area. The online survey covered the whole of the region, and a particular person was responsible for promoting and distributing it. Residents were asked about their transport and mobility needs.

Based on the results and general discussion about the subject, North Karelia decided to establish a digital platform for regional transport, a technical solution that combines different modes of public transport in one convenient digital platform – a virtual “Mobility Centre” providing centralised, up-to-date information about public and private transport options in the region.

Most important places to visit and services to reach (Map above)

Respondents were asked to mark their most important leisure destinations on the map and describe the reason to visit that place. Total number of entries was 65.

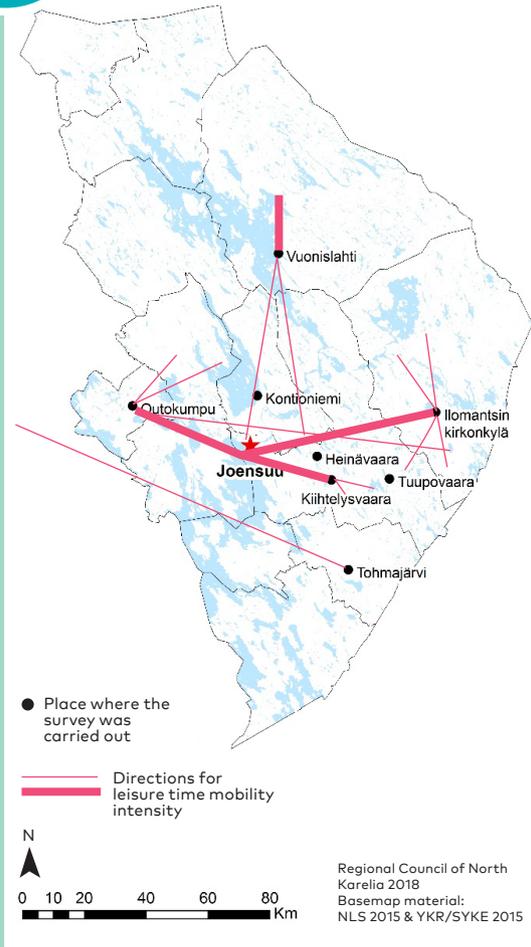


Figure 3: Results from the survey on mobility needs (Source: Screenshot taken from Lamminluoto, P. (2018): Overview report of the mobility patterns and needs of users in the rural areas of North Karelia and other Mamba regions).

The main reason for leisure mobility were:

- Self-organised outdoor activities (32%)
- Running errands (27%)
- Visit a friend (21%)
- Culture events (5%)
- Meetings of associations (3%)



Source: MAMBA.

a good look at the local economy. Where are the main employers and the main schools? What is the unemployment rate? What is the financial situation of the local council? These and many other questions will help you to take stock and reveal the strengths and weaknesses of the region.

This stock-taking exercise should also include a thorough review of the various stakeholders in your region. As the name "collaborative mobility solution" implies, such solutions rely on all kinds of partners. It is therefore important to think about who else might be interested in implementing a new solution. Think about residents, transport companies, local authority administrations, but also private actors such as local businesses, interest groups, clubs or associations, charities, religious groups, libraries and other bodies — all these and more should be considered from the outset. Knowing the "landscape" of regional stakeholders will become important in Phase 2 when you begin forming strategic alliances.

Aims

The purpose of Step 1B is to get a very clear picture of all factors in your region that might be relevant as part of the problem — or as part of the solution. This also includes in-depth knowledge of the local stakeholder "landscape".

Tasks

- Think about all kinds of factors in your region that might be part of the problem or of the solution. This includes geographical features, the political situation, the social and financial situation, etc.
- Think about potential partners — even seemingly unconventional ones! Remember: The classic distribution of roles between the public sector, private operators and passengers, no longer applies to collaborative mobility solutions.

Step 1C: Be aware of challenges

Basic idea

If you want to implement a collaborative mobility solution, there are also some challenges to overcome, and they are easier to deal with if you are aware of them in advance. This is what will be tackled in this third Step.

You might face obstacles such as having too little money or complicated regulations for a new collaborative mobility solution. If the solution depends upon volunteers, a problem could be that there are not enough people who are willing to help.

This is also related to the acceptance of a new solution. Does this particular solution suit the people who live there? Is it adapted to their habits? For example, in some cultures/lifestyles, sharing is very common for certain things, in others not so

much, or not at all. It could, therefore, be challenging to find a suitable solution to the problem(s) identified in the first Step.

Last but not least, it is clear that there may be a lot of existing knowledge among residents, but in some places expert knowledge is still needed. This should also be considered from the beginning. At which points might local knowledge become so scarce that external help is needed?

Aims

The purpose of Step 1C is to be aware of the specific financial, personnel or other challenges and limitations that may arise, and to think about solutions to overcome them.

Tasks

- Reach out to potential stakeholders to obtain information on funding and financing for collaborative mobility solutions. Consider local, regional, national, EU and external funding opportunities
- Think about the limits that exist due to lack of personnel or lack of money
- Check potential stakeholders' abilities, and find out where there could be additional expertise
- Make sure you have good cross-section) of all citizens
- Check on liability related to mobility/transport in your region.
- Be aware of limitations in your specific context.

