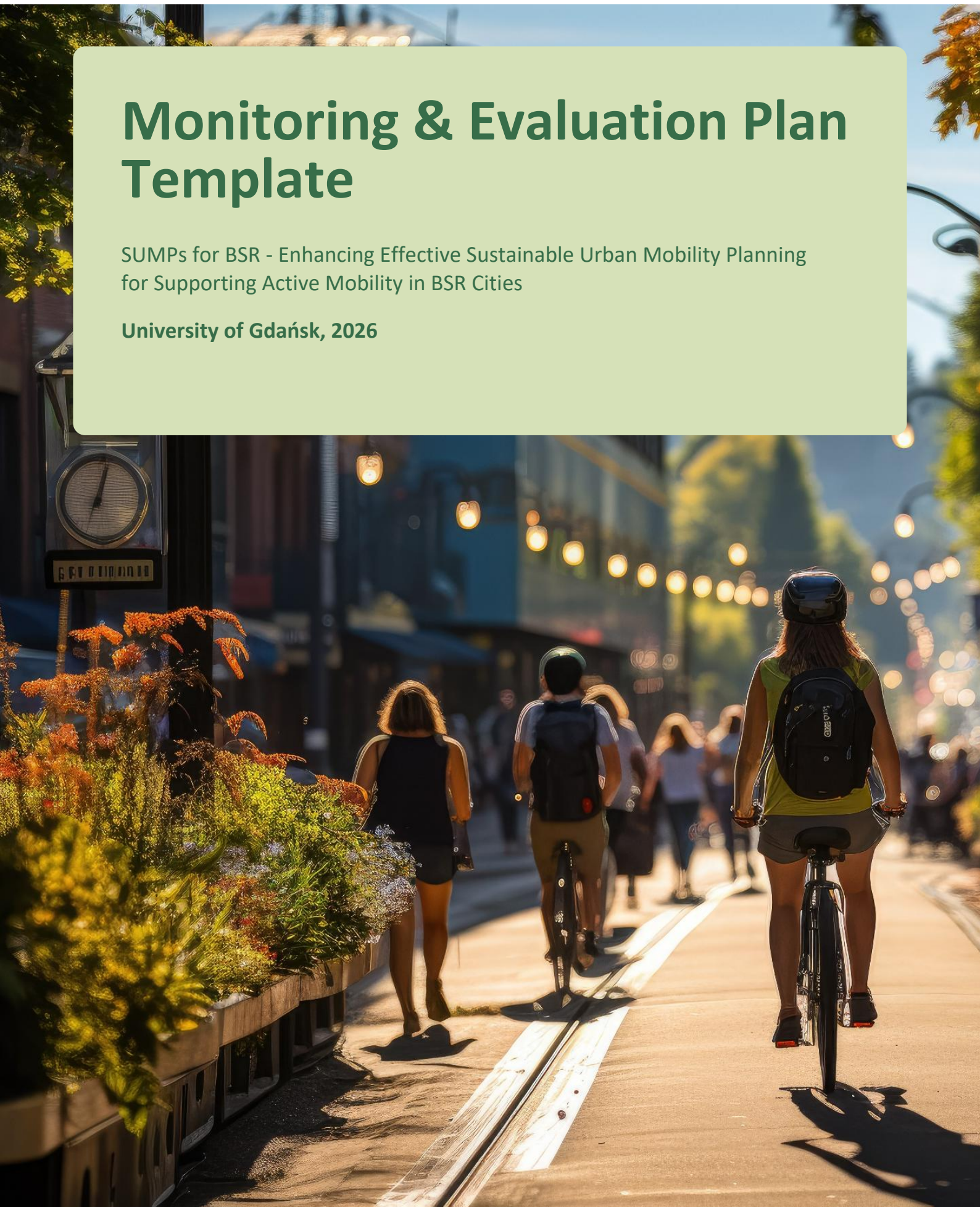


Monitoring & Evaluation Plan Template

SUMPs for BSR - Enhancing Effective Sustainable Urban Mobility Planning
for Supporting Active Mobility in BSR Cities

University of Gdańsk, 2026



Imprint

This publication has been developed within the European project **SUMPs for BSR – Enhancing Effective Sustainable Urban Mobility Planning for Supporting Active Mobility in BSR Cities**, co-financed by Interreg Baltic Sea Region.

The project SUMPs for BSR, co-funded by the Interreg BSR programme, is supporting transition to sustainable urban mobility planning. The SUMPs for BSR consortium consist of the following partners: Union of the Baltic Cities Sustainable Cities Commission c/o City of Turku (FI), University of Gdansk (PL), Institute of Baltic Studies (EE), Cēsis Municipality (LT), City of Gdynia (PL), University and Hanseatic City of Greifswald (DE), Gävle Municipality (SE), Panevėžys City Municipality (LT).

The sole responsibility for the content of this publication lies with the authors. It does not necessarily reflect the opinion of the European Union.

Contract:	SUMPs for BSR – Enhancing Effective Sustainable Urban Mobility Planning for Supporting Active Mobility in BSR Cities no. C055
Title:	Monitoring & Evaluation Plan Template
Version:	01/2026
Authors:	Marcin Wołek & Aleksander Jagiełło, University of Gdańsk
Layout:	Ira Sibelius, City of Turku
Cover picture:	© Adobestock / Sebastian / if you have changed the cover picture insert name of the photographer.

This publication is subject to the copyright of the SUMPs for BSR consortium and its authors and contributors.

How to cite: Wołek, M. & Jagiełło, A. (2026, 1). Monitoring & Evaluation Plan Template. Output 2.1 of the SUMPs for BSR project, co-funded by Interreg Baltic Sea Region. University of Gdańsk.

Project note

SUMPs for BSR project supports cities shifting their planning practices towards people-centered sustainable urban mobility planning focusing on active mobility modes to fight the climate crisis. The project aims to increase the uptake of Sustainable Urban Mobility Plans (SUMP) as a strategic tool for sustainable mobility planning by developing tools and offering extensive capacity building for local authorities, especially in small and mid-sized BSR cities. A common framework on monitoring and evaluation for sustainable urban mobility planning will be developed to set up sound local processes suitable to smaller cities. Together with a unified model for testing and experimenting with innovative mobility solutions, it will help to evaluate the performance of the local mobility system and to provide crucial information for planning and decision making.

Content

Introduction	4
What are Monitoring and Evaluation?	4
Common Mistakes in Developing the M&E for Sustainable Urban Mobility Planning	5
What is the M&E Plan Template?	6
Who is the M&E Plan Template for, and how to use it.....	8
Pathway Selector.....	9
Indicator table.....	12
The M&E Plan Template	13
■ Section 1: Introduction	13
■ Section 2: Objectives of the SUMP or other relevant strategic document	14
■ Section 3: Reflection on the current monitoring & evaluation practices	15
■ Section 4: Evaluation of the current indicators	17
■ Section 5: Data gaps.....	17
■ Section 6: Setting targets and indicators	19
■ Section 7: Monitoring & Evaluation procedures	20
■ Section 8: Transforming the monitoring & evaluation framework into a political decision-making process	21
■ Section 9: Collaboration with other parties.....	22
■ Section 10: Timeline	24
■ Section 11: Reporting.....	24
■ Section 12: Evaluation.....	25

Introduction

Monitoring and evaluation (M&E) are essential and continuous components of the sustainable urban mobility planning (SUMP) process. While monitoring is one of the distinct stages in the SUMP planning cycle, the elements that determine its quality and its usefulness appear at various stages of the planning process.

Figure 1 shows at which stages of mobility planning M & E appear and how significant they are.

