



Module 1e

Raising Public Awareness about Sustainable Urban Transport

Sustainable Transport:
A Sourcebook for Policy-makers in Developing Cities



Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

Overview of the sourcebook

Sustainable Transport: A Sourcebook for Policy-Makers in Developing Cities

What is the Sourcebook?

This *Sourcebook* on Sustainable Urban Transport addresses the key areas of a sustainable transport policy framework for a developing city. The *Sourcebook* consists of 20 modules.

Who is it for?

The *Sourcebook* is intended for policy-makers in developing cities, and their advisors. This target audience is reflected in the content, which provides policy tools appropriate for application in a range of developing cities.

How is it supposed to be used?

The *Sourcebook* can be used in a number of ways. It should be kept in one location, and the different modules provided to officials involved in urban transport. The *Sourcebook* can be easily adapted to fit a formal short course training event, or can serve as a guide for developing a curriculum or other training program in the area of urban transport; avenues GTZ is pursuing.

What are some of the key features?

The key features of the *Sourcebook* include:

- A practical orientation, focusing on best practices in planning and regulation and, where possible, successful experience in developing cities.
- Contributors are leading experts in their fields.
- An attractive and easy-to-read, colour layout.
- Non-technical language (to the extent possible), with technical terms explained.
- Updates via the Internet.

How do I get a copy?

For details on how to order a copy please visit www.sutp-asia.org or order at transport@gtz.de. The *Sourcebook* is not sold for profit. Charges imposed are only to cover the cost of printing and distribution.

Comments or feedback?

We would welcome any of your comments or suggestions, on any aspect of the *Sourcebook*, by email to transport@gtz.de, or by surface mail to: Manfred Breithaupt
GTZ, Division 44
Postfach 5180
65726 Eschborn
Germany

Modules and contributors

Sourcebook Overview; and Cross-cutting Issues of Urban Transport (GTZ)

Institutional and policy orientation

- 1a. *The Role of Transport in Urban Development Policy* (Enrique Peñalosa)
- 1b. *Urban Transport Institutions* (Richard Meakin)
- 1c. *Private Sector Participation in Transport Infrastructure Provision* (Christopher Zegras, MIT)
- 1d. *Economic Instruments* (Manfred Breithaupt, GTZ)
- 1e. *Raising Public Awareness about Sustainable Urban Transport* (Karl Fjellstrom, GTZ)

Land use planning and demand management

- 2a. *Land Use Planning and Urban Transport* (Rudolf Petersen, Wuppertal Institute)
- 2b. *Mobility Management* (Todd Litman, VTPI)

Transit, walking and cycling

- 3a. *Mass Transit Options* (Lloyd Wright, ITDP; Karl Fjellstrom, GTZ)
- 3b. *Bus Rapid Transit* (Lloyd Wright, ITDP)
- 3c. *Bus Regulation & Planning* (Richard Meakin)
- 3d. *Preserving and Expanding the Role of Non-motorised Transport* (Walter Hook, ITDP)

Vehicles and fuels

- 4a. *Cleaner Fuels and Vehicle Technologies* (Michael Walsh; Reinhard Kolke, Umweltbundesamt – UBA)
- 4b. *Inspection & Maintenance and Roadworthiness* (Reinhard Kolke, UBA)
- 4c. *Two- and Three-Wheelers* (Jitendra Shah, World Bank; N.V. Iyer, Bajaj Auto)
- 4d. *Natural Gas Vehicles* (MVV InnoTec)

Environmental and health impacts

- 5a. *Air Quality Management* (Dietrich Schwela, World Health Organisation)
- 5b. *Urban Road Safety* (Jacqueline Lacroix, DVR; David Silcock, GRSP)
- 5c. *Noise and its Abatement* (Civic Exchange Hong Kong; GTZ; UBA)

Resources

6. *Resources for Policy-makers* (GTZ)

Further modules and resources

Further modules are anticipated in the areas of *Driver Training*, *Financing Urban Transport*, *Benchmarking*, and *Participatory Planning*. Additional resources are being developed, and an Urban Transport Photo CD (GTZ 2002) is now available.

Module 1e

Raising Public Awareness about Sustainable Urban Transport

Findings, interpretations and conclusions expressed in this document are based on information gathered by GTZ and its consultants, partners, and contributors from reliable sources. GTZ does not, however, guarantee the accuracy or completeness of information in this document, and cannot be held responsible for any errors, omissions or losses which emerge from its use.

Acknowledgements

We would like to express our appreciation to Bikewest and the Bicycle Transportation Alliance (Western Australia) for their excellent publication on Bicycle User Groups, parts of which were extracted and adapted for this module.

About the author

Karl Fjellstrom has Bachelor degrees in Urban Geography and Law, and completed Honours at Sydney University in 1997 where he was awarded the Asian Studies Prize for research on urban planning and policy in Indonesia. He was a consultant to AusAID's Pollution Control Implementation Project for two years, based in Jakarta and Surabaya. From 1999 he has worked with GTZ, including two years as Project Team Leader for the Sustainable Urban Transport Project (SUTP) in Surabaya, where among other tasks he implemented a successful public awareness campaign. He has recently worked in Surabaya, Buenos Aires and Belgrade as GTZ's consultant in urban transport projects, and has edited this Sourcebook.

Author:
Karl Fjellstrom (GTZ)

Editor:
Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH
P.O. Box 51 80
65726 Eschborn, Germany
<http://www.gtz.de>

Division 44, Environment and Infrastructure
Sector Project "Transport Policy Advice"

Commissioned by
Bundesministerium für wirtschaftliche
Zusammenarbeit und Entwicklung (BMZ)
Friedrich-Ebert-Allee 40
53113 Bonn, Germany
<http://www.bmz.de>

Manager:
Manfred Breithaupt

Editorial Board:
Manfred Breithaupt, Stefan Opitz,
Jan Schwaab

Cover photo:
Karl Fjellstrom
The first Surabaya Car Free Day, 22 April 2001

Print:
TZ Verlagsgesellschaft mbH
Bruchwiesenweg 19, 64380 Roßdorf, Germany

Eschborn, 2002

1. Introduction	1	4. Working with the media	14
Features and coverage of this module	1	The press release	14
Scope of an awareness campaign about sustainable urban transport	1	Public events and press events	15
Government or community led?	1	Practical media tips	15
		Writing a letter to the editor	15
		Giving a good interview to a journalist	15
2. The importance of public awareness in key policy areas	2	5. Advocacy through a Bicycle User Group (BUG)	16
2.1 Influencing the debate	2	5.1 What is a Bicycle User Group?	16
Setting the public agenda	2	The role of a BUG	16
Elevating and deepening the debate	2	5.2 Forming and maintaining a BUG	17
Establishing a policy foundation	3	Forming a strategy for the BUG launch	17
2.2 Generating support for policy initiatives	3	The initial meeting - the 'core' group	17
Public transport reform & transit priority	3	The public meeting	17
Improving conditions for non-motorised transport	3	The follow-up meeting	18
Cleaner air through clean fuels and technologies	4	Getting people to the public meeting	18
Transport demand management and economic instruments	5	Meeting agenda, contact details, and delegation of tasks	18
		5.3 Liaising with city government	18
		City governments and cycling	18
		Liaison with city councillors	19
		5.4 Involving the public	19
3. Implementing a low cost, effective awareness campaign	5	6. Car Free Days & events	21
3.1 Adopting a strategic approach	5	Breaking the ice	21
Forming strategies	5	Treatment for addicts	21
Involving group members	5	Timeline: some Car Free Day highlights	21
Establishing goals	7	The Bogotá approach	23
Setting priorities and deadlines	7	Planning, monitoring, and follow-up	23
Be realistic	7		
Getting early success	7		
Sharing the work, with regular meetings	7		
3.2 Forming a core team	7		
3.3 The Campaign Implementation Plan	8	Resource materials	24
Vision and goals	9		
Logo and messages	9		
Campaign stages	9		
Target audience	10		
Campaign partners	10		
Activities	10		

1. Introduction

Features and coverage of this module

There are many aspects of efforts to raise public awareness, but this module focuses on:

- **Practical** rather than theoretical issues.
- **Low cost** activities. Most developing cities will not have the resources to implement an awareness campaign on national TV or print colour stickers for mass distribution, and in any case to do so would often be wasteful.
- **High impact** activities, such as Car Free Days and forming alliances, rather than for example getting into detailed discussion about how to effectively design brochures.
- **Organisation**, in particular in the context of a campaign implementation Working Group, and advice on how to set up and operate a Bicycle User Group (BUGs). *Organisation is the key to successful sustainable transport advocacy.* This is why this module devotes an entire section to the topic of BUGs, and emphasises campaign organisational issues rather than describing the myriad activities that can be undertaken.
- Activities which can reach the **target audience** of policy-makers, opinion leaders, and intermediaries (especially journalists).
- Activities which are **relevant to developing cities**. In developing cities, for example, Bicycle User Groups tend to advocate the use of bicycles for everyday travelling and commuting, rather than for recreational, environmental or cultural reasons.
- Consideration of a range of **success stories** in developing cities. Successful awareness campaigns have been and are being implemented in Bogotá, Surabaya, Manila, Hong Kong, Delhi and elsewhere.

Scope of an awareness campaign about sustainable urban transport

What general topics would a public awareness campaign about sustainable urban transport be interested in? The answer can be gleaned from the range of topics covered in this *Sourcebook*. Sustainable urban transport looks to 'integrated' policy approaches. A public awareness campaign on sustainable urban transport would therefore not just concentrate on "Clean Air" (e.g. by building better public awareness about hazards

of air pollution, and advocating improved inspection and maintenance systems and cleaner fuels and technologies); it would also not be limited to concentrating on promoting bicycles, pedestrians or public transport. This may sound daunting, but in practice it simply means that the team will be able to carry out a range of activities, not just focusing on tail-pipe emissions (e.g. by carrying out and publicising spot emission checks of smoky vehicles), but also by carrying out activities such as a Car Free Day to encourage people to use public transport or to walk or cycle.

This module goes into some detail on the formation of a Bicycle User Group, not because a campaign should be limited to promoting bicycles, but because: (i) the material and advice is of wider relevance to the formation of sustainable urban transport advocacy groups generally; and (ii) the particular form of Bicycle User Groups has proven to be successful in promoting policy shifts and greater awareness about urban transport issues in many cities; more so for example than pedestrian advocacy groups and public transport user groups. For people interested in raising awareness about sustainable urban transport, forming a Bicycle User Group with an eye to wider urban transport and clean air issues may be an excellent place to start.