Step 1D: Identify opportunities and strengths

Basic idea

Collaborative mobility solutions rely on the help of citizens and on existing structures. One of the biggest resources is, therefore, the local community. By this, we mean social actors, civic groups or NGOs. Remember that the people involved are often, at the same time, users of the new service, too. That may be one strong reason for them to become engaged and motivated to change something in their own neighbourhood.

Moreover, there will already be services offered by associations, communities or local businesses, such as transport operators. These services can be used, either by building on them or by activating unused resources. Ask yourself: which institutions, including associations or local businesses, may

have resources that are currently underused (or not used at all) in your community?

For the existing structures, it is particularly important to examine how communication between the individual actors has worked so far. The same applies to public institutions. Mobility is a topic that affects many departments and therefore needs to be approached in an interdisciplinary way. Communication between various departments should be investigated, and perhaps reorganised to ensure a good 'community flow'.

Aims

The purpose of Step 1D is to understand potential local resources, and also to understand the relationships between different resources so that they can be activated during the following phases.

Tasks

- Identify the existing local resources, locally established structures and habits of the residents.
- Try to anticipate the Strengths, Weaknesses, Opportunities and potential Threats (SWOT) to developing a mobility solution in your specific context.

Checklist for Phase 1

Here is a helpful checklist to summarise the most important things that should be done in Phase 1:

- ✓ Define the main target group(s)
- ✓ Understand the various needs of the target group(s)
- ✓ Identify the destinations, times and purposes of the problematic trips
- ✓ Understand the overall regional or local context
- ✓ Identify all typical stakeholders and mobility partners
- ✓ Start creative thinking about potential new partners
- ✓ Generate an overview of the financial resources and liability issues
- ✓ Check who is and isn't part of the local community and whether they will accept the solution
- ✓ Identify areas where additional expertise may be required
- ✓ Identify resources and the structures of the local community
- ✓ Identify underused or unused resources that might be useful for collaborative mobility solutions.

Tool:

SWOT analysis: SWOT — referred to above — stands for Strengths, Weaknesses, Opportunities and Threats. It helps you to plan your project strategically in its early stages. The aim is to fill in each of the quadrants (see Figure 4), so you have a clear picture of your resources and needs. Ultimately, this will help you make the best use of the resources available to you while anticipating — and mitigating — the challenges you might encounter down the road.

Milestone 1: Analysis of local context (resources and needs)

Congratulations — now you know about the resources and needs of your local context! You are well on your way towards finding a solution that will improve the quality of life in your region.



Figure 4: SWOT analysis diagram. Source: Xhienne/CC BY-SA (<https://creativecommons.org/licenses/by-sa/2.5>).

Phase 2: Articulate a vision and generate ideas

The second Phase is about the development of a positive vision and ideas for solutions — initially, this should be done without blinkers (“blue sky thinking”) in order to encourage everyone to suggest creative and even unconventional ideas. The systematic search for inspiration from other good practice cases is also part of this process. Phase 2 should also include a structured reflection about which organisations, groups and individuals could or should be involved. Towards the end of Phase 2, the range of possible solutions should be narrowed down to one concrete solution (or a set of some complementary solutions as part of an integrated approach). We suggest following these four Steps:

- Establish a stakeholder network
- Jointly develop a vision and talk about different scenarios for your region
- Brainstorm ideas
- Select the most promising idea(s).

Step 2A: Establish a stakeholder network

Basic idea

It is now time to address the relevant stakeholders and to convince them to participate. Can you specifically think of people from your local community who might be helpful and who are motivated and committed to such a project? Who else might have ideas, know-how, contacts or other resources? Try also to think of possible stakeholders who may not typically be involved in mobility issues, but who might benefit in one way or another and be interested in participating.

The illustration shows common types of stakeholders and might help to think about which actors to approach. The public sector obviously comes to mind as a traditional partner. This is good, of course; but innovative solutions may just as well come from civic associations, individual citizens, NGOs or private businesses. If you have different stakeholders on board right from the start, visions and ideas can emerge that already incorporate the perspectives of these various stakeholders.

Once a preliminary stakeholder network has been formed, it is important to share the insights gained during Phase 1 and to see if everyone shares the same view or if there are things that need to

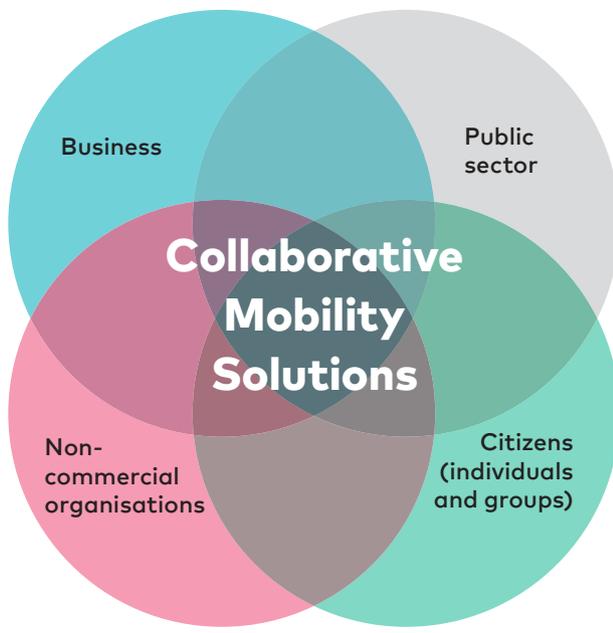


Figure 5: Diagram of the types of actors involved in collaborative mobility solutions. Source: Ralf Brand, Rupprecht Consult.

be added. The word *preliminary* is important here because it should always be possible for other stakeholders to join in at a later stage. This could be crucial if something does not work as planned, and if a “Plan B” has to be activated.