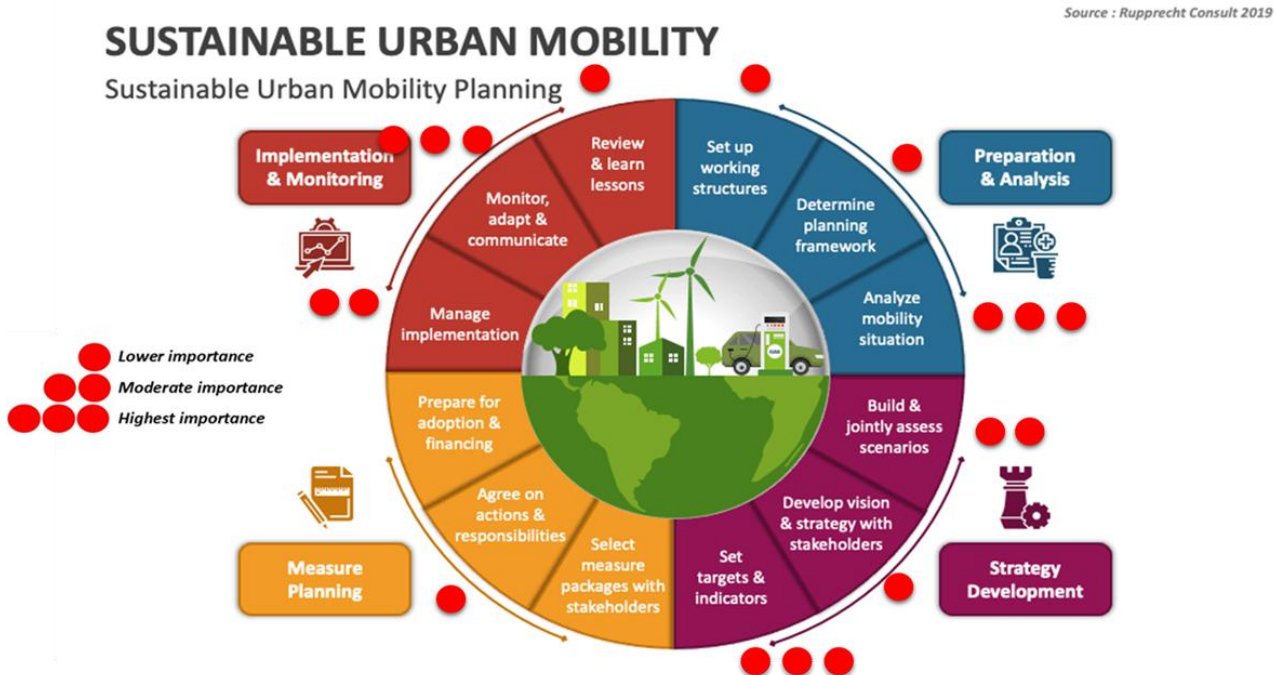


Figure 1. Monitoring and evaluation play different roles across SUMP phases, being most critical during implementation and monitoring, and moderately important during strategy development and measure planning.

What are Monitoring and Evaluation?

Monitoring is a regular, ongoing process conducted mainly by an internal team to track performance and results during the implementation of an action plan. Its purpose is to support day-to-day management and correct deviations from the plan. Monitoring relies primarily on a set of indicators. It does not question the SUMP itself, rather it evaluates how well the planned actions are being carried out. Evaluation, by contrast, is periodic and strategic. It can be carried out by internal and/or external evaluators before, during, or after implementation.

Evaluation focuses on assessing whether the plan's vision, goals, and policies are relevant. The evaluation aims to determine whether the SUMP remains appropriate and to identify lessons for improvement, informing future planning. It uses a broader range of methods, such as interviews, focus groups, reviews, and indicators. The effectiveness of M&E depends on understanding what monitoring and evaluation are. Table 1 presents their key characteristics.

Table 1. The main features of the Monitoring & Evaluation

Aspect	Monitoring	Evaluation
Frequency/ Timing	Frequent, regular	Strategic, periodic, less regular
Purpose	Supporting managerial decisions	Learning for policy and program improvement (“lessons learned”)
Timeline	SUMP’s action plan	Before, during and after implementation of the action plan
Performing body	Internal team	External or/and internal evaluators
Content of the process	Performance and results	Vision, goals adequacy, compliance with policies
Principal aim	Correcting deviations from the plan	Assessing plan adequacy
Notion of public action	Does not question the plan	Allows questioning the plan
Main tools	Indicators	Interviews (also Focus Group Interviews), reviews, indicators

Source: own study based on: S. Segura, b. Pedregal: *Monitoring and Evaluation Framework for Spatial Plans: A Spanish Case Study*. “Sustainability” 2017 nr 9(10), A. Markiewicz, I. Patrick: *Developing Monitoring and Evaluation Frameworks*. SAGE Publications, 2016, *Monitoring and evaluation Assessing the impact of measures and evaluating mobility planning processes*. CHALLENGE “Addressing Key Challenges of Sustainable Urban Mobility Planning”, co-funded by the European Commission 2016.

Common Mistakes in Developing the M&E for Sustainable Urban Mobility Planning

Many cities face similar challenges while designing an M&E plan for the SUMP. These, among other things, stem from the desire to develop an accurate system for monitoring numerous processes, only some of which depend directly on the actions of public authorities at the local or metropolitan level. Today, due to technological development, decision-makers have access to vast databases whose processing faces serious challenges in terms of human and financial resources, as well as legal constraints (e.g., personal data protection). In addition, some of these databases are often controlled by private enterprises operating globally, whose interests may diverge from those of local communities, and their strategies are not compatible with urban mobility plans.

Among the most common mistakes in developing the M & E schemes, we can find:

- Too many indicators: Overcomplicates the framework and hinders practical evaluation.
- Overly complex indicators: Difficult to measure and interpret, leading to confusion.
- Indicators not aligned with objectives: Weakens the achievement of the strategic goals of the plan.
- No baseline reference: Making it impossible to measure meaningful progress.
- Unrealistic target values: Setting unattainable goals hampers realistic assessment.
- Monitoring irrelevant issues: Diverts resources from critical areas.
- Lack of indicator prioritisation: (strategic, core, auxiliary), focusing on what's important.

- Ignoring existing strategic documents: causes inconsistency.
- Inconsistent methodologies: distort evaluation results (e.g., different definitions of walking trips).
- Undefined responsibilities: results in unclear ownership of specific M&E process.
- Unclear measurement Intervals: results in a lack of precise timing for conducting future measurements.
- Insufficient collaboration: results in weak engagement with external institutions and companies for data sharing.
- Lack of a common glossary and consistent definitions (unified understanding of terms like “trip”, “accessibility”, “walking trip”).
- No data validation and quality assurance procedures leading to unreliability of indicator values.
- Underestimating resources and/or costs needed for monitoring and evaluation.
- Focus on outputs (e.g. kms of cycling lanes) rather than outcomes and impacts (e.g. share of cycling in the modal split, number of cyclists in a given corridor).
- Limited qualitative evidence and user feedback- purely quantitative monitoring can miss barriers such as perceived safety, comfort, convenience, and acceptability.
- Misinterpretation of results (correlation vs causation) — Changes may be wrongly attributed to mobility measures without accounting for external drivers (fuel prices, economic cycles, demographic change, construction works).
- Low transparency and weak communication of results to residents.
- Legal, privacy and data protection risks (e.g., GDPR) — Use of mobility data (ticketing, apps, CCTV, mobile data) without an appropriate legal basis, anonymisation, and security can block data access and create liabilities.

This template helps cities avoid the aforementioned mistakes by providing a structured, realistic approach to monitoring and evaluation.

