

# POLIS

CITIES AND REGIONS FOR TRANSPORT INNOVATION

ANNUAL  
CONFERENCE  
**2024**

27-28 NOVEMBER 2024

KARLSRUHE (DE)



Baden-Württemberg  
Ministry of Transport



Karlsruhe



# Bridging the gap:

Assessing local government competencies  
for effective active mobility policy delivery

**Paulo Cambra** | National Strategy for Active Mobility

**Sofia Pires Bento** | National Strategy for Active Mobility



**Mobilidade  
Ativa**

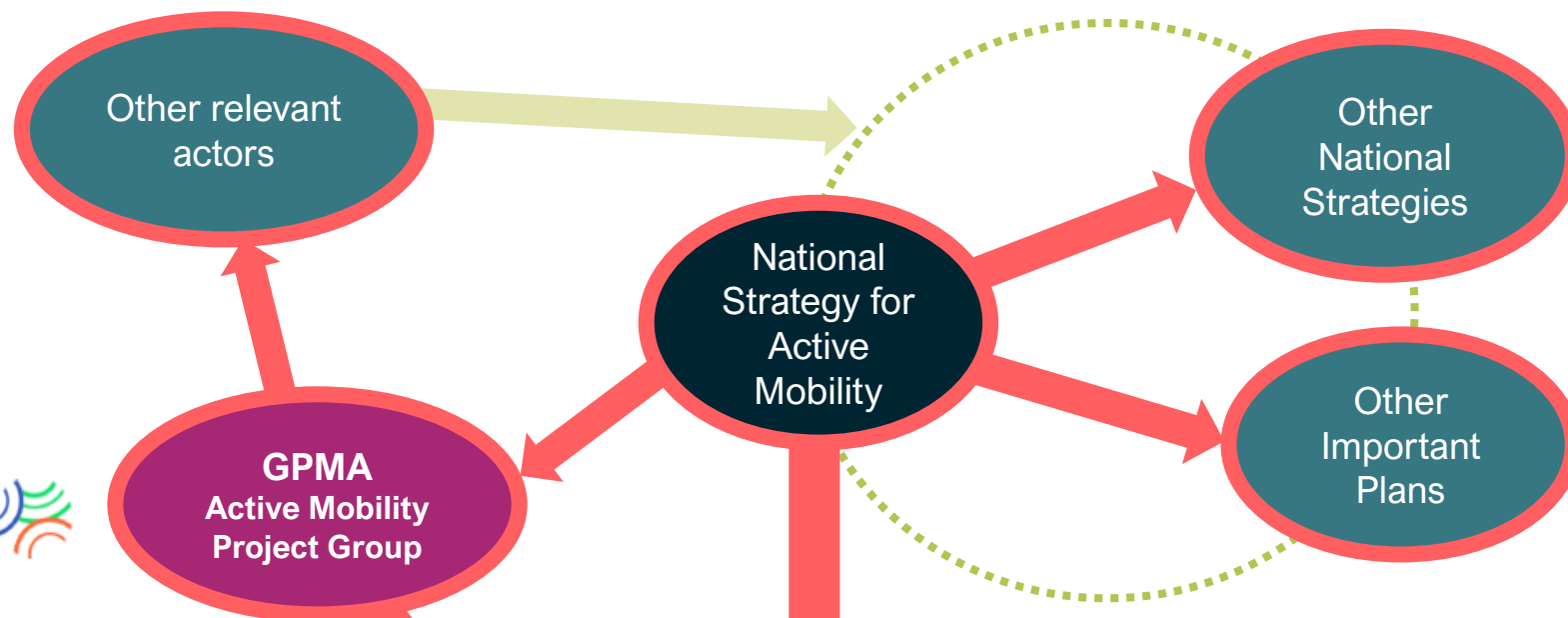


**REPÚBLICA  
PORTUGUESA**

GABINETE DA SECRETÁRIA  
DE ESTADO DA MOBILIDADE

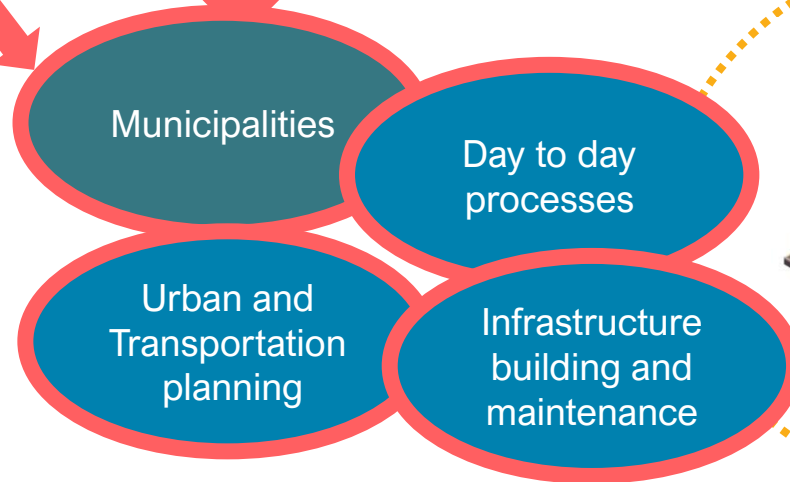


Who are we?  
What is our mission?



National level

Municipal level





## What we know

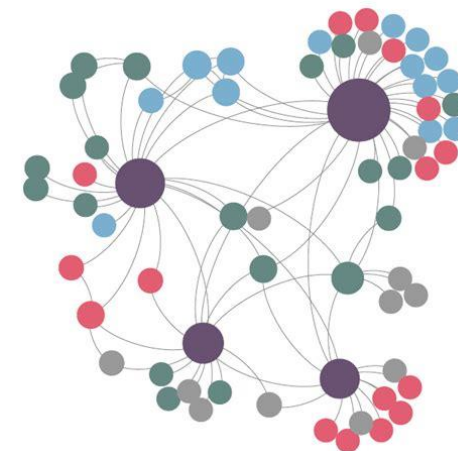
Municipalities often have dedicated traffic, transportation and urban development officers but walking and cycling are relatively new topics in the institutional design.

Also, technical staff may not have specific training regarding walking and cycling.

As a result, walking and cycling tend to be neglected – either by a feeble power balance or lack of technical expertise.

**We aimed to understand the day-to-day practices and challenges of Portuguese municipalities regarding the promotion of active mobility:**

1. Governance model – centralized or multiple departments
2. Training needs
3. Public participation levels
4. Reference guides used
5. Awareness of national active mobility strategy



Survey - national “active mobility collaborative network” (comprises 173 of 278 mainland municipalities; 62%)

N = 65 municipalities = 3,75 million people, approx. 38% of Portuguese population.

# Governance Models for Active Mobility Management

## Single department

handling all walking and cycling related decisions

Two primary models

## Multi department

various departments share responsibility for walking and cycling related decisions

### Pros:

- **Clear Accountability:** performance and effectiveness.
- **Specialization:** expertise in pedestrian mobility
- **Streamlined Processes:** reduce bureaucratic hurdles
- **Consistent Policies**

### Cons:

- **Limited Perspectives**
- **Resource Constraints:** resources and budget constraints,
- **Risk of Silos:** less collaboration with other relevant departments (e.g., urban planning, public health).