Aims

The purpose of Step 2A is to get a clear picture of your stakeholder network and to mobilise relevant stakeholders to join the initiative, bringing their unique contributions.

Tasks

- Think about potential stakeholders — typical and not so typical ones
- Think about how to reach out to potential stakeholders
- Get in touch with them and invite active contribution
- Share and discuss insights from Phase 1 with all stakeholders.

Source: Ryan Darin/Unsplash.



Tool

Stakeholder analysis and mapping: First, brainstorm all of the people (individuals or groups) who could either be involved in (or affected by) your project. Then, map these stakeholders by grouping them by

their level of interest in the project, their potential role(s) and their levels of influence. (See for example Figure 6, more information at: <https://www.smart-sheet.com/what-stakeholder-analysis-and-mapping-and-how-do-you-do-it-effectively>)



Source: <http://www.pro-buergerbus-nrw.de/>

CASE
STUDY

"Pro Bürgerbus NRW e.V." umbrella association — supports projects with knowledge, such as how to build a stakeholder network

Citizen buses are eight-person minibuses driven by volunteers. They operate on a fixed route in the rural and semi-rural areas of North Rhine-Westphalia (NRW, Germany) with a fixed timetable and designated stops. They complement the existing public transport network in other areas and at other times, especially where a regular bus service would not be financially viable.

There are currently over 140 active citizen bus initiatives in NRW, and more are being established every year. A citizen bus scheme is typically supported and financed

by the municipality with funds from the Ministry of Transport of NRW, and vehicles are often provided by the local transport operator. This makes it crucial to build each citizen bus scheme around a close collaboration between those stakeholders and citizen groups and volunteers. The "Pro Bürgerbus NRW e.V." umbrella association provides support for this kind of collaboration via its contacts and experience.

Further information:
www.pro-buergerbus-nrw.de

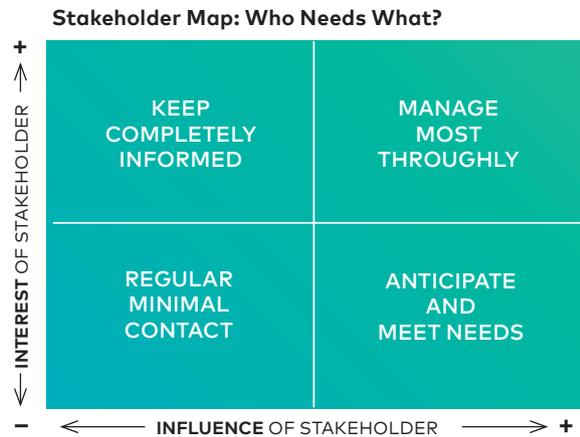


Figure 6: Stakeholder mapping template. Source: <https://www.smartsheet.com/what-stakeholder-analysis-and-mapping-and-how-do-you-do-it-effectively>.

Step 2B: Jointly develop a vision and talk about different scenarios for your region

Basic idea

Once all key stakeholders have the same facts and a shared understanding of the current local situation, it is time to develop a common, positive vision. It can be very powerful to discuss — and then literally write down — a vision of how the mobility situation for vulnerable social groups might look five

or ten years from now. The vision should provide attractive answers to questions like: Where should basic services (grocery store, bank, health services, etc.) be located? In what kind of neighbourhood do you want to live? Should everyone have access to their own car, or should shared rides become more common? Should people make deliveries for their neighbours?

What could really spark interesting discussions on the way towards a shared vision is different scenarios. Someone might argue for a high-tech vision with autonomous vehicles and other “smart” solutions. Someone else could promote a vision based on social interaction, self-help and volunteers. This could inject some helpful contrast into the discussion and help to make clear what people really want — and what they do not want. It can be helpful to have external parties sketch out scenarios, e.g. a local university. They usually bring in important know-how and are typically accepted as neutral moderators.

Aims

The purpose of Step 2B is to agree with all stakeholders collaboratively on a common — or at least widely agreed — vision, and to assess the attractiveness of different scenarios.

Source: Briana Tozour/Unsplash.



Tasks

- Organise structured discussions with all stakeholders. These can take place in face-to-face settings or online. A combination of both formats is often best.
- Develop scenarios so that stakeholders can get an idea of what the region might look like in a few years. It is helpful to design several scenarios.
- Consider using external support for the moderation of such a process, for the visioning process and for the scenario development.
- Do not ignore or push aside minority views – such aspects might play a helpful role later on. For example, a volunteer-based approach might require a high-tech component (e.g. a booking app).
- Agree with all stakeholders a common, or at least a widely shared, vision.

Tool

Future workshop (“Zukunftswerkstatt”): A Future Search workshop brings together a wide variety of stakeholders – with a variety of authority, resources, expertise and needs – in one room to engage in a dialogue around a particular topic. The aim is to find common ground among the participants. However, although the goal is to agree on a desired future, the road leading up to this involves participants telling stories about their past and present, which supports a mutual learning process. (For more information, see <http://future-search.net/about/methodology/>.)

