

2020  
CIVITAS  
Cleaner and better transport in cities

DESTINATIONS



## Measure Evaluation Result

MAD 6.3 - Mobility management planning tools for tourists and local tourism operators

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## Executive summary

Over the past years, the Regional Government of Madeira supported Horários do Funchal (HF), the urban and interurban public transport operator in Madeira, to implement sustainable mobility international projects, also with the contribution of the Municipality of Funchal, such as CIVITAS MIMOSA and SEEMORE (Intelligent Energy Europe). The work developed during these projects was the starting point of the cooperation for more sustainable mobility projects for tourists and citizens alike.

The main objective of this measure was to promote sustainable mobility for all, starting with tourist operators, by preparing them to be ambassadors of sustainable mobility, as well as end-users, locals and visitors. To achieve this goal, HF's local team defined a dynamic approach composed of four main activities: Study the tourism mobility; Stakeholders engagement; Training and more information; Communication Campaigns. The interactions with the tourists and the activities established with the tourism stakeholders progressed very well during the life of the project. However, due to the COVID-19 pandemic, in March 2020 the tourism sector started to be strongly affected as well as HF's daily operation as public transport operator. By May 2021, the tourism sector was still registering minor improvements. In this context the local team faced serious difficulties to resume the dynamics established with the hotels, the trainings and the interactions with the tourists.

Once the situation is stabilised, the activities implemented during the project will resume and will continue beyond DESTINATIONS, as they showed to be useful methods to better understand the tourists' needs. Stakeholders' meetings, surveys to tourists, contacts with hotel staff, and English training were important opportunities to share with the tourism stakeholders information about sustainable mobility, but also to receive opinions and suggestions about how to improve the mobility system in the region.

The evaluation approach revealed positive aspects, such as the increase of satisfaction of tourists regarding information and politeness of the PT staff, and the ability of PT drivers and other transport professionals to speak and understand English (11% and 18% respectively). Bus drivers participating in dedicated training sessions pointed out positive improvement in their knowledge and skills, (from 49% to 86%), before and after the training. Nevertheless, the number of tourists using PT decreased in 2018 and 2019, and the number and revenues from touristic tickets sold in the hotels increased in 2018 but decreased in 2019.

The main drivers to implement successfully this measure was the high interest in participating in the project, from stakeholders to public transport staff. Some of the main barriers faced during the implementation of the measures are related to the tradition of using private transport modes and the need to have more hard political measures implemented.

## A Description

The main goal of this measure was to promote sustainable mobility among tour operators and final consumers, by providing the tourist operators the tools needed to be ambassadors of sustainable mobility. A comprehensive strategy was defined and established, and comprised four main actions: Study the tourism mobility; Stakeholders engagement; Training and more information; Communication Campaigns.

This measure had the cooperation of the local partners:

- HF – Horários do Funchal, Transportes Públicos, SA. The public transport operator of the urban service in Funchal and interurban service in part of the Island of Madeira, contributed promoting its' staff the training, involvement with the stakeholders, and cooperation with the measure planning, communication and evaluation.
- AREAM- Agência Regional da Energia e Ambiente da Região Autónoma da Madeira, and
- CMF- Câmara Municipal do Funchal, participating in the meetings to define the idea concept and promoting the initiative.



**Figure 1:** Hotel reception delivering PT information to the tourists

### A1 Objectives and outputs

#### City policy level objectives

- Improvement of quality of life
- Reduction in transport-related emissions
- Increase modal share of sustainable modes
- Reduce carbon emissions and leverage healthy habits within residents and tourists
- Enhance Madeira as an attractive tourist destination.

#### Measure specific objectives

- Promote sustainable mobility from tourist operators to the end-users.
- Prepare tourist operators to be ambassadors for sustainable mobility.
- Increase of awareness for sustainable mobility among tourists.
- Improve the quality of the public transport service.

#### Outputs<sup>1</sup>

- 102 hotel staff received information regarding PT
- 1 Bus Guide (booklet with schedules, popular tourist attractions).
- Developed 1 focus group with tourist operators, with the support of DESTI-SMART (Interreg Europe project).
- Creation of a permanent monitoring system to check tourist's satisfaction (enquiries)

<sup>1</sup> Extra-output during DESTINATIONS funded by European Regional Development Fund (ERDF).

- PT Foldout maps
- \*88 Drivers and operational staff of PT company received training in English
- \*210 Drivers and operational staff of PT company received training in first aid.
- \*94 Drivers from the Regional public transport companies and tourism professional participated in the e-*Motorista* training session.

## A2 Inter-relationship with other measures

The measure shares some synergies with other DESTINATIONS measures as follows:

- **MAD 2.1-** Sustainable Regional Mobility Plan (SRMP). The stakeholders' involvement started with the preparation of the SUMP, continuing with the support of project DESTI-SMART (Interreg Europe project). The survey activities, in the airport of Madeira and the port of Funchal, are fundamental tools to plan and evaluate the SRMP and the activities under MAD 6.3.
- **MAD 7.2 -** Attractive public transport. The works developed in this MAD7.2 to have a better image of public transport service and better information were essential to promote the public transport service among the tourist operators.

Besides CIVITAS, this measure welcomed cross-fertilisation synergies with one **ERDF** project, called "Valorização do capital da Horários do Funchal" (Valuation of the human capital of Horários do Funchal), which supported financially the training and first aid courses to the HF staff in English. This project started in July 2018, the application to this fund arose from the planning of DESTINATIONS activities.