What is the M&E Plan Template?

The Monitoring & Evaluation Plan Template is one of two practical tools (the other being the **Indicator Selector Tool**) of the Monitoring and Evaluation framework, developed within the **SUMPS for the BSR** project, to support cities in establishing effective monitoring and evaluation processes for sustainable urban mobility planning.

It offers:

- a clear structure for designing or improving a local M&E plan,
- flexibility for cities of different sizes and capacities,
- strong emphasis on active mobility indicators,
- a practical guide complementing the Indicator Selector Tool and the M&E Framework
- examples drawn from the BSR region.

It can be used to:

- create a standalone M&E plan,
- update or improve the monitoring section of an existing mobility plan,
- serve as a checklist for cities with a functioning SUMP,

- support internal evaluation of current practices and resources,
- guide cooperation between planners, management, and decision-makers.

The links between the documents and tools dedicated to M&E are presented in Fig. 2.

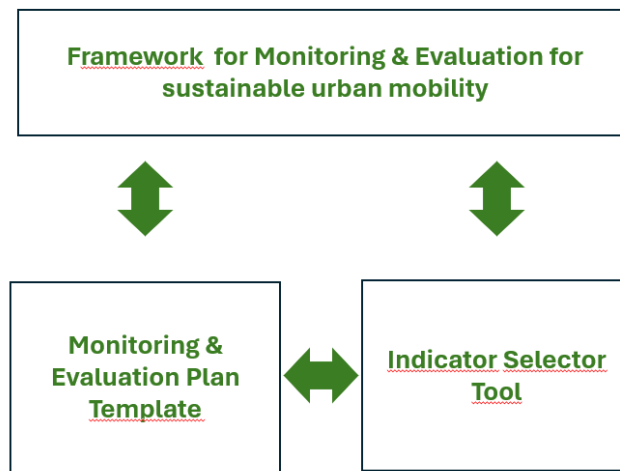


Figure 2. Relationships between the Monitoring & Evaluation Framework, the M&E Plan Template, and the Indicator Selector Tool within the SUMP for BSR project.

Urban mobility planning is a process that takes place in a diverse environment, involves various stakeholders, and affects all residents and businesses in a given city or functional area.

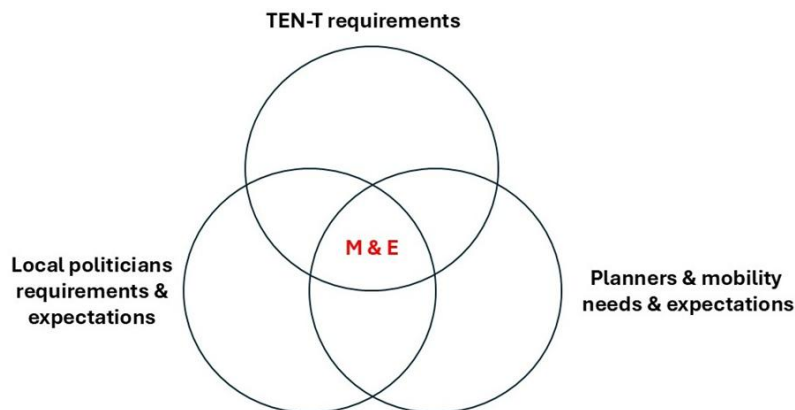


Figure 3. Position of M&E within the urban political context, where political expectations, planning needs, and TEN-T requirements overlap.

Most of the activities and processes resulting from the adoption of a SUMP are carried out by public authorities or their subordinate units. This means that the mobility plan is prepared, adopted, and implemented within the specific political reality of each city and Member State. Therefore, in the SUMP for BSR project, the actions aimed at developing the M&E Plan Template were carried out with broad participation and strong engagement from the project partners (PPs) and external target group representatives. These were mainly cities involved through workshops and consultations, the Local Indicator Workshops, held in each city, and validation with representatives of the Cross-border Advisory Group, which provided a broader representation of the target groups for the final assessment (Fig. 4).

Feedback collected from individual cities during the development of the M&E Plan Template enabled the document to be genuinely tailored to end users' needs. Based on the input received,

the template’s structure was streamlined, and the content of individual sections was refined: components considered unnecessary or of limited practical value were removed, while those identified by cities as critical were expanded and clarified.

The feedback also enabled calibration of the number, level of detail, and wording of questions in each section to match cities’ actual implementation capacity (including available resources, competencies, and time). The revisions took into account the diverse realities of very small, small, and medium-sized cities across the Baltic Sea region, ensuring that the template remains methodologically consistent while still flexible enough to be applied in different local contexts.

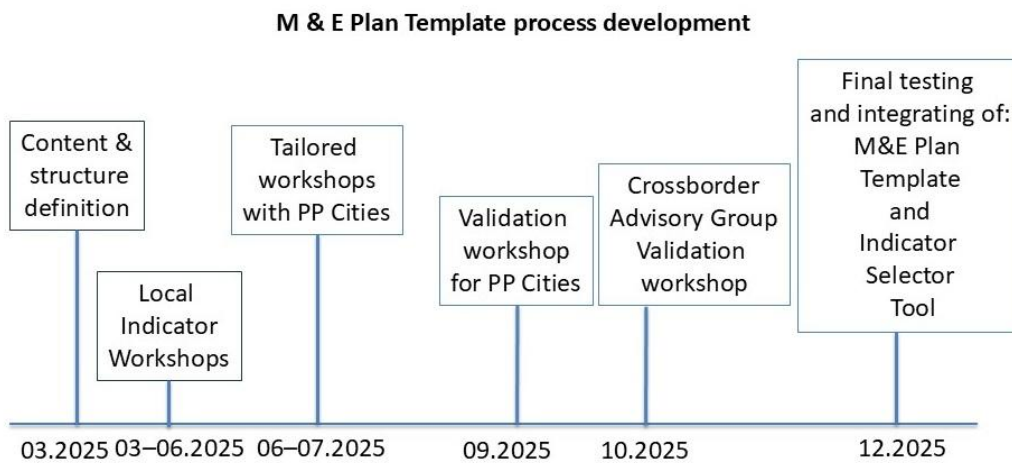


Figure 4. The process of development of the M & E plan template

Who is the M&E Plan Template for, and how to use it

This template is intended for public administrations, mobility planners, stakeholders, and experts engaged in developing, monitoring, and evaluating sustainable urban mobility plans. It provides a practical framework for creating a standalone M&E plan or improving the monitoring and evaluation chapter within an existing mobility plan or another strategic document.

The template offers guidance on structuring the M&E process, defining responsibilities, identifying data needs and resources, and determining how progress will be communicated and reviewed. It should be supplemented with a clear set of monitoring indicators and, where applicable, a short descriptive section outlining processes, responsibilities, resources, formats, and reporting intervals. These components could later be incorporated into the publicly available mobility plan to ensure transparency and accountability.

The M&E Plan Template consists of 12 sections, grouped into four thematic blocks, which represent components of M&E planning.

 Green block – Context, vision, objectives


Helps you describe the overall mobility situation and identify the key visions and targets for developing sustainable urban mobility in your city. If this information is already included in your SUMP or similar plan, you may proceed directly to the next block.

 Orange block – Reflection and gap analysis

Guides you through assessing existing monitoring and evaluation practices and identifying gaps. Cities without an M&E plan can use this block to establish their starting point.

 Blue block – Indicators

Helps you define targets and select meaningful, realistic, and relevant indicators to monitor progress toward your city's vision and objectives.

 Red block – Procedures and implementation

Helps you develop the monitoring and evaluation section of your mobility plan, including responsibilities, collaboration, resources, timelines, reporting, and evaluation methods.