Step 2C: Brainstorm ideas

Basic idea

While talking about visions and scenarios, the first ideas for innovative mobility solutions may already have been mooted. Now it is time to (re)kindle the creative spirit and to encourage everyone to articulate “blue sky” ideas. Create an atmosphere where everyone can suggest any idea, even a wild one. If you collect 100 ideas and 99 of them turn out to be crazy, but one is brilliant, it was all worth it. Also, do make sure that the search for ideas does not focus only on new ways to get people to certain services. Some very effective solutions revolve around the idea of bringing services to the people (see chapter 2).

There are many methods that can stimulate such brainstorming in the context of workshops or other interactive formats. These events should



Source: MAMBA project.

involve both stakeholders and future users of the new service. Do not “weed out” any idea at this stage, but rather document all of them thoroughly – this demonstrates that everyone is really being taken seriously. As part of this idea-generation process, it is certainly a good idea also to have a look at what other communities elsewhere are already doing. But do not just copy what they did; use them as inspiration for something that might be adapted to the specific situation in your own region.

Aim

The purpose of Step 2C is to collect many good ideas for innovative/collaborative mobility solutions from a wide range of stakeholders and citizens.

Tasks

- Organise meetings and interactive workshops, or other formats, to brainstorm ideas.
- Involve stakeholders and potential users in this process.
- Create an atmosphere where all ideas (including unconventional ones) are valued.
- Look at mobility solutions in other regions, in order to learn from them.

Tools

A number of helpful formats for brainstorming can be found in the SUNRISE Participation Handbook, especially on pages 23-45. These include the Citizen Advisory Committee, the Citizen Jury, Round Tables, Focus Groups and a 'World Café', to name but a few. See: https://civitas-sunrise.eu/wp-content/uploads/2019/07/D2.1_Participation-Handbook.pdf.

Step 2D: Select the most promising idea(s)

Basic idea

After brainstorming about innovative and creative ideas for mobility solutions, now it is time to also think about practicality and feasibility. Check which ideas would truly address the problems identified in Step 1. Which of the proposed solutions make use of the opportunities that were found in Step 4, and avoid the known weaknesses? Money is, of course, another important aspect of feasibility; the same is true of legal and liability issues. Also think about which proposed mobility solution could be fun, or particularly exciting, in a way that might generate strong motivation among key stakeholders to implement and maintain it in the long term.

The guiding question in this Step is: Which of these ideas would truly address the main problems and is most likely to be successful? Sometimes the answer consists of a "bundle" of several solutions, which stabilise each other. Inevitably, however, such a selection process also means that most of the other ideas have to be discarded. It is important to do this collaboratively with other partners so that they understand and support the ultimate selection.

Aim

The purpose of Step 2D is to commit to a solution that can be planned and subsequently implemented in the following Steps, with the endorsement of all stakeholders.

Tasks

- Assess the practical feasibility of every idea from Step 2C in a written and transparent way
- Think about potential "bundles" of solutions, which could be complementary elements of a project
- Rank the ideas (or bundles), with the ones most likely to work at the top.

- these tasks along with other stakeholders
- Eventually, agree on one solution that should be implemented first.

Tools²:

- **Poll "Vote Your Favourite":** The poll tool allows anybody interested to vote online for their favoured projects, or for the measures that should be implemented. If the single measures already have a price tag, they can be combined with the shopping cart (Scenario Shopping) concept, in which users can fill their shopping cart with measures until a pre-established, notional budget is spent.
- **Scenario Shopping:** Scenario shopping is an online tool that supports the discovery of complex solutions and prioritises the options involved. For prioritising options, general scenarios need to be worked out beforehand. As with a shopping cart, various scenarios or measures can be added to the basket until the task is considered to be completed. A drag-and-drop gamification approach is useful and motivating.

Checklist Phase 2

Here is a helpful checklist summarising the most important things that should be accomplished in Phase 2.

- ✓ Contact potential stakeholders
- ✓ Clarify a common starting point for the potential stakeholders
- ✓ Establish a stakeholder network
- ✓ Develop and discuss different scenarios
- ✓ Hold discussions about the vision
- ✓ Agree on a vision
- ✓ Organise discussions and workshops to find ideas
- ✓ Brainstorm ideas
- ✓ Consider the feasibility of the selected solution
- ✓ List proposed solutions in order of priority.

Milestone 2: Agreement on which solution(s) to implement jointly

Great job! This is a huge milestone, giving plenty of reason to celebrate with your stakeholders. You have now made a commitment to a solution which will benefit many people in your region.

Phase 3: Plan your solution in detail

Phase 3 is dedicated to preparation for the implementation of the chosen solution(s) in very concrete terms. This should lead to a detailed allocation of responsibilities, a specific time plan, funding arrangements, procurement tenders (if applicable), the drawing up and signing of contracts, etc. Phase 3 should end with a ready-to-run plan which is communicated transparently to the public. We suggest following these four Steps:

- Identify the building blocks of your solution
- Consider secure funding and liability
- Develop actionable tasks (or 'actions') related to the solution(s)
- Communicate the solution to the public.

Step 3A: Identify the building blocks of your solution

Basic idea

The actors involved must tailor the following Step to the solution. It is important to identify which

specific materials, infrastructure and issues will be most important when the solution is implemented.