The **DESTI-SMART** project (Interreg Europe) has a similar objective than DESTINATIONS, to improve the transport and tourism policies of EU destinations, by integrating strategies for sustainable mobility, accessibility and responsible travel with efficient & sustainable tourism development. In this project stakeholders' meetings were organised where DESTINATIONS activities and results were discussed resulting in more ideas to improve the project.

## A3 Target groups and/or affected part of the city or region

This measure focused on tourist sector stakeholders, tour operators, operational staff, hotel staff, transport operators, and tourist professionals.

## A4 Stakeholders involvement

Stakeholder	Activities description
Mobility sector	The mobility actors participated in the meetings for this measure. The public transport operators supported the development of the Bus Guide.
Tourism sector	The hotels that have a partnership with HF to sell Public transport tickets received more information regarding the HF services. They also participate in the meetings to share the tourist opinions.
Tourism observatory of University of Madeira	The Tourism observatory have studies regarding the tourism experience in Madeira that helped to plan the measures activities

**Table 1:** Stakeholders involvement

## B Measure implementation

### B1 Situation before CIVITAS

The cooperation between the regional stakeholders towards more sustainable mobility began a few years before DESTINATIONS with the implementation of several international projects. This was achieved with the implementation of the CIVITAS MIMOSA and the SEEMORE (Intelligent Energy Europe) projects, during which HF counted on the active contribution of the Regional Government and the Municipality of Funchal.

During CIVITAS MIMOSA the important opportunity to establish a win-win partnership with the hoteliers was identified. Hence, the first partnerships with hotels to promote sustainable modes and sell public transport tickets in their reception were established. With the support of SEEMORE project, brochures targeting specifically the tourists' needs with the information of touristic spots and how to get there by public transport were created.

These previous activities and exchanges with the tourism stakeholders resulted in the need to define new actions: reinforce the strategy with the hotels, improve the information among tourists, improve the quality of the public transport service, and raise the awareness about the sustainable modes of transport available in Madeira.

### B2 Innovative aspects

- **New organisational arrangements or relationships** – The involvement of the tourism sector did not occur only during the stakeholders' meetings, but it was a continuous activity. During the follow-up visits to the hotels to reinforce the stock of public transport tickets, the commercial team of HF, make the most of this opportunity to discuss directly with the hotel reception staff to assess the tourists' opinions and difficulties about public transport and better understand how to improve the public transport service and operation.

### B3 Technology development

Not applicable.

### B4 Actual implementation of the measure

The development of this measure proceeded through the implementation of four main strongly related activities: Study tourism mobility; Stakeholders engagement; Training and information activities; Communication campaigns.

## Study tourism mobility

Annually, HF, with the support of the regional government, have been carrying out tourism and mobility surveys to tourists at the main gateways of the island (port and airport) to better understand: the mode of transport used for each tourism attraction; the use of technologies; their satisfaction and suggestions to the PT and other soft modes. As a result of such inquiries, it was possible to identify several improvement actions: the need to reinforce the communication strategy with more detailed information; the need to improve the quality of the information at the bus stops; and the necessity to improve the information provided by the employees.



**Figure 2:** Presentation of surveys' results during a stakeholder meeting

## Stakeholders' engagement

The engagement of stakeholders proved to be an essential activity for the successful development of this measure and is a task to be scaled up beyond DESTINATIONS project. Meetings with stakeholders were organized together with other activities such as the development of the SUMP-RAM ARM (Sustainable urban mobility plan for all the municipalities of Madeira), related to measure MAD2.1, and stakeholders meeting with the project DESTI-SMART (Interreg Europe project).

Through these activities, the local team learned some lessons:

- Hoteliers are very receptive to public transport promotion actions. However, taxi drivers and other tour operators usually give huge incentives to the hotel staff to promote the use of their transport modes.
- There is a general view regarding the need for more actions from the politicians.
- Technicians need to demonstrate to the politicians how sustainable transport will benefit the city.

## Training and information activities

HF understood that if the **hotel staff** acknowledges the PT as a good mobility option, there is a greater possibility that they will suggest it to the tourists. Hence, HF's commercial team started by visiting the hotels receptionists and explaining in detail how to use PT, the mobile application, the use of Google Maps and similar tools. In the past, HF did the same "instruction" in all the PayShop Agents with good results. This was also an opportunity to evaluate the incentive scheme in place for hotel staff that sells the PT tickets, adapting it when necessary.

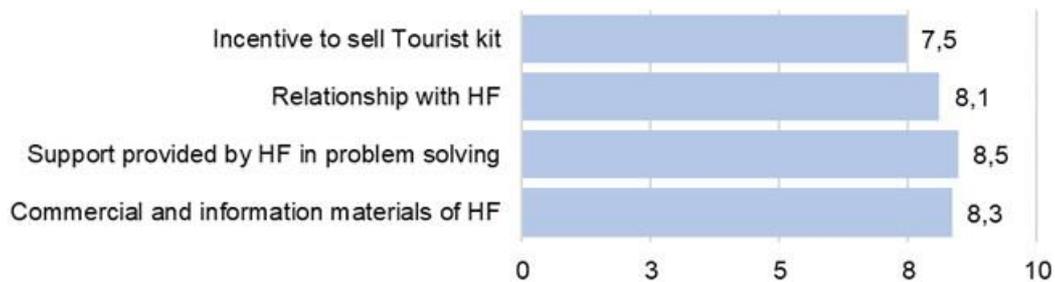
Also, a specific small survey was created to apply to the receptionists to evaluate their knowledge, identify possible lack of information and, hence, provide them with all the needed content.