Government or community led?

Many different types of campaigns have been successful. Some are led by government agencies, some by members of the local community or non-government organisations (NGOs), some by fancy and expensive public relations firms. Some of the best examples of awareness campaigns in developing cities involve a mixture of government and civil society; typically some government officials with NGO and community links, forming a team and implementing some sort of campaign. The approach we recommend is that a few concerned and motivated government officials take the lead, form some kind of Working Group involving other interested officials, organisations, and members of the community, develop a basic campaign implementation plan, and implement the campaign.

Advantages of city government leadership

Stability for the campaign

One advantage of having some government officials in the leadership position of a campaign is that government officials in developing cities may have a more stable position. NGO membership might sometimes tend to drift in and out of the campaign Working Group, depending on the resources they have available, as well as the individuals concerned.

Government promotion of modal shifts

Even in advanced countries, where NGOs have access to more resources, it is the government which – in recognition of the importance of such issues for the city – now very commonly initiates public awareness campaigns about sustainable urban transport.

Key role of NGOs and local community groups

Nevertheless, though all efforts should be made to involve them, in many developing cities the government will fail to step forward and lead a campaign. In such circumstances the strongest group for promoting a sustainable transport agenda will be local community groups and NGOs.

Criteria for participation in the working group are simply interest, commitment, and time. The particular government agency – whether the Press Office, Public Works Department, Environment Office, Transport Office, Mayor's Office, Planning Office, or Health Office – is not too important; what is critical is that a motivated and active team can be assembled.

This approach does not, however, leave no room for NGOs, business, campus-based or other community groups to lead an awareness campaign. In many developing cities experience has shown that such local non-government groups are most effective and motivated in pursuing sustainable transport or clean air awareness-raising goals. The approach advocated in this module is equally applicable to non-government groups carrying out an awareness campaign, as it is to government officials.

2. The importance of public awareness in key policy areas

2.1 Influencing the debate

Sustainable urban transport measures cannot be implemented without the support of key local stakeholders. Public awareness is vital in order to generate a vision of an alternative future, and pressure for action.

Setting the public agenda

A public awareness campaign will help set the public agenda, influencing what is discussed amongst key government officials, at the city council, in the media, and in the community. This influence will be substantial. Sustainable urban transport issues touch upon peoples' daily lives. They are interesting to the media. People will take notice of proposals to improve public transport, walkways and public spaces, and apply bus priority measures, new parking measures, and efforts to reduce air pollution.

In Surabaya, Indonesia, for example, a very low cost public awareness campaign in 2000 focused on raising awareness amongst policy makers and journalists about a range of urban transport issues and reform proposals. Around 100 newspaper articles resulted throughout the year, in city newspapers. Many other events were held, including radio talk shows, Car Free Days, information displays, presentations, and others (for a campaign report, see www.sutp.org).

Elevating and deepening the debate

Raising public awareness is needed in order to ***elevate the current 'low level' of public debate on key policy areas***. Parking policy, for example, is usually discussed in the media in developing cities only as a public order issue. Its crucial role in restricting demand for car travel – and as a revenue-raiser – is rarely discussed. Public transport discussion often focuses on symptoms rather than the systemic deficiencies, and on cosmetic or even regressive remedial action rather than viable solutions. Road-building projects often proceed without open discussion or disclosure of the negative impacts. Discussion of mass transit proposals is often totally unrealistic about what options are cost-effective for a developing city. Awareness of the full costs of air pollution

is often very limited in developing cities. And so on for all sustainable transport policy areas.

It is also important to as soon as possible *deepen the debate to the level of specific policy proposals*. For example a public awareness campaign should not simply put forward the idea that public transport should be promoted in favour of private cars (though this will be an important initial message), but should move on to present specific proposals on how best practice Bus Rapid Transit applications can be achieved. Similarly in other areas, detailed proposals should be put forward about how to improve conditions for pedestrians in a particular area of a city; which mobility management measures might be applied, and so on.

“Sustainable transport issues touch upon people’s daily lives. They are guaranteed to interest the media”

Establishing a policy foundation

Policy vision

A public awareness campaign focusing on policy makers, opinion leaders and intermediaries (especially journalists) can promote different ways of doing things. For example, few city councillors and government officials in developing cities will have been to Bogotá or Curitiba. A public awareness campaign can bring them information about these cities; showing them videos of Bogotá’s Car Free Day and distributing information materials. City councillors and officials may not even have heard of Bus Rapid Transit; a public awareness campaign can bridge this gap, providing them with information about solutions achieved in cities similar to their own.

Policy orientation

A public awareness campaign, apart from providing the raw material for a policy vision (see Module 1a: *Urban Transport and Development Policy*), can encourage shifts in existing paradigms and ways of thinking. Bicycles as vehicles of the future; road-building as being unsustainable; cars as imposers of high costs on the community; pedestrians as key components of the transport system; air quality as an investment issue; buses as modern, bus-based ‘metros’, walkways as a measure of democratisation: these

are new ideas for most developing cities and will challenge existing ways of thinking about urban transport.

2.2 Generating support for policy initiatives

Public transport reform & transit priority

The large majority of developing cities have poorly planned and regulated transit systems. Fares are often politically set at unviable levels, high costs are imposed by illegal fees and long layovers at terminals, there is often corruption in the distribution of licenses, route network planning is often not done, no monitoring of service is carried out, regulatory systems are unrealistic and inflexible, users are under- or unrepresented, decisions on issues such as routes and fares are made in an *ad hoc* manner without regard to policies or guidelines, welfare of drivers is low, traffic conditions are rapidly deteriorating due to increasing congestion, the share of passenger trips with transit is declining relative to private vehicles, and operators have little incentive to improve the quality of service to the public.

A public awareness campaign can play an important role in this area, by helping develop a better-informed debate and drawing attention to successful regulatory and planning models, such as in Hong Kong and many cities in Latin America. A public awareness campaign can inform the public and policy-makers about the costs of different mass rapid transit options (see Module 2a: *Mass Transit Options*); costs which otherwise may never be publicly known.

Improving conditions for non-motorised transport

A carefully targeted public awareness campaign is critical to improving conditions for non-motorised transport in developing cities. An excellent reference is the I-CE report, *The Significance of Non-motorised Transport for Developing Countries: strategies for policy development*, 2000, which can be downloaded from the World Bank Urban Transport Strategy Review, <http://wbi0018.worldbank.org/transport/utsr.nsf>. This report describes the awareness-building process in the context of the Dutch Bicycle Master Plan, and assesses the applicability of this model of stakeholder consultation for developing coun-

Mask parade for Earth Day in Hong Kong

[From the Clear the Air campaign website:]



“We gathered at Victoria Park wearing a decorated mouth mask and green clothing for a FUN 1 hour Parade to Chater Garden. We showed we care about clean air! PRIZES were awarded for the best mouth masks!”

tries. It is seen that the lessons for developing countries are not so much the content of the plan, but the process of participatory planning and involving the key stakeholders.

Cleaner air through clean fuels and technologies

Two & three-wheelers*

* Adapted from Kojima, M, et al., Improving Urban Air Quality in South Asia by Reducing Emissions from Two-Stroke Engine Vehicles, World Bank, December 2000, available at www.worldbank.org.

Emissions from two-stroke engines and repair costs can be reduced if owners carry out regular maintenance and use lubricant specifically manufactured for use in two-stroke engines at concentrations recommended by the vehicle manufacturer. Awareness-raising is needed to induce vehicle owners to adopt these "win-win" measures.

Governments, donors, and non-governmental organizations have sought to raise public awareness about emissions in developing cities.

- The Hydrocarbon Development Institute of Pakistan has distributed pamphlets and stickers on the quality and quantity of gasoline and lubricant.
- In Dhaka, Bangladesh, the joint United Nations Development Programme–World Bank Energy Sector Management Assistance Program carried out a series of training sessions for mechanics and “auto clinics” (a form of training) for three-wheeler taxi

drivers in late 2000. The program was based on the idea that the first step toward adoption of good practice is dissemination of accurate information by mechanics to taxi drivers.

- A major public awareness campaign in Delhi, India, in late 1999 led to more than 66,000 vehicles participating in free inspection and maintenance clinics for two-wheelers.
- Similar motorcycle clinics, combined with accelerated scrapping programs and general awareness raising, have been carried out in Bangkok and other cities.

Although public awareness initiatives have been taken in developing cities, many drivers continue to maintain their vehicles inadequately. Much more needs to be done to improve public understanding of the importance of proper vehicle maintenance.

Dangers of air pollution, focusing on tailpipe emission reduction & clean fuels

Transport-related campaigns in developing cities are increasingly focusing on air pollution caused by transport. The largest and most polluted cities in the world are all to be found in developing countries. Many of these campaigns concentrate on tail-pipe emissions. Typically the major area of activity involves information dissemination about important topics such as:

- phasing out lead in petrol
- lowering the sulphur content of diesel
- improving inspection & maintenance programs
- using cleaner fuels such as CNG
- health impacts of air pollution
- economic costs of air pollution.

Several of the more high profile campaigns are supported by multilateral banks or bilateral development organisations (e.g. ADB support for Save the Air: Partnership for Clean Air in Manila; Swisscontact support for Fresh! My Jakarta and the Jakarta Anti-Lead Coalition).

Websites of these campaigns provide valuable resources and models. Clear the Air in Hong Kong, for example, tries to influence policy makers and provides the full details and profiles of leading officials on their Website. Good “Clean Air” campaign Websites include:

- Clear the Air (Hong Kong) (Figure 1)
- Save the Air (Manila) (Figure 2)

Fig. 1
Clear the Air has an excellent campaign-oriented Website.

www3.cleartheair.org.hk





Fig. 2
Save the Air, Partnership for Clean Air, Manila

www.hangin.org

- Fresh: My Surabaya: www.sutp.org (supported by GTZ SUTP).

Other successful campaigns include:

- Lead Free Coalition, Manila (promoting cleaner fuels, supported by the ADB)
- Clean Air Campaign New Delhi (Based at Centre for Science and Environment).

Many of these campaigns were carried out on a large budget, with international support. Other city-level initiatives have a much lower profile (and budget), but are also effective. An excellent example of an activity aiming to improve air quality in Metro Manila through greater use of bicycles, is the *Tour of the Fireflies* (text box p12).