Depending on your city's needs and available capacity, you may:

- follow **all of the sections**,
- complete the sections recommended for your city's pathway (see Pathway Selector),
- use selected sections as a **checklist** for improving already existing practices.

Certain parts also contain references to other valuable materials and tools developed within the Project, namely:

- Indicator Selector Tool (a database of indicators divided into various categories and sections);
- Monitoring & Evaluation Framework, which complements this document.

Cities should document their answers so that they can compile them into a Monitoring & Evaluation Plan.

Pathway Selector

This template is designed for cities with different levels of experience, resources, and advancements in sustainable urban mobility planning. You could use our short entry checklist to identify the recommended pathway through the M&E Plan Template, so you can focus on the most relevant sections while managing the workload and still developing a robust, realistic Monitoring & Evaluation Plan.

Tick every statement that applies to your city:

■ GREEN BLOCK — Context & Objectives

- We have a mobility plan or SUMP
- We have defined mobility objectives or targets
- We have a description of the local mobility context

■ ORANGE BLOCK — Reflection & Gaps

- We have an M&E plan or similar document
- We regularly collect key mobility data
- We have a list of indicators already in use
- We know our main data gaps
- We know which external actors hold relevant data

■ BLUE BLOCK — Indicators

- We have targets linked to indicators
- Our indicators are SMART (Specific, Measurable, Achievable, Relevant, Time-bound)
- Our indicators have clear definitions
- We can monitor most indicators with available data

■ RED BLOCK — Procedures and implementation

- Responsibilities for monitoring are clearly assigned
- We have a regular reporting routine
- We have a timeline for data collection/update
- M&E findings are discussed politically
- Evaluation (mid-term or final) has already been carried out

Based on the items you selected in the **checklist**, this section guides you to the most suitable pathway.

You can follow:

Path A – starting from zero, if you have:

- ticked none or only one or two boxes across the entire checklist,
- OR ticks are almost entirely in the **Green block only**, with little or nothing in Orange/Blue/Red.

Recommended Sections for Path A: 1,2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

This path covers all sections of the M&E Plan Template. It is intended primarily for cities that have not yet had experience with urban mobility planning.

Path B – updating or improving an existing plan, if you have:

- ticks spread across Green and Orange blocks,
- some indicators, some data, or partial monitoring,
- lack of consistency or clear procedures in Red,
- **OR** you are updating an existing SUMP.

Recommended Sections for Path B: 2, 3, 4, 6, 7, 8, 12

This path is recommended for cities facing the challenge of updating or adopting a mobility plan. Such a situation usually means that the organisation has staff with experience in monitoring and/or evaluation, and that it has gained expertise by adopting and implementing a mobility plan. In many cases, this may have been a document that was not officially called a 'SUMP', but contained all or some of its elements, particularly regarding monitoring activities.

Path C – strengthening an already established SUMP and M&E plan, if you:

- ticked many items in Green, Orange, Blue, and Red,
- already collect data regularly,
- already have a set of indicators,
- have some reporting or evaluation practice.

This path concerns cities (or urban areas) that already have an up-to-date mobility plan. In this case, the M&E Plan Template can serve as a checklist to improve the monitoring and evaluation process in response to changes in the wider environment.

Recommended Sections for Path C (Mainly checklist mode): 2, 3, 4, 5, 6, 7, 8, 10, 11, 12

The Pathway Selector and the thematic categories are provided as recommendations for your convenience. You can use the template as you see best fit for the conditions and level of advancement of your city in the sustainable urban mobility planning process.

Indicator table

This indicator table helps you to list the selected indicators and to fill in all key information about them. It is recommended to include at least this information in the monitoring and evaluation plan.

Objective	Related Indicator	Indicator Description	Classification (Core/Specific)	Source of data	Base-line value	2026	2027	2028	Target Value	Responsible Party	Resources

The M&E Plan Template

■ Section 1: Introduction

If you are producing a standalone monitoring and evaluation plan (not connected to an existing plan), or if including this information would help communicate it to stakeholders, consider adding an introductory chapter. This section should provide a general overview of your city, its transport and mobility situation, key challenges and the relevant strategic objectives. Therefore, it is crucial to create a concise portrait of the city's mobility, focusing on the most critical issues and omitting less relevant ones, which — especially in smaller towns — could lead to an excessive dispersion of resources.

The purpose of this section is to outline the key characteristics of your city and the features of your SUMP or other strategic mobility plans. It is recommended primarily for cities without experience with SUMP.

Below is a list of questions whose answers will form the main part of the city/functional area description. These questions help you provide background information on the mobility situation, the main problem areas, and the challenges in your city/town. Try to answer the following questions while avoiding unnecessary detail:

- Are there major geographical or physical features impacting mobility (rivers, hills, rail lines, etc.)?
- What is the city's role in a Functional Urban Area, if present (core city, suburban city/town)?
- What are the main urban functions of the city (e.g. port & logistics, university, tourism)?
- Does the city host significant transport connections (highways, rail, airport, port)?
- What are the main challenges for the development of your city?

In case of specific transport & mobility issues, an answer to the following questions may help to understand the basic challenges:

- What are the main challenges for transport and mobility in your city (i.e. low level of traffic safety, accessibility, low level of public transport services, congestion in selected areas)?
- Are there any significant gaps in infrastructure (walking, cycling, public transport, etc.)?
- Are there any gaps in service for special groups (i.e. elderly, people with disabilities)?
- What is the city's financial capacity for mobility investment?
- What are the key mobility characteristics of the city (modal split, peak hours, trip purposes)?

Cēsis is part of the wider Vidzeme Functional Urban Area, acting as a regional center for services, culture, education, and tourism. It complements larger cities like Valmiera and Riga by providing regional-scale functions and attracting visitors.

The city is known for its tourism, with Cēsis Castle, cultural events, and Gauja National Park as key attractions. Other functions include education (regional schools, creative industries), light manufacturing, and administrative services.

Key mobility characteristics of Cēsis:

- High reliance on private cars for daily mobility.
- Public transport is mainly provided by regional buses and the railway (link to Riga).
- Walking is common in the compact city center, though cycling is less developed due to terrain and infrastructure gaps.
- Peak hours correspond to school and work commuting, while weekends and holidays see peaks from tourism-related trips.

Infrastructure gaps:

- Cycling: limited and fragmented cycling paths.
- Walking: historic center is pedestrian-friendly, but some residential areas lack safe sidewalks.
- Public transport: infrequent schedules and weak integration between bus and rail services.

Figure 5. An example of the short diagnosis of the main mobility features of a smaller city: Cēsis (Latvia)

Source: Draft of the Monitoring & Evaluation Plan for Cēsis. SUMPS for BSR, 2025

■ Section 2: Objectives of the SUMP or other relevant strategic document

Issues of transport and mobility appear in various strategic and operational documents developed at the city, county, or functional urban area level. First, you should check whether such goals have already been set out in higher-level documents, such as the city's development strategy or environmental protection program.

Depending on the context, it is also worth reviewing the regional framework for sustainable mobility planning.

The purpose of this section is to:

- to provide a clear overview of the strategic and institutional context for sustainable urban mobility planning in the city;
- to identify the main objectives and elements of the SUMP or any other relevant strategic documents.

Try to answer the following questions:

- What are the most relevant planning and policy documents (e.g. strategy of development, SUMP, transport strategy, etc.) that guide mobility planning?
- Is there a city's strategic vision for sustainable mobility embedded in the most important documents?
- What strategic goals have been set—citywide or at the Functional Urban Area (FUA) level (according to transport & mobility)?