**Figure 3:** PT poster in hotels

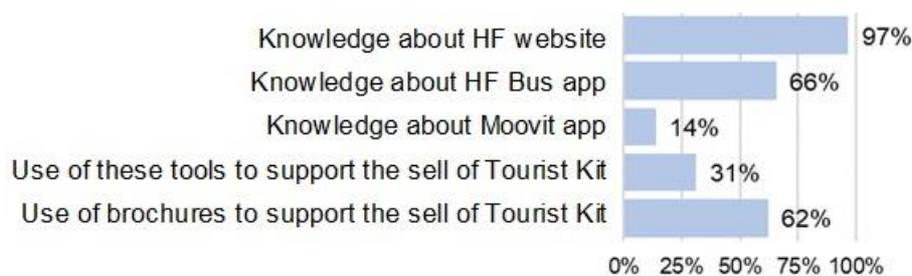
### Results of the survey addressed to receptionists:

To understand how HF could improve the relationship with the hotels, in November 2019 the hotel staff was asked to classify some items (in an increasing scale of quality between 0 and 10). As a result, it was identified the need to improve the incentive scheme to increase the selling of Tourist kit (multi day tickets).



**Figure 4:** Classification of HF service

Regarding the hotel staff's knowledge about information tools and their use, it was understood that there was a lack of knowledge about technological tools and preference in using paper tools.



**Figure 5:** Knowledge and use of information tools

The survey included 5 simple questions regarding the HF service, addressed to hotel staff to assess their knowledge about the PT ("Is the 1-day Tourist Kit valid only until midnight on the day it was validated?"; "Does a tourist aged between 6 and 12 travel free at HF?"; "Is the Public Transport Friend initiative available to customers who purchase the Tourist Kit?"; "Can the 5-day Tourist Kit be used on the interurban service of HF?"; "Does the 1, 3, 5 and 7 Day Tourist Kit have unlimited travel on the respective days?"). On average it was received 72% correct answers.

### Feedback from tourists:

The feedback provided to hotel staff by tourists was mainly related to the reinforcement of the bus service, with other bus line connections, and the need for more buses adapted to transport reduced mobility users. In addition, tourists highlighted that they would appreciate to receive more brochures and maps, additional discounts and packages with other touristic points (Cable car as an example).

Based on such partnerships, some hotels have been disseminating the big events promotional campaigns, where the use of public transport to such events is promoted, instead of other transport modes (actions carried out under MAD2.1).

Due to the COVID-19 pandemic, the activities with the hotels were suspended. As soon as the situation started to return to normal, HF decided to proceed with a specific strategy to boost the partnership with the hotels. In September 2020, HF prepared an action to accompany the hotels

in their reopening to tourism, reinforcing the communication means, at the receptions and with an awareness campaign to inform customers that the PT operator was taking all measures to ensure the safety and comfort of passengers. Together, the strategy included expanding the network of partners to sell the tourist kit to other hotels and accommodation units. For this, 2.000 flyers were produced to be distributed to hotels and be delivered to tourists.

The **training in English** started under DESTINATIONS in January 2017, provided to 10 bus drivers (8 from HF and 2 from other PT operators), together with the training for the renovation of the Driver Certificate of Professional Competence. Then followed several English training sessions financed by ERDF, until June 2020. In total training was provided to 137 employees (bus drivers, administrative, etc.) (48 employees until August 2019 and 87 between September 2019 and June 2020). In addition to training in English, the need was also identified for **first aid training** which provided training to 210 employees, until September 2020. HF front office staff also received training in **customer service and care** and also **complaints management**.

These trainings had a dual benefit. First the increase of information and better communication among those that deal with tourists daily and second, the possibility to collect the opinion from these professionals, getting more suggestions to improve the public transport service.

Despite the fact that tourists having more and more preference for new technologies and digital channels, there is still a quote of tourists that prefers to consult the information directly in paper format. In this sense, a **Bus Guide** was produced with the main information regarding the use of PT on the island and some timetables, specially dedicated to the tourists that still prefer paper. Later the Bus Guide was updated according to the adjustments performed in the PT services and in accordance with the COVID-19 situation.

In April 2021 SRTEC launched a specific training for drivers from the regional public transport companies and tourism professional (“**E-Motorista**”). There were 4 practical and theoretical 24h-sessions with the participation of a total of 94 drivers. The training improved drivers’ skills in: communication, problem solving, customer service, complaint management, and addressing safety and health orientations.

An evaluation survey was later carried out to assess the improvement on the drivers’ skills.



Figure 6: Flyers delivered at the hotels



Figure 7: Madeira Bus guide

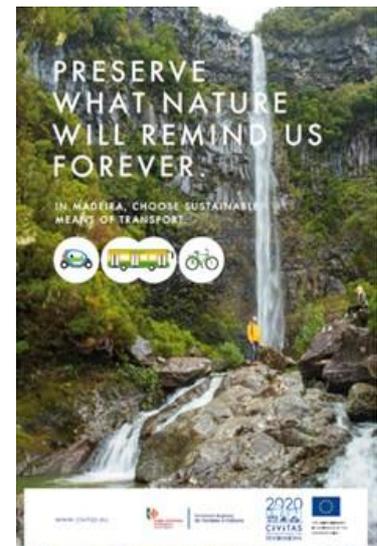


Figure 8: Bus drivers during the practical session

## Communication campaigns

The Regional Government, together with the local team, worked in communication campaigns to incentive the use of more sustainable modes among the tourists. The campaign focused on tourists, promoting the use of the more sustainable mode of transport, like PT, bikes and electric cars. The message is to preserve the nature, which is one of the main attractions in Madeira. Related to the other measures the local team developed communication activities following the outcomes of the meetings with stakeholders and the tourists' surveys, for example improving information brochures.