Transport demand management and economic instruments

The few successful cases where strong action has been taken to restrict the demand for private car use while encouraging alternative modes all attest to the importance of information and communication campaigns. Lack of public awareness and support is the main reason why efficient demand and pricing policies in urban transport are so rarely used. This argument applies to developed countries, but even more so in developing countries, where the unrestricted – often subsidised – use of cars in dense, low income cities imposes greater costs. Effective awareness-raising is evident from the Singapore Land Transport Authority Website, www.lta.gov.sg, which precedes policy initiatives with information dissemination.

3. Implementing a low cost, effective awareness campaign

Officials in a developing city thinking about starting an awareness campaign – perhaps to support policy initiatives – should consider the following:

- For a campaign team, look to existing city government resources. There is no need for a public relations consultant report on how to develop and implement your campaign. The Press Office have public relations expertise, as do officials in other agencies who are in regular contact with the media, schools, NGOs, and business and social organisations.
- Ensure partner contribution to the cost and implementation of each activity.
- Involve business associations.
- Utilise other events (e.g. a seminar) which are attended by key target groups as a cheap way of disseminating campaign messages.
- Sustainable transport is newsworthy. Large impact is possible with a modest budget!

3.1 Adopting a strategic approach*

* Adapted from BUG 1998

Forming strategies

When the campaign Working Group is formed it will need to devise strategies and plans. Developing a strategy or work plan should follow the planning steps described below in developing a 'campaign implementation plan'. This will clarify the objective, short term goals, key target groups, and main potential partners.

Involving group members

The group needs to represent all members. Every concern of the members should be heard and considered. At campaign group meetings, each member should be invited to talk about their concerns. Ask members what they want to achieve. Do some 'brainstorming'. Brainstorming is an effective exercise for involving every member of the group. Even wild ideas should get listed on paper or a whiteboard alongside all the sensible issues and concerns. (Later in the meeting these wild ideas can be turned into something more realistic or, with consensus, rejected). The ideas of one member will likely stimulate others to contribute. This collective

Think it Through: A summary of the main themes of this section

Adapted from Benton Foundation, <http://www.benton.org/Practice/Toolkit/thinkthru.html>, accessed Sept. 2002

What it takes to design & fund an effective communications strategy

Communications is much less about the technology or medium chosen as a vehicle, and much more about advancing the cause of your organization. An effective communications strategy reflects your organization's mission, goals and objectives, and is well integrated into daily operations. It requires a clear articulation of audience, clarity of message, and choice of media platform. It also consists of an ongoing feedback relationship between planning and evaluation.

Planning

Good planning is key to the success of your public awareness campaign. This is true whether it's for designing goals and objectives for your organization, mapping out a communications project, or figuring out what your Website should look like.

Audience

Identifying your audience, then understanding as much as you can about them is key to your communications plan. Considerations include: "Who do we want to reach? What's the best way to reach them? What characteristics do they share?" These details and more will guide your communications effort.

Message Shaping

Your message has to be appropriate for your various audiences and platforms. For example, the way you communicate your organization's message to the press might be very different from the way you communicate with your members. And writing for the Web is very different from writing for print and radio.

Media Choices

The media (or platforms) that you choose to disseminate your message will be impacted by decisions you make about who your audience is and what message you have for them. Similarly, which platform you select will also impact your message and limit your audience. In addition, as media platforms increasingly go digital and start to converge, opportunities for using multiple platforms increase. Here you'll find discussions of different approaches and strategies for different media.

Evaluation

A good communications strategy takes evaluation very seriously. This component is often overlooked, but is highly regarded by funders. Make sure that you keep evaluation in mind when you create and implement your communications plan.

Funding

No matter how great your message or how well your communications efforts planned, nothing gets done without the right resources: financial and otherwise. But good planning, and strong integration of technology and communications into your organization's objectives will help get you the support you need.

"You've thought about the goal, the audiences and the message. You've done your planning and pre-testing. Now you will pick how to reach your audience: what strategies and tactics will you use?"

Your first instinct: earned media. It's cheap. The articles will help you change the world. Hold a press conference and all will be well.

If only this were true. Too often, we go for the "tried and true" rather than think about who we are trying to reach and how best to do this. Maybe it's a letter. Perhaps chalking the sidewalk in front of their house. Think of all the ways to reach the people you need, then decide which best fits your resources and goals. It may be earned media. It may be a bullhorn."

Fenton Communications, *Now Hear This: Match Strategy and Tactics To Your Target Audience* www.fenton.com/pdf_files/Packard_Bro_7.pdf, 2001

approach builds consensus, and a sense of common ownership of the results.

Establishing goals

When it is known what people are most concerned about, turn these concerns into goals. For example, one member may be concerned that they cannot easily ride to the local market because there is no crossing of a busy street which runs alongside the market. This concern could be expressed as the following short-term goal: “To ask the local government to provide a safe crossing of the road”.

All other concerns can similarly be turned into goals. For each goal a number of actions can be set which need to be undertaken to achieve the goal. Several members can contribute to these individual actions. Try to involve everyone.

“For each goal a number of actions can be set which need to be undertaken to achieve the goal”

Setting priorities and deadlines

The work of the group will be most effective if they concentrate on goals important to the greatest number of members. Get the group to prioritise the goals. Reassure all members that their concern will eventually be dealt with.

When the group has determined its goals and priorities, it is important to also set some deadlines.

Be realistic

Attempting to take on more than the group can handle will be counter-productive. Choose realistic projects, targets and numbers of tasks. Asking people to work on impossible tasks, or tasks that are too time consuming, or those which have been ‘around for years’ will prove unpopular, and members may drop out as a result. Choose projects carefully because almost all groups have too few people to do all the activities and advocacy they would like to do.

Getting early success

Initially, set some goals which are easy to achieve. Getting some early achievements may be important for the morale of the group, and

for building up membership. An effective group is more likely to attract members than a group which does not achieve its objectives.

Sharing the work, with regular meetings

When all the goals have been set and priorities established, assign specific tasks to various members. All members of the group will not be able to devote the same amount of time to the goals of the group. Use whatever time and skills they can contribute wisely. If the group has enough members, it may be able to tackle two or more goals at once.

“Getting some early achievements may be important for the morale of the group, and for building up membership”

Regular meetings of the group will help instil and maintain interest, enthusiasm and momentum. Regular feedback on issues, and progress towards attaining the goals of the group will also keep members motivated.

3.2 Forming a core team

A core team of five to twelve people should act as the core Working Group for implementing the campaign. Main points are:

- The leader might ideally be someone from the city government. The city press office has good knowledge of the media, but generally less knowledge of transport and environmental issues than offices of transport and environment. There are many possibilities. In Surabaya a successful campaign was led by the City Public Relations Office, in Buenos Aires by the City Planning Office and the City Public Works & Services Office, in other cities societal organisations and NGOs have taken the lead.
- Membership should be entirely open, to any individual or group who has a concern with issues of sustainable transport for the city.
- Working with the people who care and are directly affected will generally mean that you will involve city level officials and parliamentarians, rather than provincial or national level.



A range of developing cities are taking part in global movements, such as Car Free Days. In honour of Earth Day, Clean Energy Nepal sponsored a car free day on 22 April 2002. They specifically mandated highly-trafficked areas of the city for the car-free zones and encouraged the rest of the city to voluntarily refrain from using motor vehicles for the day (source: www.earthday.net). The photo shows a similar event held in 2001.

Good practice tips

The Cyclists Touring Club (UK) [as quoted in the BUG manual, 1998] provides tips equally applicable to broader awareness campaigns about sustainable urban transport:

- be **professional** - if the group appears to be run by amateurish cranks it will be ignored. If its materials are well produced, error-free and well thought out it will be listened to. Presentation is exceptionally important in advocacy.
- find and use **resources** - a neighbour's word processor, a member who is a graphic designer. Learn to make a lot from a little, give members opportunities to volunteer their services and skills (perhaps on the membership form). It is surprisingly easy to produce professional looking materials.
- be **realistic** - do not set impossible objectives, the group will become marginalised and its morale may be damaged.
- be **constructive** - be seen to present positive solutions and to have an open mind. It is very easy to gain a reputation for being a whinger. If the local council gets something right, say so publicly and thank them.
- be **persistent** - promoting sustainable transport requires stamina - be prepared to reassess methods and approach problems from different angles.
- be **well briefed** - assess and research situations before the group launches itself into them.
- building up respect and **credibility** - there are many controversial issues in urban transport (e.g. relating to a proposed Car Free Day, or implementing cycle tracks) that are always the subject of questions. It is recommended that group members be aware of them, do some research and have well prepared answers.
- be **focused** - make sure all the group's activities are contributing to its aims.
- keep **records** - keeping records of meetings with officials, of press coverage achieved, of policy and resolutions, and of correspondence will be useful for promoting the group and drawing in new members and funding.
- **network** - talk to other groups in the community - disability rights groups, environmental groups, pedestrians - and try to find common causes.
- be **imaginative** - there is always space for new ideas and stunts.

- NGOs, consultants, business associations (e.g. the bus owners' association) and academics are all potential members.
- The composition of the Working Group will invariably be flexible. One reason we recommend the city government be in the leadership position is that other members such as NGOs and students may tend to drift in and out of the group depending on their employment status, studies, other commitments, and so on.
- GTZ (www.sutp.org) has played a role as facilitator of various forms of awareness campaigns in many countries, and may be able to provide a support role, with access to international networks and experience.

Appoint responsibility amongst Working Group members for particular subject areas and for making progress toward the current priority goal. Each member of the group should leave the meeting with a task to perform before the next meeting. *The objective is for the assigned tasks to be completed before the group meets again.*

3.3 The Campaign implementation plan

One of the first tasks of the group, once they have decided that they want to implement a public awareness campaign about sustainable urban transport, is to draw up a basic 'campaign implementation plan.' The group as a whole should work through each section and agree on the content of the the implementation plan. Once it has been agreed, it will serve as a flexible guide for implementation (a tool for the Working Group), and also as an explanation of what the campaign is about to prospective partners, members and contributors.

A fancier plan can be produced if the budget is available for things like detailed target group analysis, and extensive surveys. However, the 'basic' version is sufficient, and should at least cover the following main sections.