- Are there specific targets related to climate, transport, accessibility, and health?
- What national or regional planning frameworks influence local mobility planning?
- Is your city part of any collaborative networks (e.g. climate, traffic safety, MAL in Finland) that influence strategy implementation?

Turku's traffic environment and service network encourage everyone to move safely, healthily, and sustainably.



Figure 6. An example: Vision and strategic goals of the Turku SUMP
 Source: Draft of the Monitoring & Evaluation Plan for Turku. SUMPS for BSR, 2025

Integrating strategic vision for sustainable mobility from different strategic documents: Cēsis, Latvia

- The Strategy frames Cēsis as a compact, high-quality living environment aligned with *Latvija2030* and Vidzeme regional plans, with integrated planning across sectors. Mobility is treated as part of the “accessible region” and the high-quality public realm.
- The SECAP vision adds a climate lens: climate-neutral by 2050, and, by 2030, shifting mobility and infrastructure toward lower emissions and resilience.



Figure 7. An example: A review of existing strategic documents can bring an integrated overview of the vision for the mobility issues: the case of Cēsis (Latvia)
 Source: Draft of the Monitoring & Evaluation Plan for Cēsis. SUMPS for BSR, 2025

■ Section 3: Reflection on the current monitoring & evaluation practices

The purpose of this section is to assess how the process of monitoring and evaluation of sustainable urban mobility has been carried out to date.

In most cases, we don't need to start our work from scratch. Even if a SUMP has not yet been developed, there are usually other documents that address various aspects of sustainable urban mobility. Answering the following questions will help assess whether a monitoring and evaluation process has been designed and is being implemented in relation to the existing document.

You can use this chapter to reflect on how M&E is currently conducted in your city. Use it to spot strengths, weaknesses and gaps. Cities and towns without experience can use it to identify the starting points or to extract other strategic documents related to transport and mobility.

Try to answer the following questions:

- Do you have a monitoring and evaluation of the sustainable urban mobility process in place?
- Does the current mobility plan have well-defined indicators? (i. e. SMART indicators)?

- Are there units responsible for collecting and reviewing mobility data?
- Do you regularly collect data across key areas, such as public transport, walking/cycling, air quality or traffic?
- Do you use this data to guide decisions and/or update strategies?
- Do you cooperate with other departments, private/public operators, or residents to improve M&E (i.e. in case of data collection process)?



Figure 8. An example: Greifswald (Germany) uses permanent cycling measurement, which is available online
Source: Draft of the Monitoring & Evaluation Plan for Greifswald. SUMPS for BSR, 2025

Thematic area	Indicator	Description	Units	Value in 2020	Target value 2027	Data source
Health	Reduction in number of injuries	Number of people who died from external causes per year / average annual population	per 100,000	254.72	150	Panevėžys city administration Social Affairs Division
Traffic safety	Traffic incidents	Number of registered road incidents in Panevėžys city	Units	168	120	Lithuanian Department of Statistics
		Number of fatalities in Panevėžys city	Units	9	0	Lithuanian Department of Statistics
Transport	Environmentally friendly public transport	Share of public transport vehicles powered by less polluting fuels, electricity and/or gas, from all public transport vehicles	%	25	35	Panevėžys city administration City Infrastructure Division
Transport	CO ₂ -free zones	Number of CO ₂ -free zones	Units	0	1	Panevėžys city administration City Infrastructure Division
Environment	Greenery index	The greenery index is expressed as the ratio of ecologically effective surface area to the total land area	%	76.25	76.25	Panevėžys city administration Urban Planning and Architecture Division
Environment	Air pollution reduction	Number of days when the daily limit value for PM ₁₀ particles (50 µg/m ³) was exceeded	Days	8	Not increasing	Panevėžys city administration City Infrastructure Division

Figure 9. An example: The Strategic Development Plan for the city of Panevėžys (Lithuania) includes important actions related to sustainable urban mobility planning. This document is a valuable resource for mobility planners, offering a comprehensive set of indicators with baseline values and targets for 2027.

Source: Draft of the Monitoring & Evaluation Plan for Panevėžys. SUMPS for BSR, 2025

■ Section 4: Evaluation of the current indicators

Indicators are the core of the monitoring framework. Their number, the data required for their calculation, and the calculation methods themselves mustn't become an end result. What matters most is that they enable the monitoring of the key elements and actions of sustainable urban mobility from the city's perspective. They should also reflect the size and specific characteristics of the city or functional urban area in question.

The purpose of this section is to help assess whether the indicators used by your city are practical, realistic and aligned with goals by answering the following questions:

- Do your indicators align with the goals outlined in your mobility plan or strategy?
- Do your indicators monitor progress?
- Are your indicators measurable?
- Are your indicators updated regularly? [Try to avoid indicators that depend on one-time studies or outdated sources].
- Do your indicators cover key themes, such as active mobility, accessibility, or emissions? [Check if there are gaps in what you measure vs. what matters (e.g. quality of life, perception of safety, emissions from the transport sector)].
- Is the data behind your indicators reliable, realistic, and clearly defined?
- Is the category of "walking" or „walking trip" clearly defined?

Objective	Indicator	Unit of measurement	Target 2025
The market share of public transport will be doubled by 2030 compared to the level in 2010	Registered trips per year	Million trips	15
	Share of public transport in relation to motorised traffic	%	32
	Registered municipal trips per year with X-Trafik's card	Number of trips	11 178

Figure 10. An example: Selected indicators related to one of the strategic objectives of Gävle's Strategic Program for the Environment

Source: Draft of the Monitoring & Evaluation Plan for Gävle. SUMPS for BSR, 2025

■ Section 5: Data gaps

This section aims to identify missing data, barriers to access, and how these gaps affect your monitoring and evaluation processes. Its purpose is to assess the availability, quality, and accessibility of data needed to monitor and evaluate key mobility indicators effectively. It is important to note that in an era of vast amounts of quantitative data, qualitative data — obtained, for example, through interviews, focus groups, or public feedback — should not be underestimated. They represent a valuable source of information, particularly for organisations with limited resources for collecting and analysing large quantitative datasets. Answering the following questions forms the section's content:

- Do you have enough up-to-date data to feed your most important indicators effectively? [If some key indicators can't be measured, note the gaps].
- Are specific topics missing or underreported (e.g. walking, freight, accessibility)? [Consider both mode-specific and cross-cutting areas, such as equity or health].
- What prevents you from filling these gaps—lack of tools, access, budget, or collaboration? [Barriers can be technical or institutional. List what's holding you back].
- Do external stakeholders (e.g. PT operators, national authorities) hold valid data you can't access? [Make a list of potential data holders/owners to follow up with].
- Do data gaps affect your ability to evaluate the mobility plan? [If so, these should be a priority in your improvement activities].
- Do you use qualitative data based on surveys, interviews, or public feedback?