An animation video was produced showing the advantages of using more sustainable modes of transport. The video was shown on outdoor screens in the city centre.



**Figure 9:** Poster promoting sustainable mobility

(<https://www.youtube.com/watch?v=JvagQc32B7M&feature=youtu.be>).

Due to the COVID-19 pandemic, the activities with tourists and tourism stakeholders were strongly affected and put on hold (stakeholders' engagement, surveys to tourists and hotels receptionists, and training and information activities). Many tourist establishments faced several months of tourist inactivity and by October 2020 few were being able to resume their activities as tourism flows were slowly restarting. Gradually and as soon as there are conditions, HF's plans to resume the activities developed with tourists and tourism stakeholders.

## Foldout maps

Despite the growing preference for digital means to consult information, it is understood that paper means are still widely used and valued, even more considering that Madeira receives mostly senior tourists. So, the need to improve and print the foldout map regarding HF's PT operation and service was identified. The map produced integrates under one product the most relevant information about PT. Starting with the network, routes, buses that serve the destinations and selling points. It also includes information about the products available, PT using conditions and norms, tools available such as website, journey planners, HF mobile app and information about the PT Friend initiative, which provides advantages and discounts to passengers, including tourists. The foldout map provides information in Portuguese and English.



**Figure 10:** Horários do Funchal foldout map

# C Impact evaluation

## C1 Evaluation approach

### Expected impacts and indicators

Impact category	Impact indicator	Unit of measure
Society	1- Awareness of mobility options among tourists	Index, qualitative
Society	2 - Ability of English understanding of drivers and other transport professionals (self-evaluation survey)	Index, qualitative
Society	3 - Ability of English speaking of drivers and other transport professionals covered by training (self-evaluation survey)	Index, qualitative
Society	4- Satisfaction of tourists regarding Information provided by PT staff	Index, qualitative
Society	5 - Satisfaction of tourists regarding politeness of PT staff	Index, qualitative
Society	6 - Number of tourists using PT (daily tickets)	Nº
Economy	7 - Revenues of touristic tickets (daily ones) (Tourist Kit)	€
Society	8 – Improved knowledge and skills of bus drivers	%

**Table 2:** Expected impact and indicators

### Method of measurement

Impact indicator	Method *	Frequency			Target Group	Domain (demonstration area/city)
		Bef.	Dur.	Aft.		
1 - Awareness of mobility options among tourists	S	M12	M25	M41	Tourists	Region
2 - Ability of English understanding of drivers and other transport professionals	S	-	-	M36	PT staff	Funchal city
3 - Ability of English speaking of drivers and other transport professionals covered by training	S	-	-	M36	PT staff	Funchal city
4 - Satisfaction of tourists regarding information provided by PT staff	S	M12	M25	M41	Tourists	Region
5 - Satisfaction of tourists regarding politeness of PT staff	S	M12	M25	M41	Tourist professionals	Region
6 - Number of tourists using PT (daily tickets)	DC	M5	M17 M29	M41	Tourists	Funchal city
7 - Revenues of touristic tickets (daily ones) (Tourist Kit)	DC	M5	M17, M29	M41	Tourists	Funchal city
8 – Improved knowledge and skills of bus drivers	S	-	-	M56	PT bus drivers	Region

\* (Data collection (DC), Estimation (E), Survey (S))

**Table 3:** Method of measurement

## Detailed description of the indicator methodologies:

**1- Awareness of mobility options among tourists** - The responsibility for collecting these indicators lies with HF. The information was collected through a survey applied in the airport to tourists with the question “Have you received/seen information about travel options – other than by car? Yes or No”. In May and June 2017, it was collected 202 surveys, in October 2018 200 surveys with 7 no answers to this question, and in December 2019 199 surveys.

**2 - Ability of English understanding of drivers and other transport professionals and 3 - Ability of English speaking of drivers and other transport professionals covered by training** - The responsibility for collecting these indicators lies with HF.

The information was collected through a survey applied to the HF staff, after the end of the training sessions. 88 trainees were surveyed, with the question “How do you evaluate your knowledge of English required to carry out your tasks before and after training, in terms of understanding and speaking? Very poor, poor, sufficient, good, excellent”.

**5 - Satisfaction of tourists regarding information provided by PT staff and 6 - Satisfaction of tourists regarding politeness of PT staff** - The responsibility for collecting these indicators lies with HF. The information was collected through surveys as described in indicator 1. The question was “If you use public transport, please rank your satisfaction on a 1 to 5 scale (1 is very poor and 5 is very good) with: Information provided by Public transport staff; Politeness of Public transport staff”.

**6 - Number of tourists using PT (daily tickets)** - The responsibility for collecting these indicators lies with HF. This indicator corresponds to the number of PT users in the urban service, that use the daily tickets, 1, 3, 5 or 7 days, per year, and the data is collected by the PT operator ticketing system.

**7 - Revenues of touristic tickets (daily ones) (Tourist Kit)** - The responsibility for collecting these indicators lies with HF. This indicator corresponds to the number of touristic tickets sold per year in the hotels that have an agreement with HF.

**8 - Improved knowledge and skills of bus drivers** - The responsibility for collecting this indicator lied with SRTEC. This indicator measured the impact of the practical and theoretical sessions, under e-Motorista training, with the participation of a total of 94 drivers. After the trainings, an evaluation survey was applied to the participants and 57 surveys were collected. It was not possible to assess the 94 bus drivers considering that the last 2 sessions occurred during the last week of April 2021, to enable the evaluation data.