Vision and goals

Visions are almost always vague, and contingent on experience and progress. Yet a vision of an alternative, sustainable city transport system can be a powerful driving force. Beneath this

overarching vision, clearly defined goals – to be decided upon by the group – will enable the group to focus its actions and ‘package’ the issue it faces.

In cultivating a ‘vision’ for the campaign, we recommend as a starting point Module 1a: The Role of Transport in Urban Development Policy.

This section should include an assessment of the problems currently faced by an unsustainable transport system: congestion, air pollution, lack of facilities for pedestrians and cyclists, declining public transport services, dangerous conditions for children, misguided policy approaches, and so on. Of course, the precise areas of focus are to be determined by the group members’ own priorities. The section can outline a vision of a more sustainable future, and the overall objective of the campaign.

Goals are specific targets of the campaign. They should be divided into long, medium and short term. They should be realistic, and the first goals should allow for some initial easy successes, as discussed in *Forming a Strategic Approach*, above.

Logo and messages

Over the course of the first several meetings, after developing and agreeing on the overall objective and some specific goals, the group should develop and agree on a logo and slogan, and a list of key campaign messages that they would like to convey.

In developing a logo and slogan (or a Website), one idea is to carry out a logo design competition at a local school or university.

Campaign stages

Stage 1: Informing

For developing messages, it will be useful to divide the campaign into stages. In developing cities policy-makers often lack access to information about modern approaches to sustainable urban transport. Some common attitudes amongst policy-makers in developing cities often reflect lack of access to information on modern best practices:

- Bicycles are regarded as a traditional, non-modern form of transport inappropriate for the image of a modern metropolis (an

attitude found in the full range of developing cities, from Shanghai to Surabaya).

- Building new, often elevated, roads and flyovers, or widening existing roads, or improving traffic flow (including through various intelligent transport systems or ITS applications) is regarded as being able to solve congestion problems.
- Pedestrians, cyclists, and public transport drivers are regarded as major causes of congestion.
- Buses are regarded, like bicycles, as out of place in a future modern metropolis.
- Rail-based systems – with MRT or LRT variations – are regarded as the modern, appropriate technologies for mass rapid transit systems in developing cities. [In fact, bus-based Bus Rapid Transit systems will in most cases be more suitable.]
- The objective of traffic management is seen as improving the flow of vehicles, not the flow of people. This conception is shown for example in the great interest being shown in recent ITS applications which make cars even more attractive relative to other modes.
- Spending scarce development funds on road-building and other car-oriented facilities such as parking is called ‘investment;’ spending on public transport is called ‘subsidy.’

Flowing from these attitudes is a virtual complete lack of awareness of one of the central needs for moving toward sustainable transport futures in developing cities: restricting the use of the private car.

Given this lack of access to information, the first stage of a campaign might be aimed at informing; raising awareness about basic ideas of sustainable transport (e.g. the ‘subversive’ idea of a city for people, not for cars).

Stage 2: Empowering

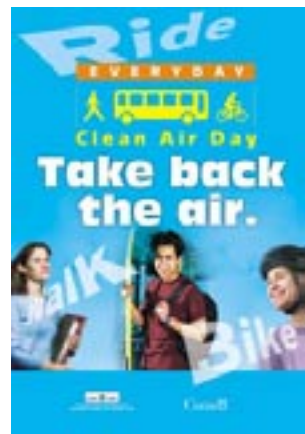
After progress has been made toward basic awareness raising and informing – perhaps 6 months or a year after the campaign begins – the campaign should move into a second stage, where detailed solutions are proposed and promoted.

Stage 3: Action

Finally, perhaps one or two years after the campaign launch, the campaign can move into

Rich city governments funding aggressive public awareness campaigns

In its fourth year, Clean Air Day Canada was held on June 5th, 2002 and encouraged the public to “Take back the air”, and walk, bike or ride. Originally declared in 1999 by the government of Canada, Clean Air Day programs increase public awareness and action by encouraging people to use more sustainable modes of transport (CUTA website).



Similar events, such as ‘bike to work’ days, are now common in many car-oriented cities. Such campaigns are usually led by government agencies for Health, Transport and the Environment, but the agencies work closely with bicycle advocacy groups. A hard-hitting poster and TV government public awareness campaign in Scotland, which aggressively promotes cycling and transit (www.learn-to-let-go.org.uk), has even been accused of ‘demonising’ car users, using the same psychological methods against drivers as have been used against smokers and drink-drivers (www.thisisnorthscotland.co.uk, 17 June 2002).

an action phase, where the emphasis is on the implementation of measures, monitoring and fine-tuning the results, and raising awareness with the local community affected by the measures implemented (e.g. people living near a new bicycle path, etc).

Target audience

Policy-makers and the media

In a low budget campaign, the target audience must be strictly defined and limited, as funds will not be available for reaching a “mass” audience. Even where a relatively large budget is involved, such as with the development of the Dutch Bicycle Master Plan, it is important to carefully focus on the key target groups, and generally not to put too many resources into trying to reach the ‘general public’. For example, it will be more productive to target activities at teachers, rather than to make presentations directly to school children, as the teachers are in a position to act as ‘multipliers.’

The key target groups for awareness-raising about sustainable urban transport will be *policy makers* (primarily the city government and city council), and intermediate groups. The most important intermediate group is the *media*; other important intermediaries or “multipliers” include community opinion leaders and teachers.

Key stakeholders depending on the topic

Other main target groups will be the local stakeholders and should be listed according to the policy area concerned. For example, when the campaign is dealing with pedicabs, a key target group will be the city pedicab association, and NGOs active in that area. For inspection & maintenance, a key target group will include the local workshops and possibly a business association active in that area, and so on.

Develop a detailed understanding of the target group

Each key target group should be elaborated in as much detail as possible. For example, don’t just list the “city council” as a target group. Break this down into sub-groups such as the Head, and the different Commissions. Within the most important commissions, break it down further if possible, listing the name and contact details of the key individuals. The more detailed the description of the target groups, the better

activities can be targeted at them. As mentioned, a good example of a detailed consideration of the key target groups is Clear the Air in Hong Kong (Figure 1).

Campaign partners

It is essential to draw up a list of potential campaign partners, who will support implementation of the campaign both financially and in other ways (see Figure 3). Each activity should include active support from campaign partners. If support is not forthcoming, consideration should be given to cancelling the activity. Responsibility for initiating contact with potential partners can be allocated within the Working Group.

Activities

Low cost activities

There are a wide range of low cost ways of getting the campaign messages across.

- briefings & fact sheets
- campaign Website
- print materials (flyers, posters, newsletter, etc.)
- press releases, press conferences, and press training sessions
- meetings & focused presentations, and seminars & workshops
- displays & exhibitions
- radio talk shows
- festivals & events, such as Car Free Days, Ride-to-Work days.

Each of these activities can be ‘scaled’ up or down according to the available budget.



Fig. 3
Campaign partners provide free drinks at the Surabaya Car Free Day.

Karl Fjellstrom, Apr. 2001

Schedule of activities

The implementation plan should include a preliminary schedule of activities for the coming few months. This schedule will need to be regularly updated. The main items of the schedule are:

- activity name (e.g. radio talk show slot)
- frequency (e.g. every month, for 6 months)
- leader of the activity
- partners
- media involved
- target group(s).

Table of costs and contributions

A breakdown of costs for each activity should then be provided, including cost components (not just cash but also ‘in-kind’), and which costs are borne by which organisations and partners. Only activities which receive support from partners – including funding support – should be considered. This will help conserve scarce funds, generate involvement and commitment of others (e.g. sponsors), and help ensure that the campaign focuses on activities which are important to the local stakeholders.

Description of each activity

Each proposed activity should be briefly described (one to two pages), including:

- **General description:** A few sentences describing the main features of the event.
- **Objectives** of the activity: Specific objectives for the activity. These should tie in with the overall campaign objectives.
- **Target group(s):** It must be explained how the activity will influence the target group of urban transport decision-makers. This will serve as the major justification for holding (and funding) the activity.
- **Date and location**
- **Main components:** A breakdown of the activity components, and their sequence.
- **Potential executor:** The organisations who will take the lead in this activity.
- **Partners:** A list of partners who are committed to supporting the activity.
- **Preparation steps:** A brief list of major steps.

Evaluation

Every activity should be followed by a brief written evaluation. The evaluation should describe implementation and assess how effective the activity was in reaching the target audience.

Ideas for activities

www.earthday.net is an excellent database providing both pictures and descriptions of Earth Day events around the world. This Website is notable for its focus on events held in developing countries in all regions.

Apart from this Website, a list of resource materials at the end of this module also provides many ideas for activities as well as support for practical aspects related to their implementation.

Bicycle film festivals

Cities such as Brisbane and New York have recently carried out film festivals promoting bicycles.

The Film Festival in New York featured Pee Wee’s Big Adventure, A Sunday in Hell, Beijing Bicycle, and The Bicycle Thief.

Brisbane held open-air bicycle film screenings as



Courtesy of Lloyd Wright

part of a series of bicycle promotion activities throughout October 2001, which included free bicycle workshops, a ‘ride des femmes’, a ride-to-work day, a fun ride, and other activities.



Fig. 4

www.ecoplan.org, linked with <http://uncfd.org>, has resources for campaigns.

www.ecoplan.org



Image source: www.earthday.net

Manila's Tour of the Fireflies

"MoBiLeS: More Bikes Less Smog" Report *

* Excerpt from full report posted to the CAI-Asia discussion list

Earth Day Eve, April 21, 2002: The Firefly Brigade's annual activity held on this day was the Tour of the Fireflies that seeks to heighten awareness of the dismal air condition in the metropolis. A 50-km tour of seven municipalities in Metro Manila, this year's edition started at the University of the Philippines at Quezon City.

In terms of participation, this year's tour is the biggest since it started in 1999. There was around 700 registered riders, and a total of 1400 – 2100 riders overall; a figure consistent with media and police estimates. This can be attributed to an unprecedented media blitz in print and television through partnerships with The Philippine Daily Inquirer and Bantay Kalikasan. Other sponsors that helped in disseminating information and registration are Cravings, Bisikleta Atbp, Bicycle Works, Joven Bicycle Shop, The Bike Room, Roosevelt Bicycle Center and Extreme Bike Shop. At intersections the mass of riders blocked traffic for an average 30 minutes. Needless to say, this spectacle had people pouring out of their homes.