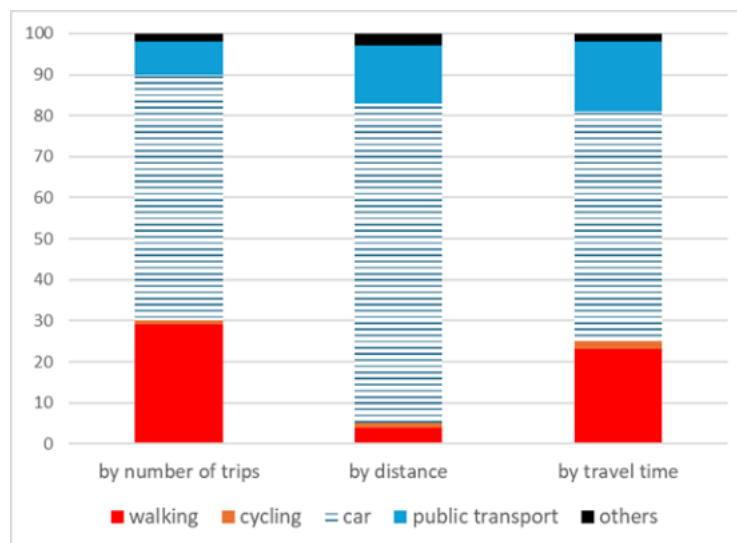


Figure 11. An example: different modal-split for the same territory based on different measurement units: Results of the modal split calculation based on the same sample but a different methodological approach from the National Travel Survey of England

Source: self-study based on <https://www.gov.uk/government/statistics/national-travel-survey-2024>

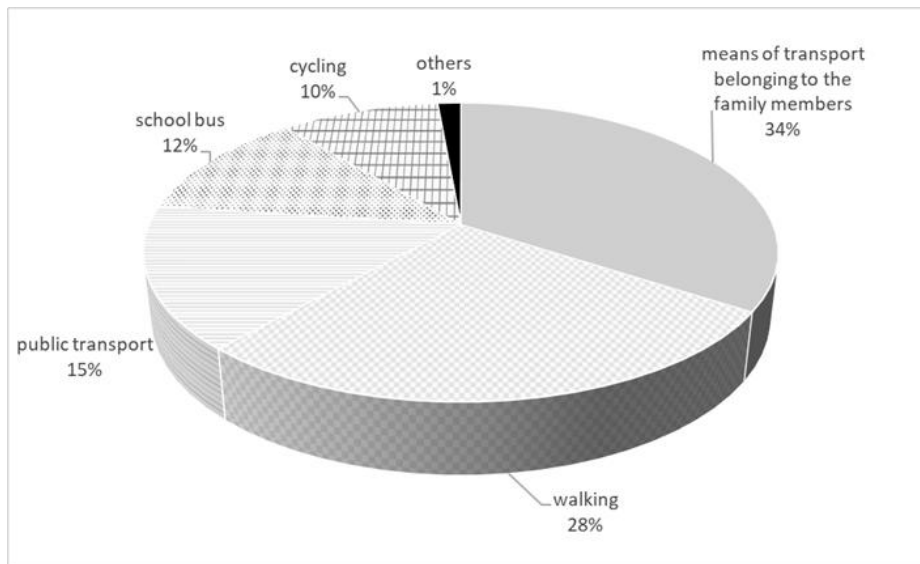


Figure 12. An example: Facing difficulties with extensive market research, a smaller city can start with a school mobility analysis. The getting-to-school survey conducted in Cēsis district (Latvia) in April 2023 provides a picture of diverse school mobility.

Source: Cēsis – final report from the research on the monitoring & evaluation scheme. SUMPS for BSR, 2024

■ Section 6: Setting targets and indicators

This section can help you define what to monitor and how. It aims to assess whether indicators are aligned with mobility targets, appropriately grouped, prioritised, and based on reliable data. Additionally, the chapter seeks to examine the comprehensiveness and practicality of the monitoring framework—ensuring that indicators cover all key aspects of the mobility system. This section can also help you determine whether the indicators you have selected align with the set vision and targets, and how to monitor them.

The purpose of this section is to evaluate how effectively the city defines, selects, and applies indicators to monitor progress toward its SUMP goals. Try to answer the following questions:

Defining what to monitor:

- Are your indicators linked to your city's SUMP goals or mobility targets? [Even if your city has not yet adopted a SUMP, it should reflect the targets it has set to develop sustainable urban mobility].
- Do you have a clustered (grouped) and prioritised list of indicators? [Consider whether your indicators are grouped according to their significance (i.e., strategic, supplementary, etc.)].
- Are there any key problem areas in your city that should be monitored closely? [This would help to ensure the key indicators are staying relevant].

Defining how to monitor:

- Do your indicators comprehensively cover your mobility system? [Include the overall performance indicators (e.g. safety, modal split, upcoming TEN-T regulations if needed) and more specific ones covering certain modes or areas].

- Can you realistically collect the data needed for the selected indicators? [It is advised to select the indicators for which data already exists and then build toward more advanced ones].

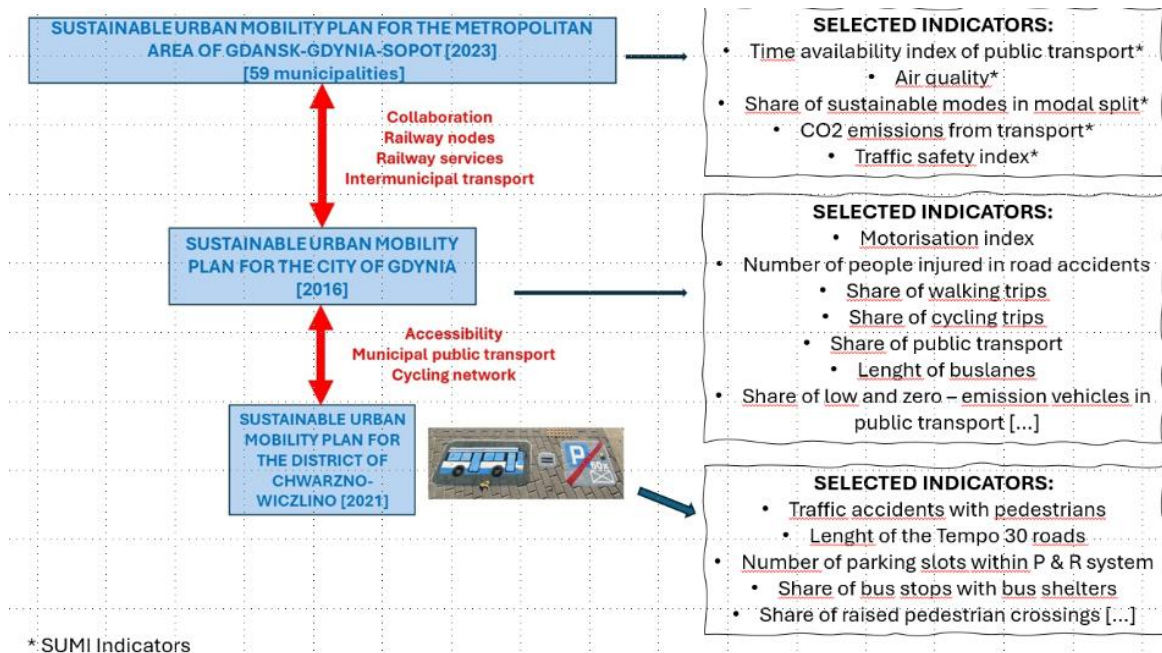


Figure 13. An example: Different indicators for the different levels of the SUMP: case study of Gdynia (Poland)
Source: Monitoring & Evaluation Framework for Sustainable Urban Mobility, SUMPS for BSR 2025



Figure 14. An example: Complex goals are precise and measurable – Turku (Finland)
Source: Draft of the Monitoring & Evaluation Plan for Turku. SUMPS for BSR, 2025

■ Section 7: Monitoring & Evaluation procedures

This section describes the local organisational structures and processes for monitoring and evaluation activities. This part helps you to develop the monitoring and evaluation section in your mobility plan. It aims to evaluate the local organisational structures and processes for monitoring and evaluation activities, and what should be improved. Once it's done, it is recommended to include a written description of the monitoring and evaluation process, including information on responsibilities, resourcing, and the timeline, as part of the monitoring and evaluation section of your mobility plan, alongside the publicly available Indicator Selector Tool [LINK: <https://bsr-sump.eu/>]. It is recommended to specify the formats, frequency, and forums for reporting the progress to various stakeholders, including decision-makers, city boards, city management, and planners, as

well as the means by which this information is communicated to citizens. The section seeks to ensure that the M&E process is well-structured, accountable, and sustainable. Its purpose is to assess the clarity and effectiveness of responsibilities within the SUMP's monitoring and evaluation (M&E) process. The following questions can be answered within this section:

- Have you clearly assigned who coordinates and oversees the M&E process? [There should be a leading unit or entity to track and orchestrate the entire process].
- Are roles for collecting, processing, analysing and reporting data clearly defined? [Make the responsibilities visible and known].
- What resources are allocated for the monitoring and evaluation? [Outline different types of resources that need to be considered, including financial, staff resources, external consulting costs, existing databases, transport models or other tools].
- Ensure that someone is assigned to handle timely updates and follow up when data is delayed or missing. [The Indicator Selector Tool can be instrumental in reflecting who is responsible for the given indicator].