The survey assessed the following questions “How do you rate e-Motorista training?”, “How do you self-evaluate your knowledge on the topics covered during the e-Motorista training, before the training?” and “How do you self-evaluate your knowledge on the topics covered during the e-Motorista training, after the training?”, in a scale form Very bad, Bad, Neither good or bad, Good and Very Good.

## The Business-as-Usual scenario

Regarding the ability of speaking and understanding English, without the DESTINATIONS implementation, PT staff competence in English would remain the same, with no improvements for bus drivers and front office operators to deal with foreign clients and better deal with their needs. For the indicator #6 - Number of tourists using PT (daily tickets) the BAU was defined, considering the number from 2012 to 2016, using a linear line of tendency.

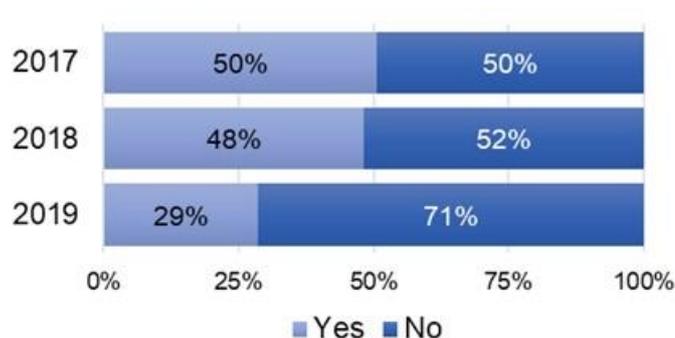
## C2 Measure result

Impact category	Impact indicator	Unit of measure	Baseline	Ex-Ante	Ex-Post
Society	1 - Awareness of mobility options among tourists	%	50%	58%	29%
Society	2 - Ability of English understanding of drivers and other transport professionals (self-evaluation survey)	Index, qualitative	3,10	3,41	3,46
Society	3 - Ability of English speaking of drivers and other transport professionals covered by training (self-evaluation survey)	Index, qualitative	2,85	3,14	3,38
Society	4- Satisfaction of tourists regarding information provided by PT staff	Index, qualitative	4,02	n.a.	4,34
Society	5 - Satisfaction of tourists regarding politeness of PT staff	Index, qualitative	4,08	n.a.	4,50
Society	6 - Number of tourists using PT (daily tickets)	Nº	183k	201k	164k
Economy	7 - Revenues of touristic tickets (daily ones) (Tourist Kit)	€	36.490	40.139	28.230
Society	8 – Improved knowledge and skills of bus drivers	%	n.a.	70%	86%

**Table 4:** Measure results

### C2.1 Society

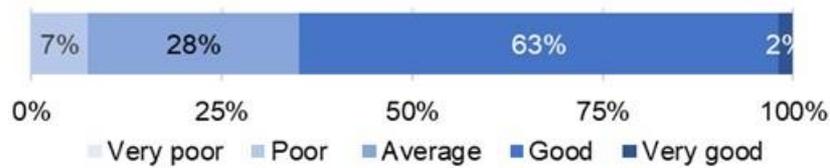
#### 1- Awareness of mobility options among tourists



**Figure 11:** Awareness of mobility options among tourists

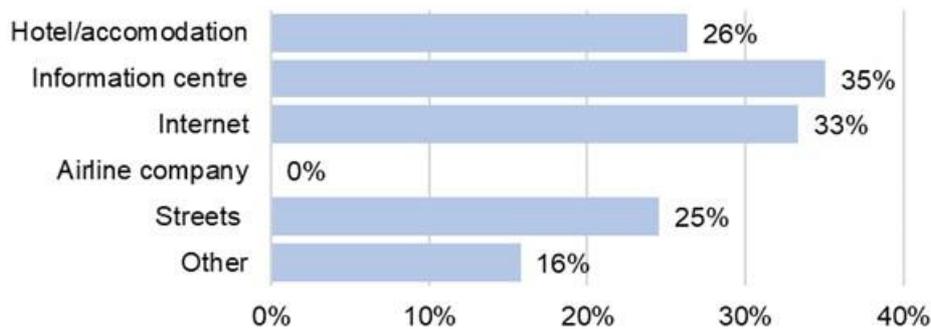
Besides all efforts, only 29% of tourists stated that they have received or seen information about transport options, other than by car. This shows that improvement at dissemination level is required by reinforcing the communication campaigns, but also that probably tourists plan their travel in advance and during their visit they do not search for mobility information.

For those that have seen information, it was asked their opinion “What do you think about it?”. On average, tourists stated a positive satisfaction of 3,6 (on an increasing scale from 1 to 5). 65% stated that the information was good or very good.



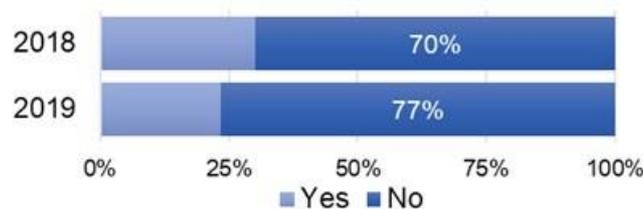
**Figure 12:** Opinion regarding mobility information

Also, it was asked “Where did you get the information about travel options - other than by car?”.



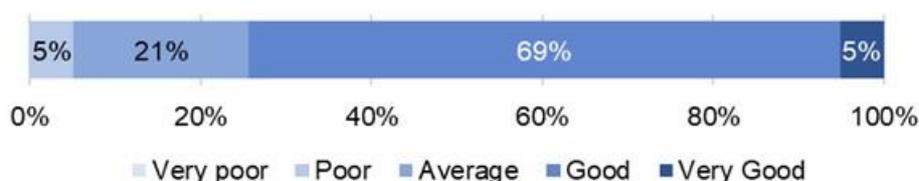
**Figure 13:** Places where information was seen

To understand if the hotels’ receptionists are providing mobility information to tourists, it was also asked “Have you received/seen information about HF Public Transport in your Hotel/Accommodation?”. There was a decrease in the knowledge in the mobility provided in the hotel/accommodation. However, the survey was targeted to all the region and not only to the hotels where HF has a partnership.