The items listed in this Step are only examples and must be adapted individually to your context. One example is the space that may be needed. Where can the vehicles, that may be used for sharing, be parked? Which buildings may be used that are not currently in use? Here it is also helpful to look back to Step 4 and to consider which opportunities can actually be used. Another example is seasonality. The new intervention may only be possible in the summer, due to certain climatic conditions – this should be taken into account in the planning. In the same way, certain permissions may need to be obtained. What exactly are these, and who has the power to grant them? The three examples mentioned here may apply only to a few solutions, and they may be unimportant for other solutions. But there will always be building blocks that are important to recognise.

The financial and legal solidity of a solution always plays a role, which is why these two aspects are shown separately in the next Step.

Source: Daniel McCullough/Unsplash.



Aim

The purpose of Step 3A is to understand the solution in its various components or elements.

Tasks

- Identify and understand the individual components of the solution (building blocks)
- Discuss potential building blocks with stakeholders and users
- Engage in separate dialogues with people or groups who have special know-how, tools, contacts etc. and are therefore likely in a position to help.

Step 3B: Consider secure funding and liability

Basic idea

After individual building blocks have been defined for the solution, it is now important to turn to the financial and legal solidity of a solution.

This might be the first time that anyone in your region is implementing a collaborative mobility solution like this, so the law might not yet be “up to speed” for this type of solution or activity. In that case, it can be helpful to seek guidance from external experts and ensure that your solution is compliant within the existing legal framework.

As far as financial issues are concerned, it is important to look at the existing financing of public transport, and perhaps to agree to work with the service providers. Further financing possibilities may include support from the European Union (EU), as well as national, regional or even local level funding. It is also always worth considering bringing private investors on board. Ultimately, it is important to look at how to fund the set-up for your mobility solution in the short-term, and then to develop a plan for how long-term funding can be secured.

Aim

The purpose of Step 3B is to emphasise important elements for the short- and long-term sustainability of your collaborative mobility solution — especially funding and the legal framework, and to find solutions and back-up plans for those issues.

Tasks

- Obtain an overview of the financial and legal considerations relevant to the solution
- Identify opportunities for private-sector involvement



Source: Scott Graham/Unsplash.

- Apply and activate the different funding options considered in →Step 1C
- Agree on the sharing of costs and revenues among municipalities, regional authorities, national government and public and private operators
- Find out about possible legal pitfalls that could be associated with innovative mobility solutions, and if required, seek external advice.

Step 3C: Develop actionable tasks related to the solution(s)

Basic idea

The focus in this Step is to agree on actionable tasks related to the solution(s). The solution(s) should be broken down into individual, small actions. Specific roles and responsibilities should also be shared among the stakeholders. If necessary, this can also be done in the form of formal, signed contracts. In whatever form, whether formally through contracts or informally in some other way, the allocation of responsibilities ultimately depends on the individual solution.

By determining these actions, you define how you want to achieve the goals set. The implementation Phase needs to be prepared in detail and helps to identify the interrelationship between the actions involved, and you must then decide on the order in which to do them.

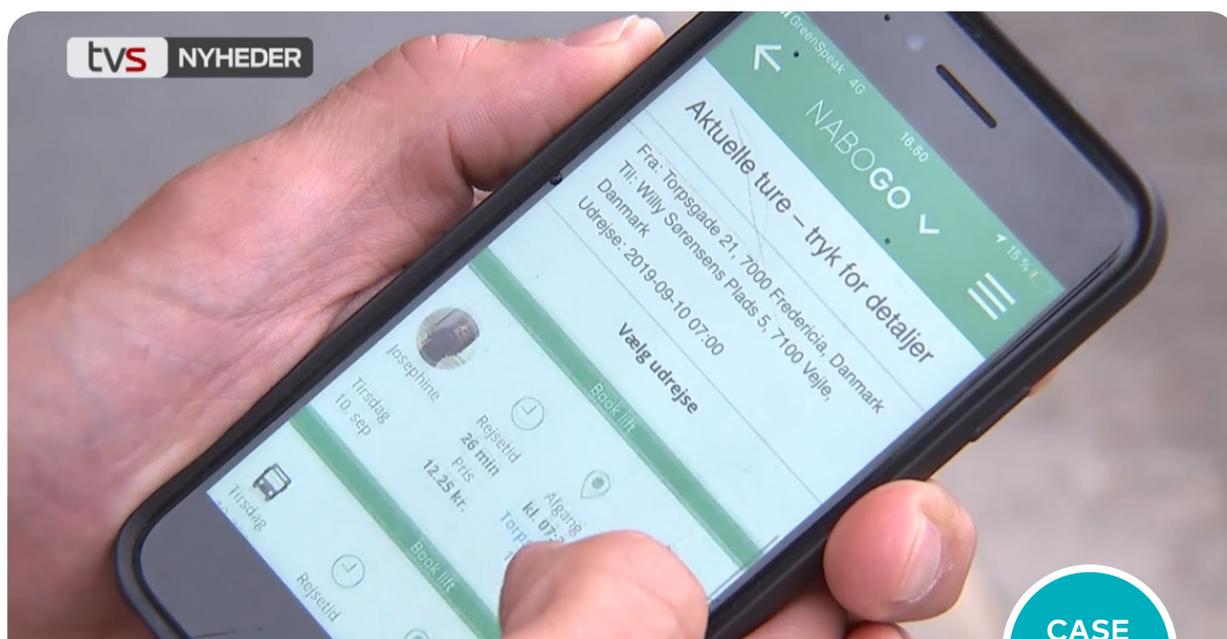
This gives you information for time planning, as well. With regard to all the things thought about in the last Steps, in this Step it is important to make the stakeholders' commitment compulsory. Who will do what, and when? This all leads to issues such as – when do you want to start the implementation of your innovative mobility solution? Is it a pilot scheme lasting weeks, or should it be planned for several months? By when, exactly, will your mobility solution finally be up and running?