### Pros:

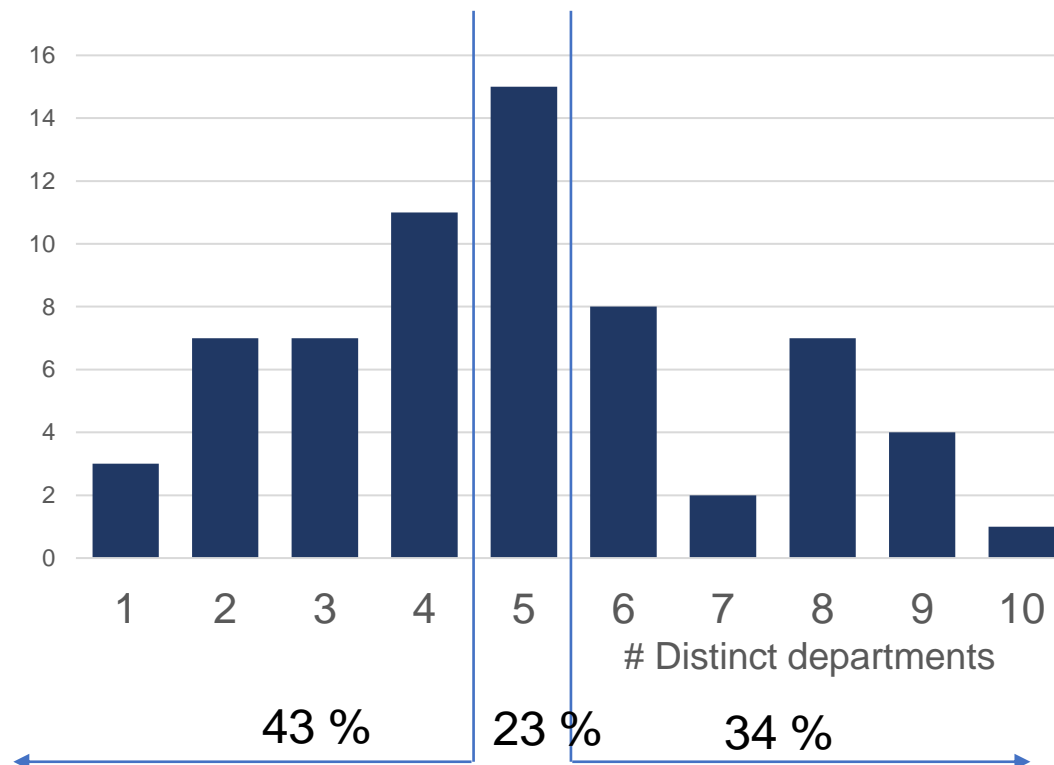
- **Holistic Approach:** diverse perspectives and expertise
- **Cross-Department Collaboration**
- **Flexibility and Innovation**
- **Resource Pooling:** share of resources and knowledge

### Cons:

- **Fragmented Responsibility:** lack of clear accountability
- **Coordination Challenges:** differing priorities and conflicting objectives.
- **Potential for Overlap:** duplicated efforts or miss opportunities for synergy in planning and implementation.

## 1. No trend in organizational arrangement

- The number of municipal departments involved in walking and cycling varies greatly
- No correlation between number of departments and population size ( $\rho < 0.4$ )