**Figure 14:** Mobility information received in hotel/accommodation

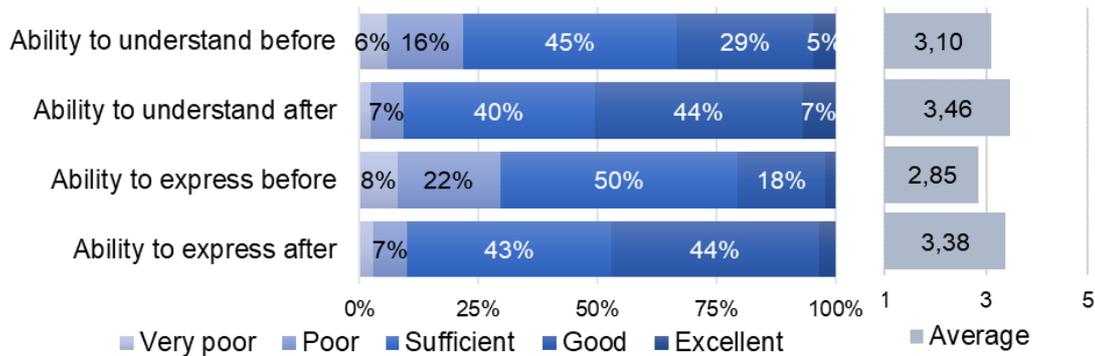
If tourists have seen information in the hotel/accommodation it was asked “what do you think about the information available?”. On average tourists stated a positive satisfaction of 3,74 (on an increasing scale from 1 to 5). 74% stated that the information was good or very good.



**Figure 15:** Mobility information received in hotel/accommodation

**2 - Ability of English understanding of drivers and other transport professionals and 3 - Ability of English speaking of drivers and other transport professionals covered by training**

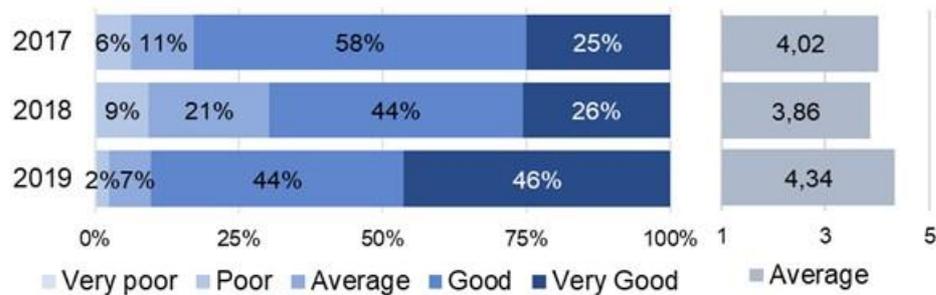
**Figure 16:** Ability to understand and express in English



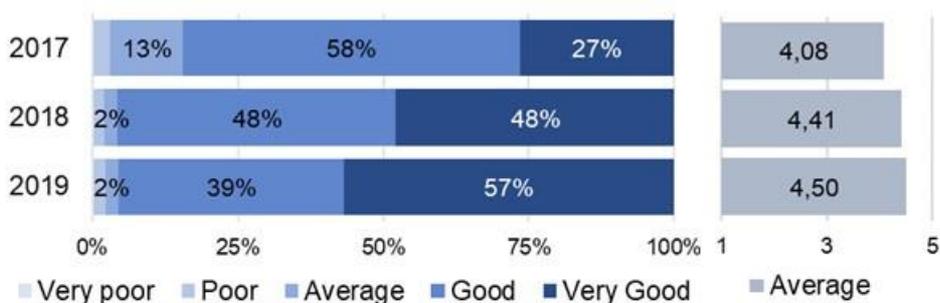
Regarding the understanding, there was an increase of 11% in the average of understanding, and an increase of 18% in terms of expressing. It is important to highlight that 51% of the trainees referred that their understanding is now good or excellent, and 47% stated that their ability to express is good or excellent.

The survey also analysed the locals where the drivers are more approached by tourists. It is in the city centre and some touristic points. More frequently they ask how to get to some places and sometimes information about other public transport operators. Drivers stated that they receive questions from tourists almost daily.

**4 - Satisfaction of tourists regarding information provided by PT staff and 5 - Satisfaction of tourists regarding politeness of PT staff**



**Figure 17:** Satisfaction of tourists regarding information provided by PT staff



**Figure 18:** Satisfaction of tourists regarding politeness of PT staff

Comparing 2017 to 2019, there was an increase of 8% in the satisfaction of tourists regarding information, and 10% regarding politeness.

### 6 - Number of tourists using PT (daily tickets)

Considering the linear tendency from 2012 and 2016 it was expected to have an increase in the following years. The results from 2017 to 2019 revealed a decrease in the touristic tickets sold, but it is in the average of 2014 and 2015.

This reduction could be explained by the preference of tourists in using pre-paid tickets or on-board tickets, but in this type of tickets it is not possible to identify if the user is a resident or a tourist. The survey applied in the airport indicated that the use of public transport, in the region of Madeira, was 36% in 2017, 24% in 2018 and 25% in 2019, so, also a decrease.