The Tour passed through a representative sample of Metro Manila's streets. Smooth multi-lane

concrete highways served as a counterpoint to narrow, labyrinthine, pot-holed side streets. This experience opens participants' minds to the need to maintain these roads, use quality materials in the first place, and encourage bicycles to lessen the volume of traffic which rips up the roads. The knowledge of alternate routes was also presented.

"I can't believe I'm here in Manila, all the way from UP!", an excited participant declared at Quirino Grandstand, the Tour's halfway point. His previous longest ride was but a few kilometers pedaled at the car-less oval in UP on Sundays. Yet there he was, 25 kilometers already ridden, pumped up and ready to tackle the rest of the route. Suddenly biking to work didn't seem a strange and remote concept; it was within reach.

The deliberate pace of the Tour is geared towards that of maintaining a comfortable speed within the abilities of the beginner cyclist. Even children had a grand time. At an average of 17 km/hr, almost everyone can keep up with the pack. With this partnership, beginners are launched into the world of cycling as their enthusiasm and confidence are heightened. Now, numerous beginner cyclists, some of whom had never ridden beyond 5 kilometres early in the year, join the weekly Firefly Brigade rides which typically run for at least 40 km per ride. The tribe is increasing.

This year's Tour has seen the emergence of an organized Marshal group. A total of 45 Tour Marshals have trained for weeks prior to the Tour. They have been divided into 4 groups with specialized duties. There are marshals that clear the way, pace the group, protect the team at the periphery, and sweep the lagging riders. Backing up the marshals was a team of two ambulances (Fire Protection & Emergency Assistance Group) and several support vehicles, courtesy of the Tour sponsors (the main support vehicle was provided by Bicycle Works) and private individuals. A much needed water station was established by Uniglobe/Camelbak at the halfway and end points of the Tour. They also provided the orange vests that identified the marshals.

The Tour of the Fireflies ended at Marikina Riverbanks with a flourish. There was an epidemic of high fives, hugs, handshakes, smiles and welcome kisses as friends who got separated during the ride finally met up. The most heard question was "Why does this happen only once a year?" At the ensuing program, awards provided by the Tour sponsors were given to deserving riders. Though sapped by the effort and intense heat of the summer sun, many of the riders, empowered by the experience, were already looking forward to the next Tour of the Fireflies, which promises to be even bigger.

Ideally this evaluation would be carried out by an independent observer, but where this is not possible (due to funding limitations) or practical (because of the small scale of a particular activity), the evaluation can be in the form of a half-yearly “campaign implementation report.” For an example of such a report, see the *Campaign Implementation Report* at www.sutp.org.

“One third of a quoted company’s market value lies in its reputation”

PwC Sounding Board, Jan. 2000, quoted in *Sustainable Mobility: A global effort by global business*, Arve Thorvik, WBCSD, Sept. 2002.

Evaluation, often overlooked, can help efforts to gather funding for an ongoing campaign. Conducting a thorough evaluation of the communications effort includes gathering quantitative as well as qualitative information.

- How many people did we reach with our email newsletter? (quantitative)
- Did our message have the effect we hoped it would on those people? (qualitative)

Technology has made quantitative data less expensive and easier to collect. Web hosting services can record the number of visits to a Website and other data about how a site is used. It is easy to count how many email addresses were collected in a month or how many newsletters were sent out. More complex information – e.g., what action did members take after reading the newsletter? – can help determine if the communications strategy is supporting the campaign mission. This kind of information is not only harder to obtain, but can be significantly more expensive. The Benton Foundation (www.benton.org/Practice/Toolkit/evaluation.html) provides the following useful list of tools and resources on evaluation.

- *Outcome Measurement In Nonprofit Organizations: Current Practices and Recommendations* (www.independentsector.org/programs/research/outcomes.pdf). With many city level campaigns feeling the pressure to measure and report the success of projects to funders, the report, *Outcome Measurement In Nonprofit Organizations: Current Practices and Recommendations*, offers key findings

and recommendations on the current state of nonprofit outcome measurement and how to collect and analyse outcomes.

“The challenge is not technology. The challenge is to build public awareness and political will”

Sunita Narain, Centre for Science and the Environment (CSE) India, IEA Clean City Vehicles Workshop, Paris, 24 Sept. 2002

- *Evaluating Your Outreach Efforts* (www.benton.org/MTM/Pages/ten.html). This excerpt from a Benton Foundation publication, “Making Television Matter,” outlines why you should evaluate a media project and lists several guidelines for evaluation, including how to hire an outside evaluator and how to conduct one in-house.
- *InnoNet’s Workstation for Innovative Nonprofits* (www.innonet.org/). This free, online tool can help with building program and evaluation plans, as well as with preparing fundraising proposals and budgets for a campaign.

Public awareness and Indonesian fuel prices

Since a currency devaluation in 1997 saw the local currency lose 80% of its value, Indonesia’s fuel prices have been amongst the lowest in the world.

The ongoing, massive fuel subsidy was highly regressive but this was poorly understood by the public. Efforts to raise the fuel price in May 1998 led to huge public protest and played a part in former president Suharto’s downfall later that month. The government persisted with efforts to raise public awareness about the regressive fuel subsidy, and this TV-led awareness campaign eventually helped enable relatively smooth implementation of petrol price rises of more than 50% over less than a year up to May 2002 (see table below).

Date	Price** Rp/L
May 1998	1000
Oct 2000	1150
Jun 2001	1450
Mar 2002	1550
Apr 2002	1600
May 2002	1750
June 2002	1750
July 2002	1750

+ Premium gasoline
 * (Over this period the value of the Rupiah has fluctuated between around 8,500 to 9,500 per 1 Euro)

4. Working with the media*

* Adapted from BUG 1998

Perhaps the most powerful and cost effective means of reaching key target audiences in developing cities is through the news media.

“There is a sort of ‘Rule of Three’ that applies to getting someone to act on a cause you believe in. If they hear about it once, they may ignore it. If they hear about it from another source, they may stop and think. If they hear about it one more time, they may actually do something. Our goal should be to figure out as many ways as possible to reach our target audience.”

Chris DeCardy, Environmental Media Services quoted in Fenton Communication, 2001

The press release

The most basic approach to using the media is to distribute press releases announcing some newsworthy item involving sustainable urban transport, or something the city government has done in this area. These items could be an event (eg. a bike ride involving city councillors), the publication of a new study or report (eg. about air pollution in your city), or the recent installation of bicycle parking rails at the city government offices. Press releases may be distributed before an event, inviting the press to come, and immediately afterwards for reporters unable to attend. Direct contact is more important than written press releases. Campaign organisers can call media staff directly to alert them to an item, or better still, to seek an interview with a journalist.

Preparing a press release

Press releases give the campaign group a good chance of getting coverage in the local papers. A well written press release stands a chance of getting into a newspaper word for word. Chances of getting coverage are much better if it arranges the release in a format acceptable to the editor or journalist.

The following tips will result in a well set out press release:

- Use an interesting headline for the release.
- Make sure the press release includes the facts (who, what, where, when and how of what is happening) in the first couple of lines, with the most important point at the beginning.
- Keep sentences short. Avoid abbreviations and jargon.
- Ensure that the spokesperson for the group places a quote in the release.

Mobilising opinion & resources: some advice from uncfd.org

Tips from a Car Free Day Website

Using more practical and less "academic" approaches to knowledge-building, communicating, and mobilising opinion and resources will involve:

1. Using images, photographs, photo essays, film, architectural renderings, video scenarios, cartoons, posters, drawings, "before and after".
2. Creative, probing use of polls, surveys, feedback monitoring schemes which improve awareness of the diversity of needs and views.
3. Creative use of small samples (cheaper, faster and sometimes even more accurate).
4. Imaginative linking of quantitative analysis with more vivid information concerning the real impacts on individuals, families, firms & communities.
5. "Day in the life of ..." profiles, scenarios, stories, and other "literary" treatments.
6. Games, educational and others, using a wide variety of media. Competitions to elicit broader, more vigorous and imaginative participation.
7. Involving children both in the collective learning experience and in solution processes.
8. Use of the school system as a resource, to carry out surveys, mini-studies, demonstrations, parent education and activism on these issues.
9. Electronic bulletin boards, networking, conferencing, new group work techniques.
10. Use of simulations, artificial intelligence, etc., to encourage depiction, emergence, and collective consideration of solutions
11. Process-oriented projects involving the semi-structured use of brainstorming sessions, roundtables, confrontations of opposing points of view; oriented to attain specific objectives.
12. Cross-project & foreign support by policy gurus, networks, public interest groups.

Other points to keep in mind include:

- Send press releases to named journalists if possible and to the News Editor.
- Try to build long-term relationships and work with supportive journalists
- Follow up with a phone call checking whether they 'need more information'.
- Be aware of the audience and draw out the significance of the news to them.
- Circulate releases widely - use as many media outlets as possible.
- Time news releases carefully; don't announce your event on Budget Day.
- Only release important stories and events.

"This is not a protest. Repeat. This is not a protest. This is some kind of artistic expression. Over"

A call that went out on Metro Toronto police radios on May 16, 1998, the date of the first Global Street Party. Naomi Klein, *No Logo*, Flamingo, 2001

Public events and press events

The awareness campaign can stage an attention-getting event, or some creative activity that will attract crowds and bring visibility to the issue. For example, many bicycle advocacy groups around the world have organised a "commuter race to work" utilising different modes including car, bike, bus, walking and the train. A 'race' on a typical 5 km route in a busy city will usually result in a win for the bike. Another example is a "City Councillors Ride", where city councillors are invited to participate in a bike ride to the parliament, or a city government ride ending at the government offices. These types of events make good 'photo stories.' Let the press know about the event, in a format similar to the Press Release. Announce what is taking place, who is involved, exactly where and when the event will take place, and the route of the ride.

Practical media tips

- **Make sure the information is timely.** Initiate stories when the issue is most relevant. Relate sustainable transport issues to a news story in the local community.
- **Localise the issue.** Use local examples and statistics if possible when presenting the issue instead of, or in addition to, broad national

statistics. Explain how the issue affects the local community.

- **Stress the human interest angle.** Explain how the issue affects real people. Use personal stories to get the message across.
- **Demonstrate local support for the issue.** Quote or use as a spokesperson someone of local prominence in the community.
- **Be credible.** Be sure your sources are reliable and that the information is correct.
- **Be creative.** Try the unexpected, the original and the colourful. If the campaign wants to be heard, it is important to get peoples' attention.