■ Section 8: Transforming the monitoring & evaluation framework into a political decision-making process

This section checks whether the monitoring and evaluation activities support the decision-making processes. It aims to assess whether conflict areas are adequately monitored, M&E processes remain objective and adaptable to political changes, and results are effectively communicated to decision-makers. The section also seeks to evaluate how M&E findings are integrated into policy discussions and formal administrative processes to promote transparent, informed, and solution-oriented decision-making. Given the political sensitivity of these topics, it is essential to select relevant monitoring indicators and ensure careful evaluation.

The purpose of the section is to examine how the monitoring and evaluation (M&E) framework addresses politically and socially sensitive mobility issues and supports evidence-based policymaking. Trying to answer the following questions can help dealing with political risks associated with the SUMP preparation and implementation:

- Do your indicators include monitoring topics that may be politically or socially sensitive? [Examples: parking, road space allocation, etc.]
- Are known conflict areas included in the monitoring scheme?
- Can your M&E results support informed policy discussions and decision-making processes?
- Is there a communication strategy to constructively present politically sensitive M&E results and solutions-oriented?
- Are M&E findings easily accessible for the decision-makers in the city administration? [Is the concise report on the M&E available?]
- Where and when the M&E outputs are discussed in political processes within the city administration or related units (i.e. public transport authority, road & traffic management)? [I.e. in the form of annual transport reviews, annual city reports, SUMP updates, etc.]

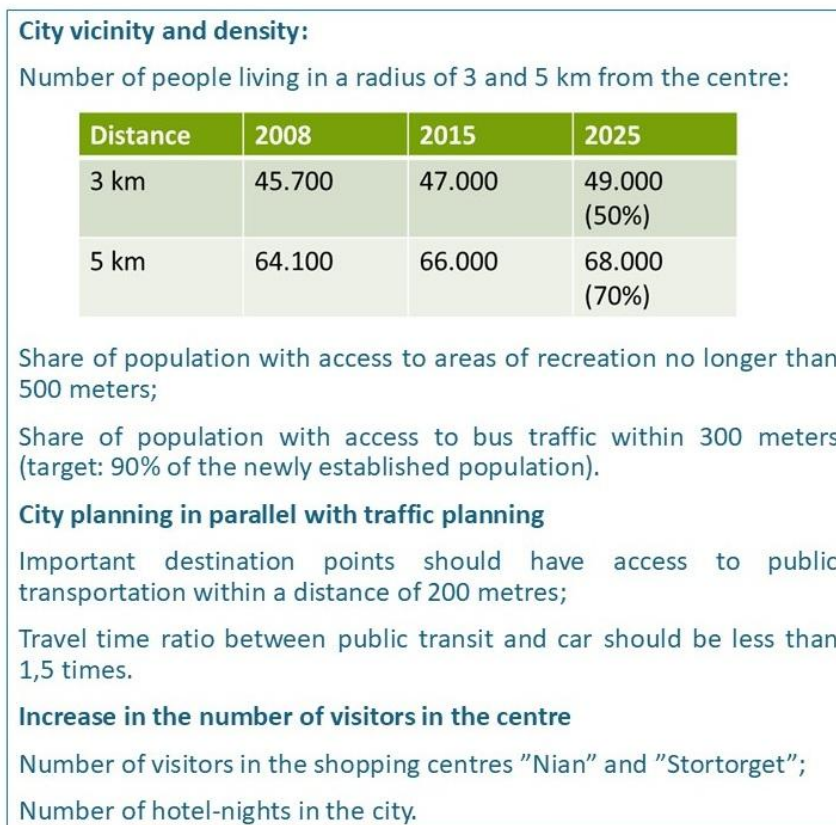


Figure 15. An example of indicators related to the urban form and character: ambitious but challenging, requiring spatial planning tools and trained staff in Gävle (Sweden)

Source: Draft of the Monitoring & Evaluation Plan for Gävle. SUMPS for BSR, 2025

■ Section 9: Collaboration with other parties

This section aims to identify which stakeholders and external partners hold data that could support your monitoring and evaluation processes. It aims to identify key organisations that have valuable data, evaluate existing and potential partnerships, and examine how data from major institutions and stakeholders can support mobility planning. The chapter also seeks to uncover gaps in external data availability and helps to develop actions to enhance cooperation and improve the completeness of mobility-related datasets. Its purpose is to assess the level of collaboration and data-sharing between the city and external partners relevant to urban mobility.

Try to answer the following questions:

- Have you identified external organisations/partners that have valuable data? [Think of public transport operators, national authorities, universities, police, shared mobility providers, etc.]
- Do major local institutions (e.g. malls, factories, ports, railway stations) generate transport demand or challenges? [Consider collecting data on aspects such as commuting, parking, access, and freight flows].
- Have you contacted partners or data owners to explore potential collaboration? [Start by mapping potential partners and leveraging established relationships to reach out to them].
- Have potential gaps in data availability from external partners been identified, and are there strategies to address them].

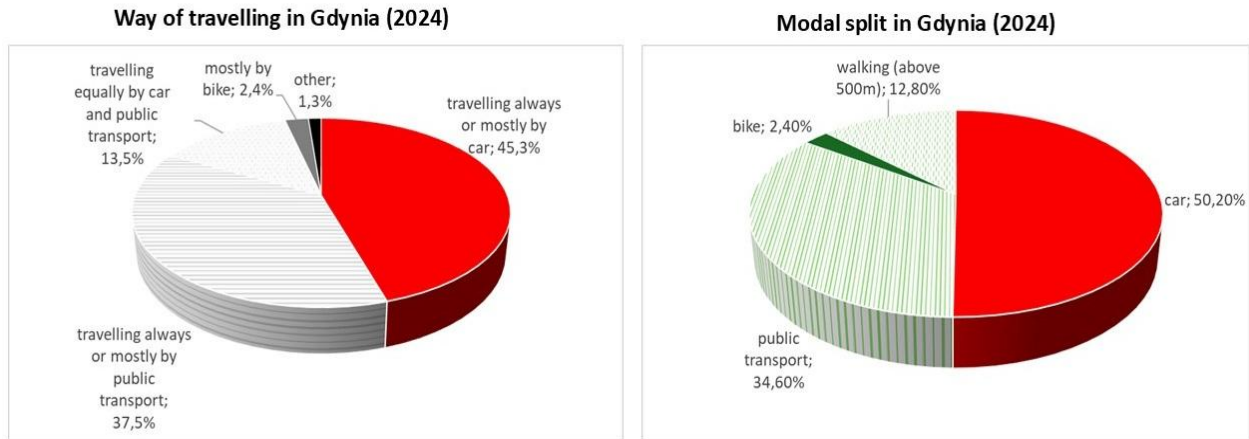


Figure 16. An example: The public transport authority in Gdynia (Poland) – ZKM Gdynia has conducted complex marketing research on transport behaviour for more than 30 years. It provides valuable support to the city’s decision-makers on sustainable urban mobility planning in the case of modal split, intensity of car usage and transport behaviour and preferences
 Source: self-study based on: Transport behaviour and preferences of citizens in Gdynia. ZKM Gdynia, Gdynia 2025