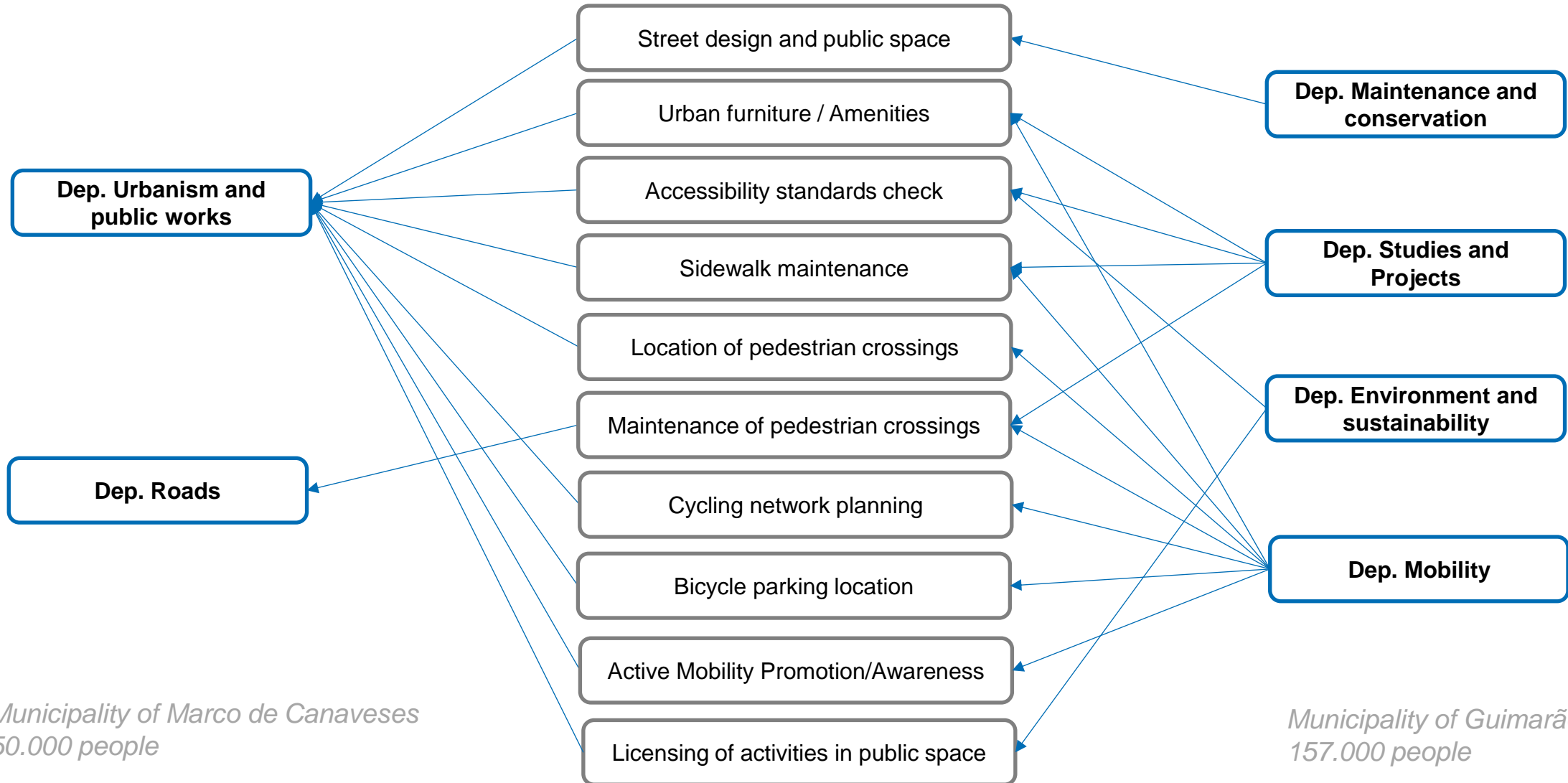


**Single department** handling all walking and cycling related decisions

**Multi department**  
various departments share responsibility for walking and cycling related decisions

Are the departments responsible for walking also responsible for cycling? 50/50

# 10 processes that shape the pedestrian and cycling environment – planning, implementation and maintenance

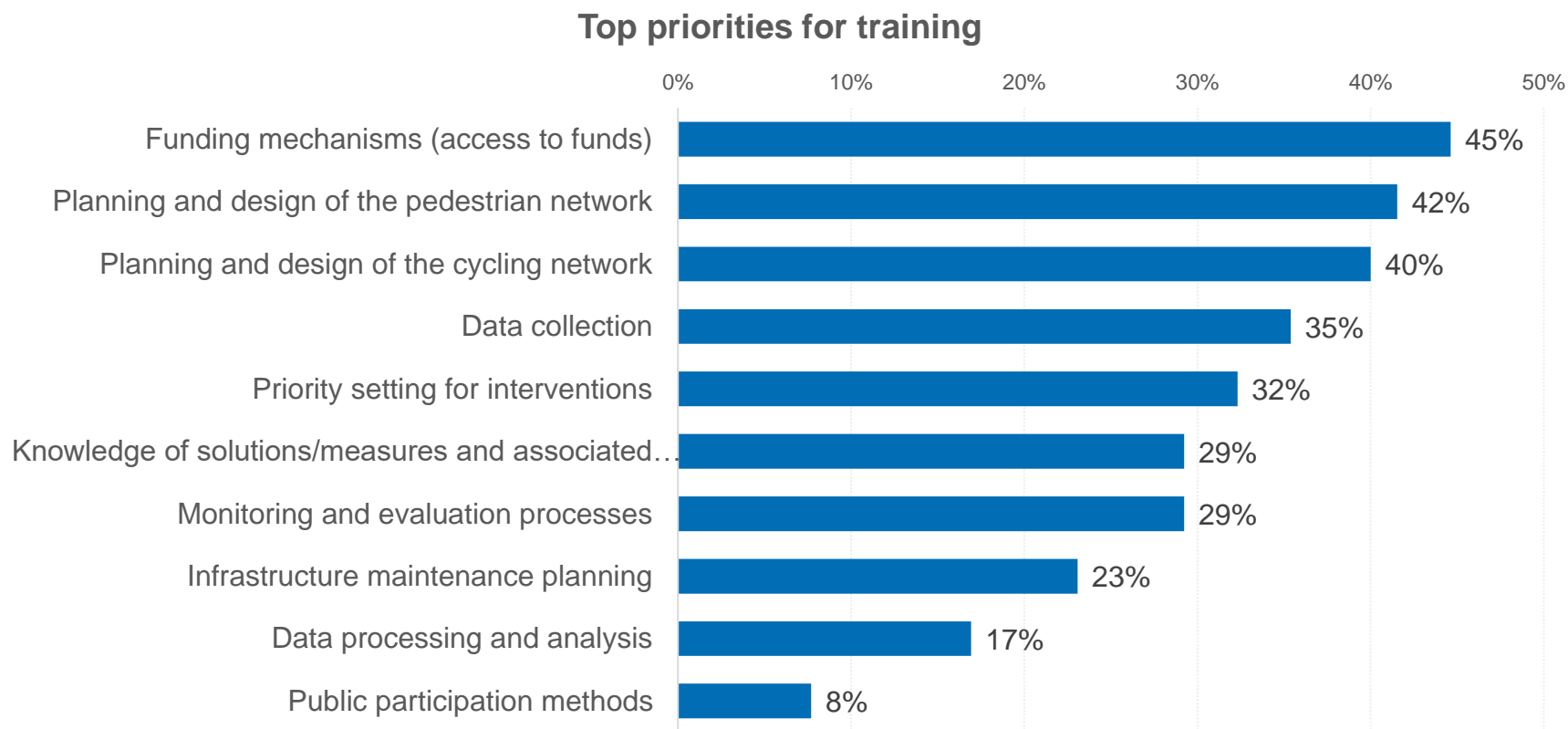