Aim

The purpose of Step 3C is to have a ready-to-run plan for the implementation of the solution(s).

Tasks

- Define solutions in detail by breaking them down into actions
- Find the relationship between the different actions, and in that way think about the best order in which to do them
- Agree on a time-frame and assign clear, specific roles and responsibilities to each stakeholder.



CASE STUDY

Source: Screenshot from a TV documentary about NaboGO. Copyright TVS.
Source: <https://www.tvsyd.dk/>

Different ways of promoting the new mobility solution in Vejle Municipality, Denmark

As part of the MAMBA project, Vejle Municipality contracted the IT start-up, NaboGO, to provide a ridesharing mobile app tailored to the needs of the region – in particular, the aim was to provide a solution for young people without a driving licence traveling from Smidstrup/Skærup to Vejle.

To promote this ridesharing app, one of the first public activities was a live event in the local supermarket. The response

was good in terms of the number of drivers involved. There was still a need to talk to the passengers who would actually use the solution. This was done by visiting the supermarket again, as well as by going to the local sports arena and talking to people in person. Vejle Municipality, together with NaboGO, are also constantly posting information about the app on Facebook and the local TV station.

Step 3D: Communicate the solution to the public

Basic idea

Planned actions should be publicly communicated so that citizens and stakeholders have the chance to provide feedback before final decisions are taken. It is even better if the local people feel involved and know about the innovative mobility solution from the starts; so make sure you constantly keep the public informed throughout all Phases.

Potential users of the new collaborative mobility solution should be targeted to ensure that the new service is used. This can be achieved through local communication channels, such as television, radio, newspapers or meetings.

Aim

The purpose of Step 3D is to provide transparency concerning the actions that have been planned.

Tasks

- Communicating actions to the public, via locally used and applicable channels
- Addressing potential users.

Checklist Phase 3

Here is a helpful checklist summarising the most important things to do in Phase 3.

- ✓ Gain an overview of the different components of the solution
- ✓ Draw up and agree on financial plans among stakeholders
- ✓ Make sure all potential legal issues have been considered
- ✓ Define and describe actions in detail
- ✓ Identify and understand the links between different actions
- ✓ Agree on a timetable, roles and responsibilities
- ✓ Communicate solution(s) and actions to the public
- ✓ Make sure potential users are made aware of the mobility service, using targeted communication channels.

Milestone 3: Collaborative mobility approach adopted.

Brilliant! Now you have a concrete plan in place, plus the right people on-board to get the job done.

Phase 4: Implement and monitor your solution

Phase 4 is the time for hands-on action, during which the chosen solution is being implemented according to the plan established in Phase 3. This includes the construction of any physical infrastructure (if applicable), the purchase of vehicle(s) (if relevant), the operation of a new service (mobile or stationary), etc. Phase 4 also includes the monitoring and documentation of your solution's effects, and hopefully of its success.³ It is also very important to spread your ideas, and the lessons learned so that the project can grow within your region, and so that it can motivate and inform other people in similar situations, no matter how near or far.

Broken down into separate types of activities, Phase 4 consists of the following Steps:

- Manage the implementation process
- Monitor the process and evaluate the effects of your project
- Share the lessons you have learned with others and inspire them.



Source:, Olga Serjantu/Unsplash.



Source: Kaleidico/Unsplash.

Step 4A: Manage the implementation process

Basic idea

In this Step, responsible stakeholders put the plan into action. The overarching goal is to oversee and coordinate these activities. Depending on the nature of the solution, the actual implementation might consist of the construction of physical infrastructure (bus stops, parking spaces, bicycle racks, charging stations, renovation work, etc.), possibly the purchase or renting of vehicle(s), the operation of a new service (citizen taxi, mobile doctor's clinic, library bus), or whatever else the local team has decided in earlier Steps. Many of these activities will cost money. It is, therefore, important to know where the funding is coming from.

It is also important to think about the organisation, which might have to be adjusted in the transition from planning to implementation. How often is it necessary to meet in order to keep the service running well? Who still needs to be involved? The implementation process should also be as transparent as possible for users so that they feel well-informed and comfortable at all times.

Also note that early in the implementation Phase there are usually a few things to adjust, preferably or necessarily quickly. Be prepared for such fine-tuning, and make it clear who is in charge. A process for speedy decision-making should be put in place.

Aim

The purpose of Step 4A is to coordinate the actual implementation process while considering potential risks and adjustments at an early stage.