Writing a letter to the editor

A Letter to the Editor of the local newspaper can raise new issues, respond to current issues or respond to the letters of others.

- Be brief. Get to the point in the first paragraph.
- Avoid 'point scoring'.
- Don't try to force in too much information.
- Try to respond to previous articles or letters within 48 hours.

Giving a good interview to a journalist

When being interviewed by a journalist it is important that the presentation of the campaign group member is good and the campaign message is clearly brought across.

- Find out why they want to interview you, how long it will last and what questions they are going to ask.
- Rehearse the important points beforehand with someone taking the role of the interviewer.
- If you can't find out the questions, try to anticipate them and have answers ready.
- Reiterate the main point in different ways.
- Use notes of any facts you want to quote.
- You don't have to answer every question; sidestep questions and keep making your point.
- Don't be drawn into conflicts; remain positive and calm.
- Give the journalist written notes with the main points, to minimise the risk of errors.
- If on TV, dress appropriately.
- Radio stations often interview on the phone - make sure you're ready at the arranged time and that there is no background noise.

Commuter competitions

It is important to encourage people to experiment with cycling. Especially in a city where recent steps have been taken to improve infrastructure and provide incentives for cycling, getting people to switch from cars to bicycles is often simply a matter of getting them to try bicycling. Once people try it, they realise the benefits.

Raising awareness, and changing habits ...

A commuter competition is one kind of activity that can help change people's perceptions of bicycling and eventually lead to changing habits. It can be held during rush hour in the city centre to demonstrate that the bicycle is usually the fastest transport option in an even partially congested setting.



Lloyd Wright, 2002

Competition participants can include political leaders, athletes, and other celebrities. A competition held in Cambridge, USA (see photos) had the following results.

Mode	Time(mins)
Bicycle	13.6
Bus	20.2
Car	30.4

5. Advocacy through a Bicycle User Group (BUG)*

* Adapted from Transport Bikewest and the Bicycle Transportation Alliance, *Bicycle User Group Manual*, 1998

5.1 What is a Bicycle User Group?

A Bicycle User Group or BUG is an organisation set up by cyclists whose aim it is to improve cycling conditions in their local area. BUGs are usually made up of local cyclists who enjoy bicycle riding for transport or for recreation purposes. Different members will bring different skills to the group; they may be professionals, students, officials, or others, united in a common desire to promote cycling.

BUGs vary in size and purpose. They may meet on a regular basis to work out strategies to improve cycling in their community, in their building, or on their university campus. Some organise Bike to Work days or other activities with work colleagues. BUGs also are involved in transport planning and work for beneficial physical changes as well as policy changes.

“Different members will bring different skills to the group”

The role of a BUG

BUGs encourage local government to provide better facilities and safer routes for commuter cyclists, for children riding to school and for recreational cyclists. It is common for BUGs to provide detailed recommendations to the city government on how to improve facilities, and to be involved with implementing measures. An excellent example of an active BUG is the Urban Cyclists' Association (ACU) of Buenos Aires, which has conducted rallies, seminars, forums and special events, carries out three weekly social rides (two in the evening during the week, another every Sunday), issues a newsletter and a bicycle manual, makes presentations at schools, conducts studies on issues such as bicycle parking and integration with commuter rail, and provides detailed recommendations to the municipal government; all based on membership fees and occasional fund-raising events or paid tasks, and with virtually no outside funding support. Since the economic crisis in Argentina,

ACU promotes cycling not as 'recreational' or 'green', but as a way of reducing the transport burden on the urban poor.

The major emphasis of a city-level BUG is to focus bicycle advocacy at a local level and to bring the discussion down to detailed proposals. In this context however the roles of BUGs are many and varied. They are able to:

- provide a forum for cyclists to meet, discuss local bicycle issues, and hold social events
- work with the city government to improve cycling conditions
- assist others (neighbours, friends, work colleagues, campus friends) to start cycling.
- arrange and participate in social rides in their city, local festivals and community events (see text box: Tour of the Fireflies).

What BUGs can do

There are many activities that BUGs get involved in, all of which contribute to a better cycling environment. BUGs can:

- Advocate the adoption of a local bicycle plan. Bicycle plans are still rare in developing cities.
- Provide input to councils, businesses and institutions to determine appropriate locations (and type) of bicycle parking facilities by undertaking bike rider surveys.
- Help to change attitudes towards cycling, eg. by talking with local government officials.
- Request better end-of-trip facilities in business and work places (eg. parking, lockers, showers).
- Advocate the creation of bike lanes.
- Advocate increased accessibility for cyclists to trains and buses and secure parking facilities at bus and train stations.
- Encourage bicycle education in schools, and assist schools to conduct cycling awareness and education events.
- Write to magazines and newspapers, and possibly develop their own newsletter.
- Establish a Website.
- Attend public bicycle exhibitions and special events and set up display boards.
- Organise regular rides and informal social functions for members and the public. The ACU in Buenos Aires for example has a Children's Ride once each month in addition to the regular weekly rides.
- Invite councillors and officials to meetings.
- Establish contacts with local bike shops. There are good places to leave promotional material to generate membership.

5.2 Forming and maintaining a Bicycle User Group

The key to successful advocacy is organisation. The combined voices of a number of people is more effective than individuals labouring by themselves. Working with others to achieve a common goal is also more enjoyable and rewarding.

There are many ways to contact local cyclists and others who may become members. BUG members may phone, write a letter, make a personal visit or even reach out to potential members via newspaper advertisements, internal bulletins or newsletters, and radio talk shows.

“Stapling or taping a flyer on parked bikes is a very effective method of reaching cyclists”

Composing a leaflet or flyer is a good way to get the message out. It should include details such as the purpose of the BUG, background information about the importance of cycling for a sustainable transport system, particular cycling improvements which are needed, main activities, membership processes, meeting times and locations, and full contact details (Figure 5).

Forming a strategy for the BUG launch

Careful planning is needed to ensure initial involvement and ongoing support. A formula that has been successful for other BUGs has been:

- a small initial meeting with key supporters (the ‘core’ group meeting, similar to the Working Group concept described previously)
- a public meeting with many members of the community attending
- a ‘follow-up’ meeting with interested attendees from the ‘core’ group and the public meeting
- ongoing BUG meetings.

The initial meeting - the ‘core’ group

The first meeting to set up the BUG would be small, with only a handful of known advocates. Prior contact should be made with known cycling advocates. Send out material and follow up with a phone call asking for local concerns and issues and inviting them to the meeting. Send out the meeting agenda prior to the meeting.

The public meeting

The second meeting would be much larger, a public meeting, where advertising is done to attract as many interested cyclists as possible. Members of the core group can spread the word about the upcoming public meeting. (See below

Doing the government’s work for them

Government officials may be particularly appreciative if the BUG can do their work for them, by submitting detailed and feasible proposals based on surveys and ‘rapid assessment’ studies conducted by the BUG.



Fig. 5
A Buenos Aires Urban Cyclist Association member places a leaflet on a car parked in a bike lane, pointing out that parking is prohibited. The back of the leaflet contains basic information and contact details for the Association.

Karl Fjellstrom, Mar. 2002

“Getting People to the Public Meeting”). The purpose of the public meeting is to draw in other interested cyclists and find out what the local issues are. A public meeting will give the BUG more credibility when negotiating with the local council and other authorities.

The follow-up meeting

The third meeting would be the first ‘real’ meeting of the BUG, which involves those who attended the original (‘core group’) meeting, plus others who are attracted to the BUG as a result of the public meeting.

The regular BUG meetings will concentrate on prioritising the issues raised by the community, working out strategies for getting things done, sharing success stories, planning rides, or other activities to keep members interested and active.

Getting people to the public meeting

- Prepare a flyer for widespread distribution.
- People from the initial ‘core’ group meeting can hand flyers to cyclists when they meet them at shopping centres, riding along roads, at leisure centres, libraries and on campus. Stapling or taping a flyer on parked bikes is a very effective method of reaching cyclists.
- Prepare enlargements of the flyer for display at local bike shops, notice boards of the local community & recreation centres, supermarkets, university and school noticeboards, and places of worship.
- Speak to the owners/staff of local bike shops, as they may help set up the BUG, or at least become a member. They may have a mailing list of customers which they could provide.

- Notify principals of schools in the area.
- Insert notice in “community events” column of city newspapers.
- Make arrangements for a photo/story in local newspaper (provide Press Release and suitable photo(s) to journalist - see below: Communicating with the Media).
- Insert notice in school and campus newsletters.
- Spread information by word of mouth - neighbours, friends, relatives.

“Each person should walk away from the meeting with a task to complete by the next meeting”

Meeting agenda, contact details, and delegation of tasks

At each of the meetings of the BUG be sure to get the names and contact details of people attending. A meeting agenda is important, with a list of items to be covered. Discussion should be kept tight and to the point.

It may also be useful to rotate responsibility for facilitator, note-taker, and time-keeper of each meeting.

It is important to share the workload. Each person should walk away from the meeting with a task to complete by the next meeting. The group will then feel a sense of involvement.

5.3 Liaising with city government

City governments and cycling

City and local governments in developing cities are responsible for traffic management and wider transport planning, and they have a major influence over the provision and maintenance of bicycle facilities in the city. It is very important that the BUG familiarise itself with the many different agencies (Transport, Parks & Gardens, Public Works, City Planning, Environment, Health, Tourism), and their areas of responsibility. It is important that the BUG develop contacts and working relationships with officials in these agencies (Figure 6).

When liaising with the city government and also the city council, the BUG should aim for:

Fig. 6
Members of the Buenos Aires Urban Cyclist Association discuss strategy at a regular meeting. The Association maintains close relations with the Public Works & Services Office, where the head of the Association works. This relationship has helped them achieve implementation of several measures to improve conditions for cyclists in Buenos Aires.

Karl Fjellstrom, Mar. 2002



- **Policy commitment** - a commitment to ‘think bike’ in transport planning can improve conditions at no extra cost.
- **Recognition** - that cycling is a major part of the solution to problems caused by too many cars, not just an added extra.
- **Planning** - to have cycling clearly supported and provided for in city planning schemes, plans, subdivisions and developments.
- **Participation** - regular meetings with officers, interested councillors and other groups to maintain communication and to hold discussions in a ‘round table’ setting.
- **Cycle counts** - surveys establishing the real rate of cycle use and demand in the area.
- **Cycling Officer** - the appointment of a cycling officer as a point of contact and responsibility can be very useful.
- **Budget** - a commitment to spending on cycling schemes is crucial.