Municipality of Marco de Canaveses  
50.000 people

Municipality of Guimarães  
157.000 people

## 2. What are the needs for active mobility training

- What are the top priorities for training
- How many people are involved



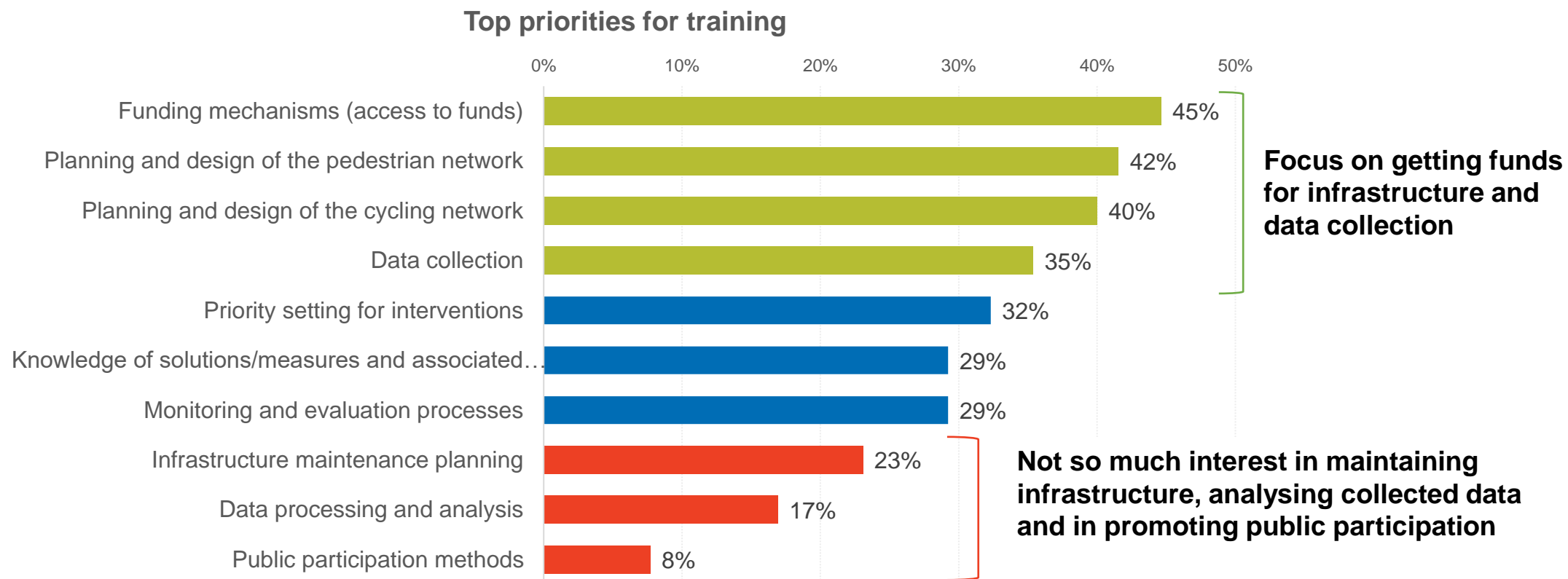
The sample represents 3,75 million people, approx. 38% of Portuguese population.