Tasks

- Ensure coordination of all actions
- Consider potential challenges and risks and agree on clear responsibilities for addressing them
- Make the implementation process as transparent as possible
- Check user satisfaction and whether small adjustments are needed

Step 4B: Monitor the process and evaluate the effects of your project

Basic idea

While the project is running, it is recommended that you regularly reflect on whether anything could be done even better. Perhaps brand new technology would complement the solution? Maybe a new internet platform has emerged that can reach users better than the existing one? All such matters should be monitored on an ongoing basis.

Also, in order to be able to determine the effect of your solution, it is advisable to conduct a thorough evaluation. Make sure you find out how users like the solution by conducting a survey. Also, try to capture the impact in quantifiable ways. Ideally, you should have documented the situation before the solution (e.g. statistics about how



CASE
STUDY

Source: *Mobilsamåkning*.

Tolg, outside the city of Växjö in Småland, Sweden: Mobilsamåkning AB – a ridesharing application transitioning from a pilot in the LEADER programme to a private company

Mobilsamåkning began in 2011 as a 100% bottom-up initiative implemented by a group of villagers in Tolg, outside the city of Växjö in Småland, south-eastern Sweden. It was initially financed via the European funding programme LEADER. It received additional support from various people in the group, such as an IT professional, who created a mobile app. Public transport was limited in the area, and the main ideas were to create better access to the nearest urban centre and reduce the number of cars with only one person in them. Mobilsamåkning is a technical solution for ridesharing, and a social innovation for rural development.

The main target groups are commuters, children and teenagers without a driver's license, those promoting green lifestyles, villagers with hobbies in the city, retirees, and villagers who want to get out and meet others.

Although it began as part of an EU-funded project, Mobilsamåkning eventually turned into a social business, and finally, a

private company (AB, the Swedish term for "limited company") with shareholders – and an ambition of making a very modest profit. The owners began developing a more intuitive version of the app in order to generate enough revenue to scale it up and spread it to more rural areas or villages across Sweden.

Mobilsamåkning has since ceased operations due to lack of money to maintain the platform. The revenue generated from the 0.25 SEK/km fee was insufficient, and ridership decreased due to a continued reduction in population. Efforts were made to secure a partner who could help to sustain operations, but unfortunately, this search proved unsuccessful. This case study points to the ongoing challenges that rural areas face as they work to reverse what was referred to earlier as the circle of decline. Mobilsamåkning provided a much-needed solution in the village of Tolg, and it still serves as an inspirational case that could be adapted to suit other villages and make it sustainable in the long term.



Source: Sam McGhee/Unsplash.

many residents complained about a lack of mobility options), so that you can compare this with the numbers now.

Aims

The purpose of Step 4B is to keep improving your solution and to gather objective data about its effects.

Tasks

- Adapt the solution and related processes to new insights, trends and opportunities
- Evaluate the effects of the solution (for example, through a survey of users).

Step 4C: Share what you have learned and inspire others

Basic idea

If the people who were supposed to benefit from the solution use it and are reasonably satisfied, then you and your team's efforts can be considered successful. This is a major reason to celebrate, and also an important point at which to share your experience with others. Your case may inspire other regions!

As recommended in Step 7, it is always "a good idea to have a look at what other communities elsewhere are already doing". Perhaps you were inspired by other, existing projects — now, your solution could be an example for others. It is important

Improving rural accessibility through car-sharing in Pfaffenwinkel, Germany

Since it was founded as a non-profit car club in 2000, the "CarSharing Pfaffenwinkel" initiative has expanded to 17 locations in eight different communities, serving a total of over 300 registered users in a relatively rural area called Pfaffenwinkel, between Munich and the Southern German Alps. This is remarkable because car-sharing is typically seen as an approach that is only financially viable in cities of a certain size and demand.

CarSharing Pfaffenwinkel owns 22 vehicles of various types and sizes. It rents them to its members, at almost marginal costs, for as little as one hour. Two pedelecs (electric bikes) are also available. Users pay per hour of use, per kilometre driven and a modest monthly fee. This covers all costs — depreciation, petrol, fully comprehensive insurance, vehicle taxes, VAT, administration, maintenance, annual inspection, puncture protection, tyre changes and cleaning.

Source: Martin Heinz/Carsharing Pfaffenwinkel.



to pass your knowledge on to others, especially if the solution contains truly new elements and involves a lot of volunteers.

Just reflect (self-)critically: What lessons could be learned from the planning and implementation stages? What would you perhaps do differently next time? What worked really well? All these things can be helpful to others. It would be great if such points could be made available to other communities on a website, through a publication, or on various online portals. An example of this has already been created in the MAMBA project: the MAMBA Map/Database (see <https://www.mambaproject.eu/database/>.)

Aim

The goal of Step 4C is to inspire others with an example of a successful solution that can improve mobility and accessibility in rural areas.

Tasks

- Think about what went well, and what could have been improved, when planning and implementing collaborative mobility solution(s)
- Share your experience in suitable formats. Write about it, present your insights at meetings and conferences, agree to give interviews, etc.

Checklist Phase 4

Here is a helpful checklist summarising the most important things to do in Phase 4.

- ✓ Ensure proper coordination of the implementation phase
- ✓ Agree who is responsible for early feedback and for monitoring the process
- ✓ Put in place rapid response procedures for early adjustments
- ✓ Continuously incorporate new trends and developments
- ✓ Conduct an evaluation
- ✓ Publish the “ingredients” of your successful collaborative mobility solution
- ✓ Share experiences with the process, including how to plan and implement a collaborative mobility solution.