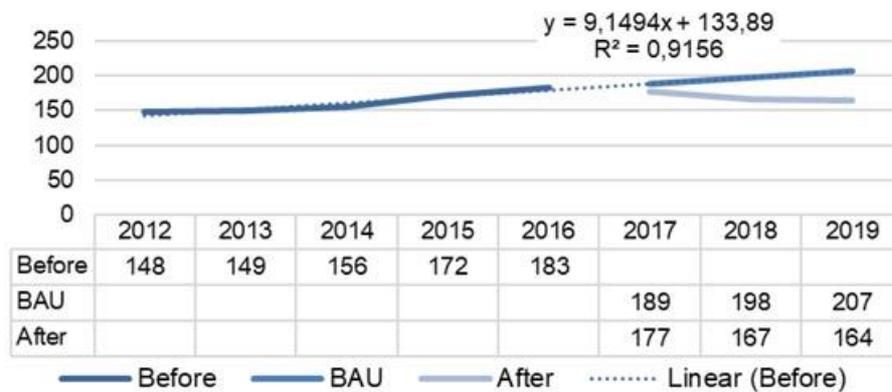


Figure 19: Number of tourists using PT (daily tickets) per year (in thousands)

### 8 – Improved knowledge and skills of bus drivers

The surveyed bus drivers identified a very positive improvement on their knowledge on the topics addressed during the training sessions (communication, problem solving, customer service, complaint management, and addressing safety and health orientations). As a result, before the training, 49,0% of their skills were rated as Very Good, increasing to 86,0% after the training. After the training provided, no bus driver rated their skills as Very Bad, Bad, nor Neither good or bad.

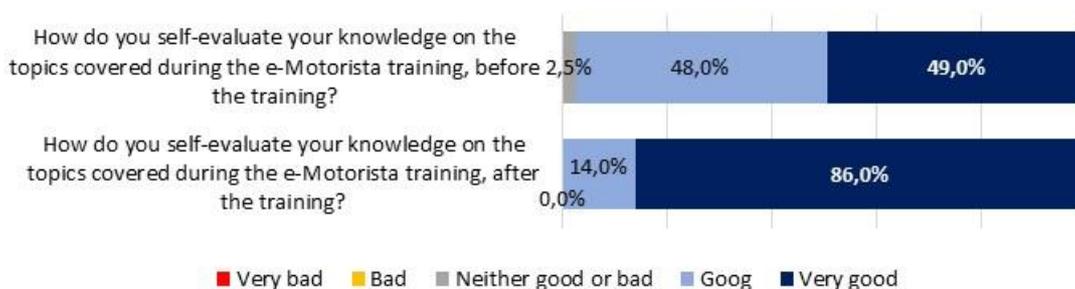


Figure 20: Self-evaluation of bus drivers' skills before and after the e-Motorista training session.

In general, the bus drivers rated very positively the training sessions, with 80% saying it was Very Good.



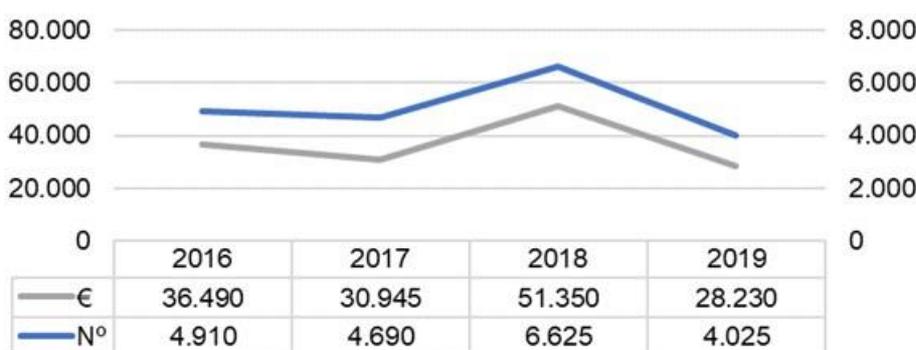
**Figure 21:** Evaluation of the e-Motorista training

The training sessions were also an opportunity to assess other training opportunities and in 2 surveys the need for training in First Aid, in English and French was mentioned.

## C2.2 Economy

### 7 - Revenues of touristic tickets (daily ones) (Tourist Kit)

The number of Tourist Kits sold in the hotels with a partnership with HF had fluctuated over the years analysed. 2018 was a good year, but 2019 suffered a relevant decrease. With this information, HF will study other ways to reinforce the incentive strategy.



**Figure 22:** Revenues of touristic tickets (daily ones) (Tourist Kit)

## C3 Quantifiable targets

No	Target	Rating
1	At least 200 hotel staff will receive training	*
2	At least 20 trainees will change their mobility habits towards more sustainable modes	NA
3	At least 300 drivers and operational staff of PT companies receiving foreign language course	O
4	Increase the satisfaction of tourists regarding politeness and ease of communication	**
5	*Increase of 10% in the number of tourists using PT and revenues of tickets sold	O
6	*Increase of 10% of PT drivers ability to understand and speak English	***
7	* More 15% of tourists aware of mobility options	O

8	*70% of drivers rating that their knowledge and skills was Very Good after the training session	***
<b>NA = Not Assessed O = Not Achieved * = Substantially achieved (at least 50%)</b> <b>** = Achieved in full *** = Exceeded</b>		

\*New target, not in GA

**Table 5:** Assessment of quantifiable targets

It was not possible to reach a total of 200 hotel staff receiving information, the final number was 102. This was due to the limited availability of hotel staff to communicate with the HF team. Also, the COVID-19 situation strongly affected the possibility to expand the training to other hotel staff, once the tourism sector was affected and many hotels were closed and others with no availability nor conditions for such meetings with HF staff. Nonetheless, the HF team succeeded in providing detailed information to part of the hotel staff, and it is understood that these persons will communicate the information to their colleagues.