Results show at least **630** staff working in the departments that handle active mobility. Nationwide it could be over **1.600 people**.



## 2. What are the needs for active mobility training

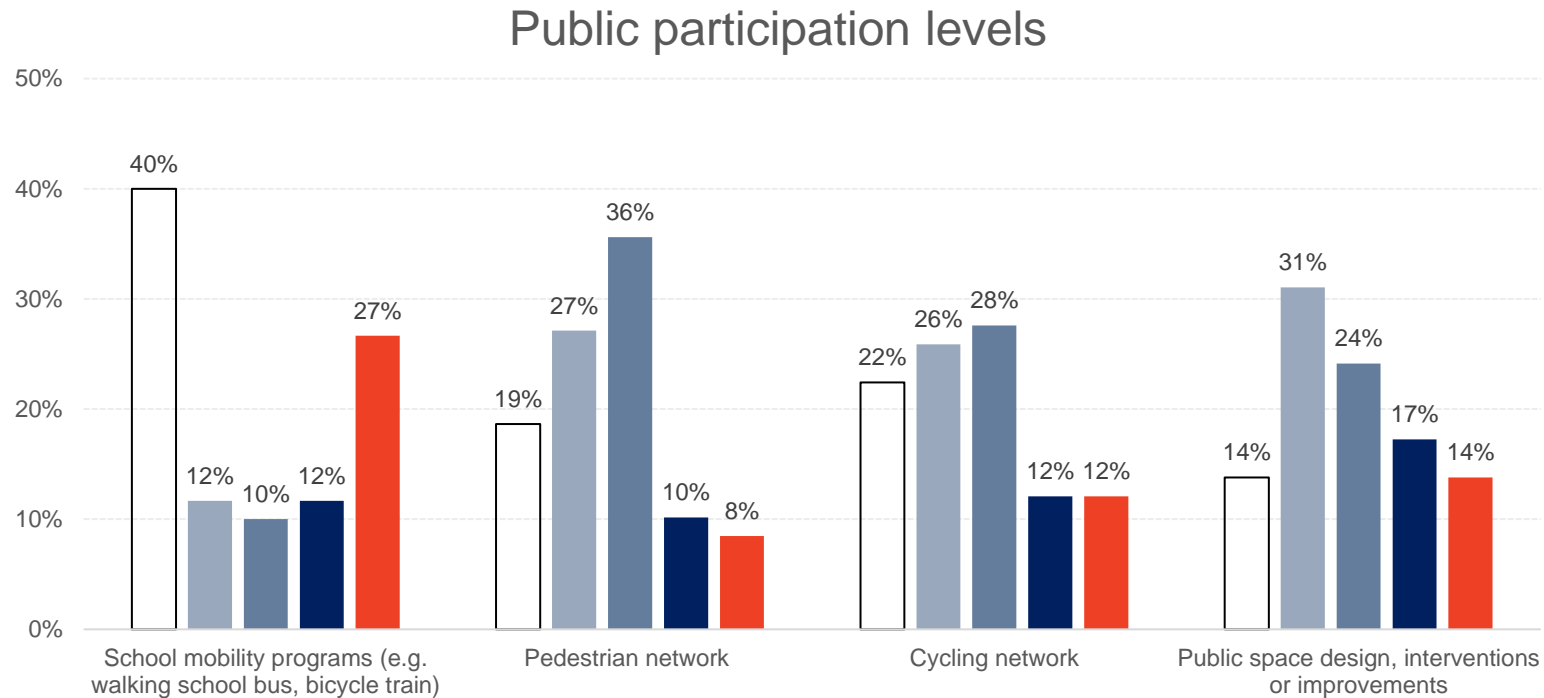
- What are the top priorities for training
- How many people are involved



The sample represents 3,75 million people, approx. 38% of Portuguese population.

Results show at least **630** staff working in the departments that handle active mobility. Nationwide it could be over **1.600 people**.