Milestone 4: Implementation and monitoring of the collaborative mobility solution

Congratulations! Your team has successfully improved accessibility and the quality of life in your region. Your openness and commitment to doing things differently, working with other stakeholders and making clever use of your resources has paid off. Now is the time for you all to celebrate!

4. Conclusion

Creating intelligent and collaborative mobility solutions for rural areas is obviously more complicated than baking a cake. You can produce a delicious cake simply by following a well-written recipe, but you cannot devise and implement mobility solutions simply by following the Steps in a guide.

Although this MAMBA Guide was written with a good deal of care and dedication, and although it is based on a lot of research and experience, we obviously do not claim that it is some kind of a magic formula that will guarantee successful mobility solutions. We do hope, however, that it will serve as an inspiration and as a “tool-to-think-with” — one that helps others consider important aspects of the solution they are seeking to develop, brainstorm certain key issues, discuss particular aspects with certain potential partners, etc. We have tried to structure the findings from the MAMBA project in a helpful manner, and to order them in a way that will make the most sense to our readers. But this is, admittedly, a simplified version of the real world. In one case, the initial impulse for better mobility solutions might indeed start with the realisation that some people are excluded from full participation in society because of limited mobility options. In other words, the process might start with an understanding of the pressing nature of the problems involved.

In other cases, however, the initiative may well come from somewhere else. Perhaps someone has a concrete idea. Or maybe a foundation would be willing to fund an inclusive mobility solution. Or a new government programme might invite proposals for new projects. Or a local organisation might say that its members are willing to volunteer for a project like this. All of these can be excellent starting points for collaborative mobility solutions. No matter where the initiative stems from, it is always good to think through certain important aspects systematically, as discussed in this Guide. For example, if civic organisations express a willingness to “do something”, spend some time thinking about how the public sector could complement it — and vice versa!

Likewise: If someone has a concrete idea, embrace the motivation but do not forget to double-check whether the idea really addresses the needs of the most vulnerable citizens (Step 1A: Identify the main problem). Always involve the intended target group early on, to make sure that whatever is planned is centred on the users. And make sure you also involve other stakeholders, including social organisations, businesses and the public sector (Step 2A: Establish a stakeholder network) — because someone from there might have certain skills and resources that you need, or an even better idea (Step 2C: Brainstorm ideas). In addition, always consider the local conditions (Phase 2: Articulate a vision and generate ideas) — especially if you derived inspiration from somewhere else. Also, please be realistic! Do not rush off in a direction that might turn out to be a dead end. Put positively: be aware of the challenges (Step 1C: Be aware of challenges), but also identify and build on the strengths in your area and community (Step 1D: Identify opportunities and strengths).

Experience shows that it is useful to draw up a shared vision among important partners (Step 2B: Jointly develop a vision and talk about different scenarios for your region) because this can mobilise collective enthusiasm. And if there are multiple ideas on the table, it is obviously important to decide which one to pursue. This selection process (Step 2D: Select the most promising idea(s)) should be transparent and participatory. At some point, it will be necessary to think through all the details and components of a selected idea (Step 3A: Identify the building blocks of your solution, except funding and legal issues). This also means drawing up a plan for very serious aspects such as money and what the liability implications if something were to go wrong (Step 3B: Consider secure funding and liability). Obviously, a detailed plan also has to answer the question, “Who does what, and when?” (Step 3C: Develop actionable tasks related to the solution(s)) and “How can we best inform the public?” (Step 3D: Communicate the solution to the public).



Source: Raitis Lapans

It goes without saying that the above preparatory Steps all serve a single purpose. That is, to launch your new mobility solution and to make sure that it runs smoothly in the long term. This requires a plan for day-to-day management (Step 4A: Manage the implementation process). It will also require minor adjustments early on to make sure that important lessons from the first days or weeks of operation are quickly understood. Step 4B (Monitor the process and evaluate the effects of your project) is about measuring the effects of your mobility solution so that you can prove its impact(s), for example, to policy makers. Ideally, this means that you will document the situation

well before anything is implemented so that there is a firm basis upon which to compare the situation *afterwards*.

And, last but not least, it is always good to share your experience with others (Step 4C: Share what you have learned with others and inspire them). Most innovative mobility solutions derive inspiration from elsewhere. There is no point in reinventing the wheel — even though it is a good idea to customise it suit the context. We hope that this MAMBA Guide has provided you with inspiration, and we would like to thank all of the existing projects which published their results, shared their stories and responded to our questions.

References and endnotes

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Endnotes

¹ Rupprecht Consult (editor). (2019). Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan (Second Edition). https://www.eltis.org/sites/default/files/sump-guidelines-2019_mediumres.pdf.

² Both of the tools listed come from: Franta, L., Haufe, N., Dangschat, J. S., & Witthöft, G. (2017, November 3). D2.1 Handbook for Participation Strategies for Mobility Issues in Neighbourhoods. Retrieved June 11, 2020, from https://civitas-sunrise.eu/wp-content/uploads/2019/07/D2.1_Participation-Handbook.pdf

³ It is important to mention, however, that some aspects of monitoring and evaluation activities need to start earlier, in particular the definition of key performance indicators and the documentation of the “before” situation — see also Step 4B.