“Several letters from different people can indicate a wider level of public concern”

- **Targets** - getting the council to publicly set a target for increased cycle use (by a given date). This makes a good publicity opportunity and allows the BUG to push for further facilities and spending.
- **Bicycle parking** - at schools, markets and shopping areas, and places of worship. Bike parking is quick to install, cheap, symbolic and important in encouraging bicycle use.
- **Public commitments** - ultimately work to get public commitments from councils – a small promise made public is as important as private hints of larger concessions which never materialise.

Liaison with city councillors

City Councillors value public opinion. The most useful councillor is one who cycles and understands that cycling has a role to play in serving the local community and environment. Some tips for communicating with councillors:

- Inform them - put them on the BUG’s mailing list, invite them to public meetings.
- Write to them outlining the case for cycling and the BUG’s objectives for promoting it.

- Ask for their support and/or comments. Letters (not identical) from different people can indicate a wider level of public concern.
- Invite them to take part in special events and photo opportunities (Figures 7 and 8).
- Most councillors are extremely busy, so information for them should be concise.
- Brief them regularly and accurately; establish the BUG as a reliable source of information.
- Be prepared to explain the issues and tackle misconceptions. Some councillors will have an interest in cycling and may argue the case before Council and committee meetings.

5.4 Involving the public

Involving the general public is important for the BUG, and might include:

- hosting events such as a “bike to work breakfast”
- volunteering to provide secure bike parking at an event
- bicycle maintenance clinics
- displays at shopping malls, and local markets and campuses
- letters to the editor
- surveys and small studies
- partnering with the private sector
- networking with other organisations. Transit advocacy groups could for example be considered natural allies of a BUG.

Fig. 7
Mayor Antanus Mockus of Bogotá (right) promotes bicycling in February 2002 on one of Bogotá’s new cycle routes. This kind of activity also brings the mayor into closer contact with citizens.

Karl Fjellstrom, Feb. 2002





Fig. 8
The Head of the Surabaya City Council and leading officials take part in a Car Free Day held in Surabaya on 30 May 2002.

Karl Fjellstrom, May 2002



A detail from the map

Ciclo Rede: Raising awareness about cycling in Sao Paulo

Source: Andreas Marker, Andreas Nieters, Projeto ProGAU - Gestão Ambiental Urbana, 2002

The “Ciclo Rede” project is a recent initiative of the São Paulo Municipality together with GTZ to promote the use of bicycles as an alternative mode of transport in the São Paulo City area.

Research has shown that in this city of 10 million inhabitants, nearly 10 million short distance trips are made daily by pedestrians, indicating potential for the use of bicycles.

Methodological approach

The “Ciclo Rede” guide contains a map of bicycle routes forming a network in an area of about 40 square kilometres in the north-western part of the city.

The routes are traced essentially on secondary roads and are mapped according to the following criteria:

- Relatively less car traffic compared to other roads,
- Abundance of trees and shade protection from the sun,
- Scenic routes,
- Small or no inclination,
- Most direct, straight connections between main urban points such as public institutions, commercial and cultural centers, and parks.



The map guide, of which 40,000 copies were distributed, contains safety hints and tips for urban bikers, such as addresses of bike shops and cyclist NGOs.

The strong point of this initiative is the fact that it was implemented by experienced “urban bikers”, in cooperation with the municipal Secretary of the Environment. Thus it represents a realistic conception of the possibilities of bicycle use in São Paulo, supported by several NGOs. Upon publication it received considerable attention by the local media and residents.

GTZ provided impetus for the idea, and financed mapping the routes by contracting experienced bikers. The editing, publication and distribution of the guide, and promotional events, were sponsored by private companies together with the municipality.

As a follow-up measure, a new “Ciclo Rede” was introduced by the municipality in the historic center of São Paulo, giving continuation to the initiative.

Implementation

Although some steps towards sustainability have been taken, “Ciclo Rede” is presently not officially supported by the local government (City Secretary of Transport). Without adequate signposting and construction of special bike routes in crucial stretches of the network, it lacks attractiveness for the “newcomer” or casual biker and will be restricted to a rather small and experienced group of “professional bikers”.

Other municipalities have shown interest in adapting the concept, suggesting that the goal of creating more awareness of urban transport and environmental issues has been achieved by “Ciclo Rede”.

6. Car Free Days & events*

* This section is adapted from a report by Eric Britton of EcoPlan International, Thursday: Breakthrough Strategies for Reducing Car-Dependence in Cities, The Commons, Paris, 2002.

Breaking the ice

This section introduces a Car Free Day (CFD); one way for a city, town or neighbourhood to begin to revise attitudes towards their transport system. The keys to the approach are broad public participation, meticulous preparation, careful negotiation, technical preparations, deployment, performance monitoring, reflection, and negotiated follow-up and extension.

“A Car Free Day is a proposal for a city, neighbourhood or group to spend one carefully prepared day without cars. To study and observe closely what exactly goes on during that day. And then to reflect publicly on the lessons of this experience and what might be done next”

Eric Britton, Thursday: Breakthrough Strategies for Reducing Car-Dependence in Cities, Paris, 2002

The best way for any city or region to deal with worsening congestion and air pollution and the range of associated issues is by mounting a broadly supported, long-range program of the sort advocated in this *Sourcebook* (see e.g. Module 1a: *Urban Transport and Development Policy*). But what happens in cities where the mandate for change has not yet received a high level of support; the great majority of developing cities? Might there be simpler things that can be done to “break the ice”, to get all those concerned within the city, town or neighbourhood to move in new directions?

Treatment for addicts

You cannot meaningfully engage people addicted to cars; some form of treatment is required. This means thrusting them – and us! – into a *no-choice situation*, at least for a time. The “ice-breaking” approach that we present here is called a Car Free Day. We recommend it be carried out on a Thursday, because it is important that such a demonstration take place

on a ‘normal week day’. We are trying to create a situation in which people will see their city under ‘normal’ circumstances, but in a different light.

There will be as many variants as cities, but here is one possibility of how such a project might work. On, say, the first working Thursday of May 2004 our city will undergo its first Car-less day. From 7am to 7pm, no private cars will be allowed on the city streets. Buses, taxis and other public transport will operate as normal. The run-up to this day will be extremely important and should involve meticulous preparatory work over at least several months involving the organizing team and a large number of organisations, institutions, local figures, media, schools, and so on. After the event, the experience can be studied, better understood, broadly discussed and then fine-tuned for eventual next stages.

You may ask: How are all those people to get around on that day? Will life in the city come to a complete standstill? Will the existing public transport operations crack under the strain? Will stores and businesses just close their doors?

“From 7am to 7pm, no private cars will be allowed on the city streets. Buses, taxis and other public transport will operate as normal”

There will be a rich array of ways of dealing with this exceptional situation. Some will take a bus or bike, others will run or walk, then there is the possibility of group rides in taxis, Park+Ride, special shuttle services, cross-school programs, teleworking, simply taking home some ‘home work’, visiting a medical facility, or spending a day with the family or friends.

Timeline: some Car Free Day highlights

Do you think that getting cars off the streets for a day of public reflection and dialogue is brand new? Think again. The Car Free Day “movement” began in the 1950s as the first local groups began to protest the intrusions of cars into their cities and neighbourhoods.

Today, the Car Free Day movement is gaining international prominence. On the following page is a brief timeline of some selected events.

- 1958, New York. Demonstrations of neighbours of the Washington Square Park area of New York City eventually block proposed extension of Fifth Avenue, which would have eliminated this popular public park and social oasis.
- Autumn, 1968, Gronigen, The Netherlands. First neighbourhood Woonerf The goal of this at first illegal project led by local residents was to claim back the street and create safe space for people
- 1972, Delft, The Netherlands. First official Woonerf opened
- January-February, 1974, Switzerland. Four car free Sundays organized and greatly enjoyed by all during "Oil Crisis"
- 1981, East Germany. First German CFD held.
- September 1992, San Francisco. Critical Mass, <http://michaelbluejay.com/cm>. More or less anarchist, at least self-organizing, group cranks up to take back the streets from cars. Still at it.
- 11th June 1996, Bath, U.K. Bath CarFree Day, <http://web.ukonline.co.uk/Members/bath.environment/carfree1.htm>. First British CFD.
- 1997, U.K. National Car-Free Days, www.eta.co.uk. The ETA co-ordinates first three annual CFDs in Britain.
- 9 September 1997, La Rochelle, France. Journée sans voiture, www.iclei.org/egpis/fgpc-142.html. Led by Mayor Michel Crépeau and Jacques Tallut, La Rochelle organizes France's first CFD.
- June 21 1998, Mobil Ohne Auto, www.oneworldweb.de/moa/. Germany-wide Car Free Mobility Day
- September 22, 1998, "En ville, sans ma voiture?" www.environnement.gouv.fr/actualites/Sansvoiture/base.htm, France. French Ministry of the Environment and 34 French cities organize "En ville, sans ma voiture?" ("A day in the city without my car?").
- September 19, 1999, The Netherlands. First National Carfree Sunday in the Netherlands, <http://ecoplan.org/carfreeday/national/cfd-neths99.html>.
- 22 September 1999, First European "Pilot Day". On Wednesday 22 September 1999, 66 French towns participated in "En ville, sans ma voiture?", (2nd edition), while in parallel 92 Italian towns organized the first Italian National CFD, "In città senza la mia auto", www.enea.it/senzaauto/guida_Organizzativa.htm. The Canton of Geneva also participated in the first European "Pilot Day", wherein all the participating cities designated car free areas in their centres.
- Sunday 26th of September 1999, First Belgian CFD announced
- Sunday, February 6, 2000, Italy. Environment Minister Edo Ronchi opens first of 4 successive Car Free Sundays (www.ecoplan.org/carfreeday/italy/italy1.htm) in Italy, to take place on first Sunday of month for next four months.
- 24 February 2000, Bogotá, Colombia. The Bogotá Challenge, www.ecoplan.org/carfreeday/Bogotá/Bogotá1.htm. The City of Bogotá organizes in cooperation with the World Car Free Day Consortium Sin mi carro en Bogotá, www.ecoplan.org/carfreeday/cf_home.htm, the world's first large scale "Thursday" CFD project, and launches its Bogotá Challenge to the rest of the world.
- 21 September 2000. First Car Busters World Car Free Day, www.carbusters.ecn.cz/carfreeday, inviting independent projects to organize on that day, and later announced as a planned annual Open event.
- 22 September 2000. First European CarFree Day, www.22september.org/. The government sponsors reported that 760 European towns jointly organized the first pan-European "In town, without my car!" day.
- 14 October 2000. Chengdu City of Sichuan Province, China, started the first ever "Car-Free Day", (www.ecoplan.org/carfreeday/earthcfd/general/chengdu.htm) of the nation.
- 29 October 2000. Bogotá holds world's first Car Free Referendum, www.ecoplan.org/voteBogotá2000/, (which passes)
- 1 February 2001. Bogotá launches first ECFD 2001 project with its second Dia sin Carro.
- 19 April 2001. First Earth Car Free Day, www.ecoplan.org/carfreeday/earthcfd. More than 300 groups and cities around the world participate in this first ECFD (the detailed results of which can be accessed at http://ecoplan.org/ECFD_Databas).
- 22 April 2001. Surabaya, Indonesia carries out the first of 3 Car Free Days in 2001 (www.sutp.org)
- May-December 2001. Numerous independent Days and demonstrations organized and reported and supported by the World Car Free Day Consortium.
- September 2001. Second European CFD (www.22september.org/) and second Car Busters World CFD (www.carbusters.ecn.cz/carfreeday) organized.
- 6-8 February 2002. First United National Regional Car Free Days Practicum (www.uncfd.org/) organized for Latin America, in cooperation with and support of the third Car Free Day in Bogotá, Colombia. Practicum brings