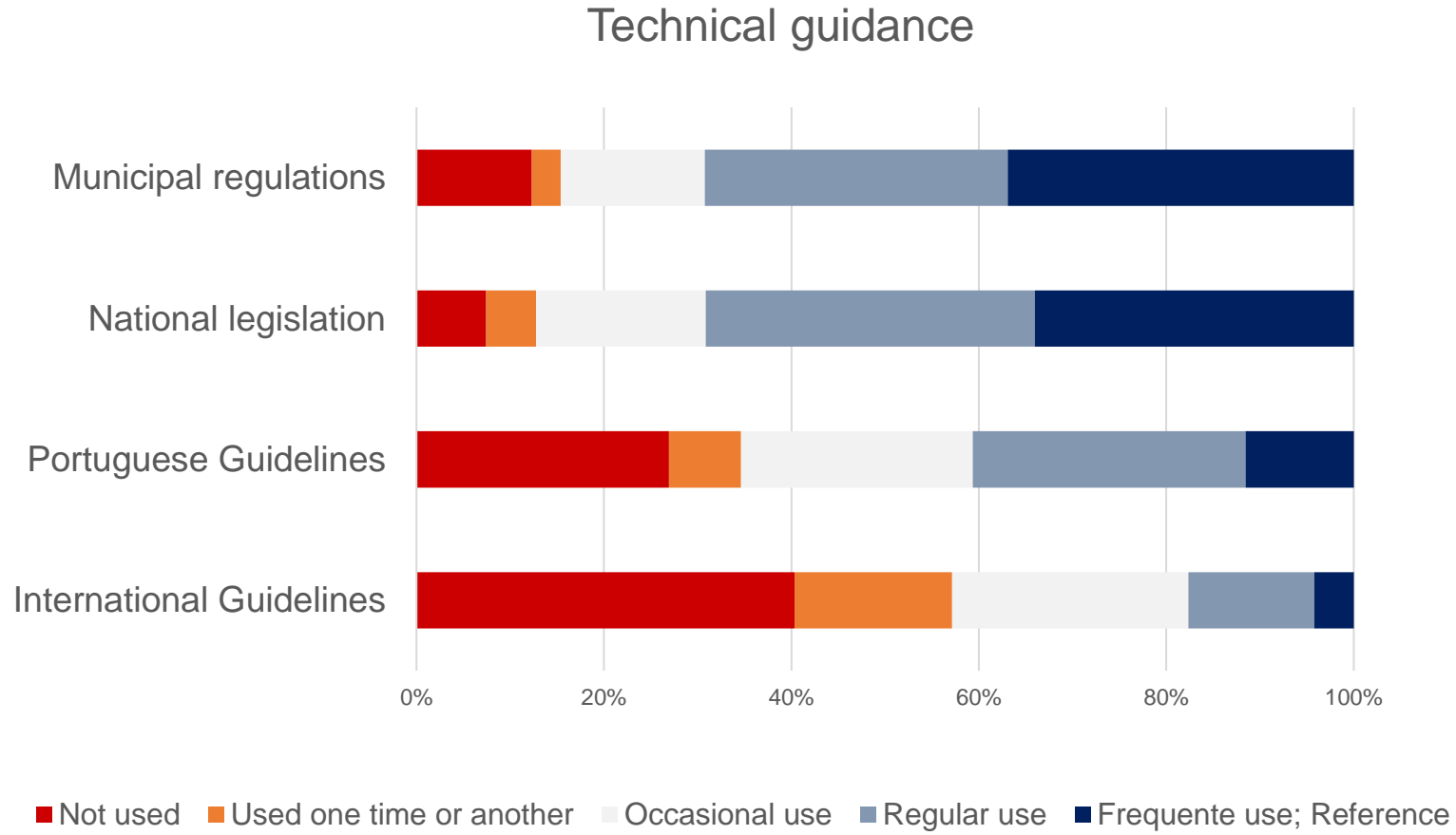
### 3. Public participation is not a common practice



- Action not implemented
- Internal process, no participation at all
- Provided information to the public (IAP2 Level 1. Inform)
- Obtaining public feedback (Level 2. Consult)
- Development of the solution with the public (Level 4. Collaborate)