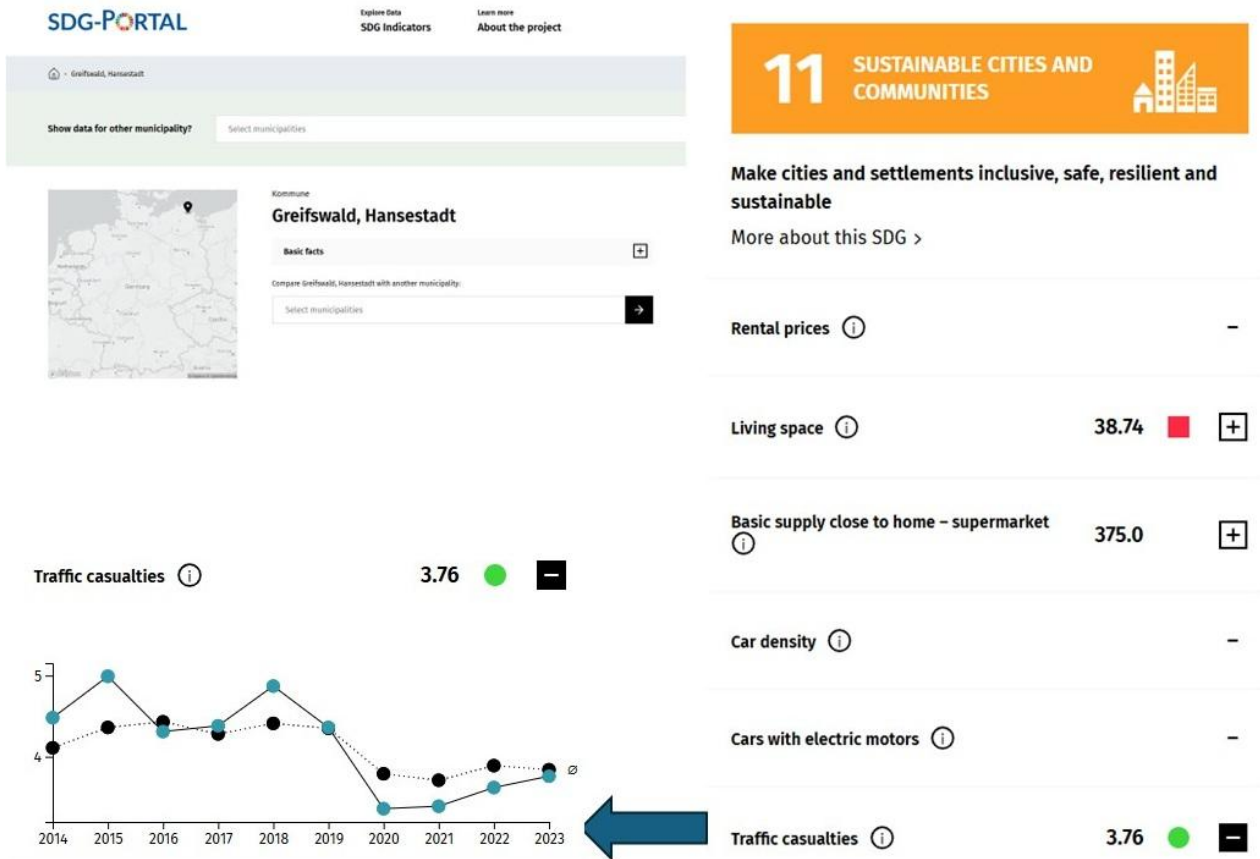


Figure 17. An example: Using an external database to collect data on sustainable mobility: case of SDG Goals Portal in Germany (Greifswald)
 Source: Draft of the Monitoring & Evaluation Plan for Greifswald. SUMPS for BSR, 2025

■ Section 10: Timeline

This section defines how often data should be collected, updated, and reported. Setting realistic intervals helps ensure that the M&E process stays consistent and manageable. It also seeks to assess how responsibilities, timelines, and communication channels are organised to provide timely, consistent, and transparent reporting of indicator results.

Its purpose is to evaluate and frame the planning and management of data collection and reporting processes for mobility indicators.

Try to answer the following questions:

- Have you identified how frequently each indicator's data will be collected?
- Is the frequency of data collection realistic based on your current capacity? [Ensure that you are aware of the costs and time required to obtain the specific data].
- Are external data providers and city departments aligned on delivery schedules?
- How will data collection or reporting delays be managed, and who is responsible for addressing them?
- Is the indicator regularly reported and communicated? [Consider who receives the report, how often it is received, and communicate it clearly].

Evaluation focus	Frequency	Purpose
Modal split	Regular + 10-year	Measure behavioural change
Emissions & air quality	Annually	Track environmental impact
Traffic safety	Annually	Track traffic safety change
Equity in access	Every 2–3 years	Identify social gaps
Public health data	Linked to other data sources	Support sustainable living goals

Figure 18. An example: Embedding the monitoring process within a specific time frame requires defining the time horizon and specifying the measurement frequency. Panevėžys (Lithuania) elaborated on this issue with regard to its key monitoring indicators.

Source: *Draft of the Monitoring & Evaluation Plan for Panevėžys. SUMPS for BSR, 2025*

■ Section 11: Reporting

This section clearly defines how and to whom the monitoring results are communicated. It aims to examine how key results are shared among stakeholders, how planners and decision-makers receive updates, and whether clear reporting structures exist for different audiences. Additionally, it seeks to evaluate how stakeholder feedback is collected and incorporated into future planning cycles to ensure transparent, inclusive, and data-driven decision-making. Regular, coordinated reporting ensures that stakeholders can use the data in their work or decision-making.

Its purpose is to assess the communication and feedback mechanisms within the mobility monitoring and evaluation (M&E) process.

Try to answer the following questions:

- Are there regular forums or meetings where key results are shared (e.g. city council, mobility board, etc.)?
- How do planners receive indicator updates?
- How is city management kept informed, and who is responsible for this?

- Is there a clear reporting structure for different target stakeholders (e.g. planners, PT operators, decision-makers, the public)?
- How is feedback from stakeholders on the reported data collected and integrated into future planning cycles?

■ Section 12: Evaluation

This section ensures that the monitoring results are used to evaluate progress and adjust the planning accordingly. Evaluation will help turn data into actionable decisions and learning points. It aims to identify who is responsible for interpreting monitoring results, determining necessary adjustments to indicators, and conducting evaluations at defined intervals. Additionally, the chapter seeks to assess how evaluation outcomes are used to refine the Sustainable Urban Mobility Plan (SUMP) and related strategies (or documents), particularly when indicator trends diverge from expected goals.

The purpose of this section is to evaluate the organisation, timing, and application of the monitoring and evaluation (M&E) process for the SUMP.

Try to answer the following questions:

- Who should be responsible for evaluating the monitoring results and drawing conclusions?
- Which unit (e.g., within the city administration) is competent to define the desired changes in each of the specific indicators?
- In which interval evaluation activities are carried out (e.g. mid-term –in the middle of the SUMP period, final evaluation)?
- How will the results of the evaluation be used to improve the SUMP or other strategic documents?
- What if the direction and magnitude of change in a specific indicator deviate considerably from the initial assumptions?