together a delegation of mayors from across the region to discuss CFD approach for their cities.

- 8-10 May 2002. Second UN Car Free Day Demonstration and Practicum (www.carfre.org/index2.php) for Regional Mayors taking place in Fremantle, Western Australia.

Since the Fremantle events, CFD projects of a wide variety of types have been held in hundreds of cities around the world.

The Bogotá approach

A Car Free Day is properly viewed as a collective learning experience with a view to providing the people in that place with new visions of how their city or neighbourhood could be organized. There is of course nothing new about a proposal for a car-free day. In addition to a growing number of small city centre closure projects and pedestrian zones, over the last decades there have been hundreds of cases of cities that have banned car traffic for a single day, some special event, or during some particular (usually crisis) period. What these projects have in common is that in virtually all cases they are handled as once-off exercises. Typically they are done, endured and quickly forgotten; little effort is made to follow up or build on the experience in a systematic way. Nor are they planned for with any great precision.

The Bogotá Car Free Day project has taken a different approach. The achievement of the 24 February project has been to build on a process of careful prior study, extensive consultation, and meticulous monitoring and evaluation in order to develop an array of valuable insights and support for future policy changes.

It is easy enough to excite people to talk for a time about how nice it would be to have cities with less traffic, but much harder to make real progress in that direction. Even the occasional car free day or demonstrations, exciting though they may be for the moment, invariably accomplish little to advance these concepts into practical, daily reality. This suggests that new means must be found in order to break the policy bottleneck. These were the means developed based on the collaborative effort that was the Bogotá Car Free Day.

Cross-city collaboration – already initiated by Bogotá and other cities - may be useful in several areas:

- sharing of materials and expertise
- development of activity checklists (e.g. preparatory tasks, organisations to involve, etc.)
- tool sharing (analysis, preparation, and then later to monitor performance, shortcomings, requirements for fine-tuning, etc.)
- media kits and guidelines
- peer support
- networking and communications systems (cross-city, regional, national, etc., including integrated “War Rooms” for information and expertise sharing at different levels)
- eventually even cross- or collaborative financing.

Planning, monitoring, and follow-up

The monitoring and follow-up program is very important. How did you like the way your city looked on the CFD? Were there any important differences? How inconvenient was it for you to deal with it? What might be done to make it better? Answering these questions will require a process of consultation and activist planning that will bring in (just to start the list) public transport operators (public and private), taxis, police, the people who handle the traffic signal timing, schools, store owners, employers of all sizes, doctors, social service organizations and groupings, etc. In the final analysis, whatever the limitations of the experience, it will be for many an opportunity to view both their town and their own lives from a new perspective.

A poorly prepared project will – for sure! – fall flat. The choice of site will be very important. This is not the sort of thing that can be imposed by planners or central authorities. It must be a project which has the endorsement both of the community’s leaders and, in time, of the great majority of its citizens and institutions. If such an undertaking is perceived as being thrust on the city by a distant central administration, it will never succeed. A CFD project must be the result of a strong social consensus *in that place*.

From the outset the idea should be to look for ways to adapt and extend the CFD program on a continuing basis, building on experiences. Thus for example, once the result of that first CFD have been analyzed and discussed, a second project could be organized a few months later.

Resource materials

There are thousands of Websites promoting various aspects of sustainable urban transport through various public awareness campaigns. In addition, public awareness campaigns come and go, so no effort is made here to produce a comprehensive list of resources.

The best strategy for finding resource materials is to use the excellent sites listed below as starting points. They almost all have 'link' sections to other related sites.

General sustainable transport advocacy

- The Institute for Transport and Development Policy (www.itdp.org)
- Sustran (www.geocities.com/sustranet). Sign up for the excellent sustran-discuss online discussion forum
- GTZ's Sustainable Urban Transport Program – Asia (www.sutp-asia.org)
- The US EPA. Check the mobile sources and air section of the site (www.epa.gov)
- The ADB hosts an excellent Website with an Asian regional focus on reducing emissions through integrated transport policies: <http://adb.org/vehicle-emissions>.

Cycling advocacy

There are too many cycling advocacy sites to list. Excellent starting points, with lists of links and useful resource materials, include:

- International Bicycle Fund, www.ibike.org
- www.cyclinginfo.org

The excellent Bicycle User Group Manual, by Transport Bikewest, The Bicycle Transportation Alliance and the Government of Western Australia (1998), is available for download at http://www.dpi.wa.gov.au/metro/gettingthere/cycling/documents/bug_manual.pdf. This 70 page manual, though focusing on cycling advocacy, provides practical advice on vital organisational issues relevant to any public awareness-raising campaign.

Pedestrian advocacy

Explicitly pedestrian-oriented campaigns remain relatively uncommon, but walking is a part of most sustainable transport campaigns. Start with www.walkinginfo.org.

Transit advocacy

The vast bulk of the online material is from advanced rather than developing cities. Such material will nevertheless be useful resource materials for developing cities. For transit advocacy, a good starting point is:

- The International Public Transport Union, www.uitp.com
- The Straphangers Campaign, www.straphangers.org
- TransMilenio: www.transmilenio.gov.co:8080/transmilenio/index.htm.

Campaigns in particular cities: Clean Air campaigns

Please refer to the text of the module, which included a discussion and listing of such sites in several developing cities. In addition, www.earthday.net has a substantial database of events held by cities around the world, including many in developing cities and many with 'clean air' themes.

Campaigns in particular cities: Promoting cycling, walking, and transit

There are too many such campaigns to list, though a few are mentioned as examples:

- Brisbane City, Australia, has an active program promoting cycling, walking, and buses, with many and varied events announced through the Transport Department Website www.transport.qld.gov.au/cycling
- <http://uncfd.org> provides links to many ongoing events and campaigns
- www.learntoletgo.org.uk, apart from being an aggressive campaign, has a good list of links and news to other events.

Car Free Days & related events

The best place to start for any city considering a Car Free Day is Eric Britton's Ecoplan site, www.ecoplan.org, and the companion site of the United Nations Car Free Day program, <http://uncfd.org>. Many links are provided in the CFD timeline earlier in this module.

Other excellent resources include:

- www.carfree.com
- www.earthday.net
- World Car Free Days discussion forum. Subscribe and join the discussion at: <http://WorldCarFreeDay.com>

- European Car Free Day, <http://europa.eu.int/comm/environment/cycling/>
- There are many events at the city level, but Websites for these can all be easily and quickly accessed through the excellent online resources and networks available at the links listed above.

Involving children

A public awareness campaign which aims at a wider audience than only decision-makers and key multipliers should give a high priority to outreach to children. Developing cities have young populations, and children can also influence their parents.

A good starting point with links to many further resources is: www.ecoplan.org/children/ch_index.htm

General communication and advocacy

As well as the advocacy sites listed above, the following references are useful for communication, advocacy and partnership building.

- The *Virtual Activist Training Course* (2002), which focuses on using the Internet for outreach and organising, <http://www.netaction.org/training/>. It includes a *Virtual Activist Training Reader* at <http://www.netaction.org/training/versions.html>
- The Benton Foundation has an online best practices 'toolkit' for *Strategic Communications in the Digital Age*, at <http://www.benton.org/Practice/Toolkit/home.html>, which includes links to further materials. The toolkits contain further links to many good resources on communication and campaign strategies. Though the site aims to assist non-profit organisations, the material is highly suitable for developing city governments trying to implement a public awareness campaign on a low budget.
- *Meeting the Collaboration Challenge Workbook* (2002), the Drucker Foundation, at <http://www.pfdf.org/collaboration/challenge/download.html>, focuses on partnerships with businesses.
- *Now Hear This* (2001) is a guide to communication strategies and advocacy from Fenton Communications, available for download at http://www.fenton.com/resources/nht_report.asp. The site includes

a list of further resources and links, at <http://www.fenton.com/resources/moreresources.asp>, and links to the campaigns discussed in the main report.

- The Grantsmanship Center provides a practical guide to *How To Conduct a Focus Group* (Judith Simon, 1999), at <http://www.tgci.com/publications/99fall/conductfocusgp.html>
- *Managing the Media: A Guide for Activists*, <http://tenant.net/Organize/media.html>
- *The Organizer's Database: ODB* (2002) is a membership database program tailored to the needs of small non-profit and grassroots organizing campaigns. It can be downloaded free of charge at <http://www.organizenow.net/odb/odb.php>. This software may be useful to public awareness campaigns which are handling large numbers of relatively small donors.



Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

Dag-Hammarskjold-Weg 1-5
Postfach 51 80
65726 Eschborn
Telefon (0 61 96) 79-1357
Telefax (0 61 96) 79-7194
Internet: www.gtz.de

commissioned by



Bundesministerium für
wirtschaftliche Zusammenarbeit
und Entwicklung