## 4. Local guidance rules. International guidance does not count.

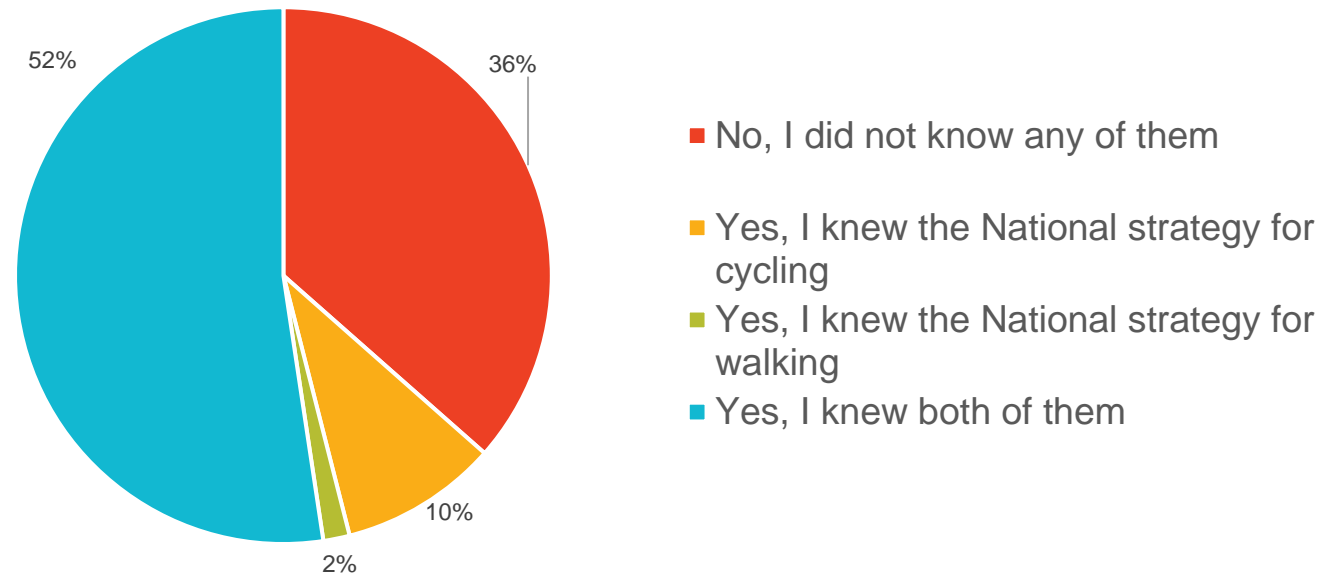
- If the legislation and regulations do not include active mobility promotion, chances are it will not happen.
- Legislation and Regulations are usually more static than dynamic



## 5. Having a national policy in place does not mean people know about it

- Portugal has around 150 distinct national policy instruments.
- Most of them are government resolutions, not the same as laws.

Did you know the National Strategy for walking and/or cycling?  
(before you joined the active mobility network)





## 6. All in all, the organizational arrangement does not seem to have any influence on the outcomes...or does it?

No correlation between

**Single department** handling all walking and cycling related decisions

**Multi department** approach – various departments share responsibility for walking and cycling related decisions

**Department size** - Number of staff per 10.000 inhabitants

and

**Financing sources** – number of financing sources to implement active travel initiatives

**Implementation level** – from planning to fully implementing different walking and cycling initiatives

**Training opportunities** – providing active travel related training to technical staff

...

- One of Portugal's active travel Champions – Braga – falls into a Multi department approach, with 4 staff members per 10 000 inhabitants
- Portugal's largest city and capital – Lisbon – has a dedicated team to implement the pedestrian accessibility plan with 13 staff members (2 staff per 10 000 inhabitants)





6. All in all, the organizational arrangement does not seem to have any influence on the outcomes...**or does it?**

**Thank you for  
your attention!**

Please share your thoughts with us



Mobilidade  
Ativa



REPÚBLICA  
PORTUGUESA

GABINETE DA SECRETÁRIA  
DE ESTADO DA MOBILIDADE



**POLIS** | ANNUAL  
CONFERENCE  
**2024**  
CITIES AND REGIONS FOR TRANSPORT INNOVATION

27 - 28 NOVEMBER 2024

KARLSRUHE (DE)

## For more information:

[mobilidadeativa@imt-ip.pt](mailto:mobilidadeativa@imt-ip.pt)

<https://mobilidade-ativa.pt/>



**Baden-Württemberg**  
**Ministry of Transport**