The second target was not accessed. The surveys addressing the transport modes used by hotel staff were only carried out once but due to the COVID-19, there were no conditions to re-run the survey.

Regarding the training in a foreign language, the target of 300 drivers and operational staff, was not reached, reaching only 88. Given the daily operation of a public transport operator and the limited number of drivers, it was difficult to transfer the drivers to the training activities. For this training, there was a selection according to drivers' needs and type of routes they usually drive. It is important also to mention, that it was not only training in English but also training in first aid, that can be very useful in case of an accident.

The increase in the satisfaction of tourists regarding politeness and ease of communication was respectively 8% and 10% from 2017 to 2019. During the preparation of the grant agreement, a expected quantity for the increase was not defined. The local team considers this improvement met the expectation in full.

Target 5 was not achieved. For this target, a decrease in the number of tourists using PT was registered, which could be due to the preferences of tourists in using pre-paid tickets or on-board tickets. Also, the number of Tourist Kits, and consequently the revenues, sold by the hotels with a partnership with HF was instable. Despite 2018 being a good year, 2019 suffered a significant decrease. On the other hand, Target 6 was exceeded with the PT drivers stating that their ability to speak and understand English improved considerably, 11% and 18% respectively.

Target 7 was not achieved. Despite the efforts with the promotional campaigns, only 29% of tourists stated that they have received or seen information about transport options, other than by car. This result shows that HF has to continue improving the communication campaigns, but also means that probably tourists plan their travel in advance and during their visit they are not so aware of this kind of information. Target 8 was exceeded, with 86% of the bus drivers stating that their knowledge and skills were Very Good, against the 49% before the training.

## C4 Up-scaling of results

Not applicable.

## D Process Evaluation Findings

### D1 Drivers

Together with the measure MAD 2.1 and DESTI-SMART project, there was a big **involvement in communication** with the stakeholders. They were very participative, exchanging their experiences, contributing to additional ideas for the DESTINATIONS project and beyond. It was also an opportunity for different municipalities to discuss their situation and their plans, learning from each other.

At the **organisational** level, HF is proud of its drivers and front office staff for their strong commitment to provide a better service and better customer care. They welcomed the trainings, with high interest, discussing the needs in their daily work.



**Figure 23:** Stakeholders meetings



**Figure 24:** English training

### D2 Barriers

At the **cultural** level, the users of public transport represent only 21% of the modal share of residents in Madeira (census 2011). This was the main barrier to face with the hotel reception staff. Their small experience with public transport service and lack of knowledge about its information channels were overtaken with the training promoted by the HF's commercial team.

During the stakeholders' meetings, several times the need to have more **political** decisions, to promote sustainable modes of transport was mentioned. Besides all the political efforts during the project aimed at hard measures related to infrastructure could benefit sustainable modes, with better conditions for public transport users (more accessibility and faster connections), cycling and pedestrians.

### D3 Lessons Learned

At local level, it is essential to provide training sessions for those that directly deal with tourists, (drivers and front office staff). It results in a satisfaction increase with the service among tourists, but also among to those who deal with tourists who are more informed and prepared to deal with visitors on foreign language.

From the surveys addressed to bus drivers after the English training, it was understood that they have more contact with tourists asking questions regarding public transport in the city centre and other touristic points. This results in the need to improve the information at bus stops in the city centre and in the touristic points with more clear and attractive information (activity related to MAD7.2 and MAD7.3).

The direct contact with the hotel staff revealed that tourists continue to ask for information on paper. In parallel with the development of technological information tools, it is important to continue with clear and simple information available in paper (maps and brochures).

## E Evaluation conclusions

The evaluation demonstrated positive aspects, such as the increase of satisfaction of tourists regarding information and politeness provided by PT staff, and the ability of English understanding and speaking of drivers and other transport professionals. Nevertheless, the number of tourists using PT decreased in 2018 and 2019, and the number and revenues of touristic tickets sold in the hotels increased in 2018 but decreased in 2019.

It is understood that a better service is provided, however, it could not be enough to change the tourist behaviour about sustainable mobility options.

## F Additional information

### F1 Appraisal of the evaluation approach

The surveys in the airport were carried out in different months each year. This could reduce partially the comparison between years. It was not possible to choose the same time to carry out the surveys, but only the occasions when the local team had more time available.

This survey at the airport was long, with 6 pages. On one hand it is important to collect all the information together and make cross analyses. But, on the other hand it can be difficult for the inquirer to make all the questions clear, and for the surveyed to pay attention to such a long survey. In 2017 and 2018 the survey was made by HF staff. In 2019 it was a contracted service, and it was necessary 2 days of training for 4 inquirers. It is important also to mention, that it was not only training in English but also training in first aid, that can be very useful in case of an accident.

### F2 Future activities relating to the measure

The local team will continue its commercial activities to promote the use of more sustainable modes of transport among tourists.

The implementation of this measure focused on information and promotion at the local level, by reinforcing mainly traditional channels. In the future, it is necessary to expand the communication means including also digital channels, so tourists can have access to the information when planning their travel to Madeira.

The evaluation built during this project will continue after the end of DESTINATIONS, as it defined useful methods to understand the tourist needs. Stakeholders' meetings, surveys to tourists, contacts with hotel staff, and English trainings were important to inform about sustainable mobility, but also to receive opinions and proposals about how to improve the mobility system.