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1. Introduction

This Action Plan has been developed from the experience of the GreenPATH pilot at the EUREF-Campus, and parts of it were discussed with two stakeholders (TU Berlin Mobility Manager and Neighbourhood Manager (Quartiersmanager)). It is a draft proposal built on pilot evidence and stakeholder input — not a plan that has been formally adopted or that will definitely be implemented.

Territorial context. This Action Plan covers the Berlin Functional Urban Area (FUA): Berlin (around 3.89 million inhabitants[1]) together with its surrounding Brandenburg districts (FUA total: around 5.26 million[2]). Its initial pilot site is the EUREF-Campus in Tempelhof-Schöneberg — around 150 companies, 7,000 employees[3], and 200 students via TU Berlin facilities — centrally located and well connected by S-Bahn, U-Bahn and bus. The institutional landscape in the FUA area includes the Berlin Senate and district administrations, 49 universities in Berlin[4] (TU Berlin alone: ~35,000 students, 30% international[5]), campus owner and manager (e.g. Zukunftsorte), and neighbourhood-level Quartiersmanagement offices — the actors this plan engages across its roll-out phases.

The challenge. Berlin's mobility strategies (StEP MoVe 2030[6], Radverkehrsplan[7], Fußverkehrsplan[8], Berliner Mobilitätsgesetz[9]) are predominantly infrastructure-focused and treat the population uniformly, paying comparatively little attention to the behavioural, skills and information barriers that determine whether people actually use that infrastructure. The stakes are high: transport causes ~25% of Berlin's CO_2 emissions (58% from cars), against a -70% CO_2 target by 2030.[10] Cycling drops sharply in winter[11]. Immigrants often lack the confidence to cycle in traffic. Cycling courses are important for immigrants - in particular for females.[12] Newcomers are a sizeable and constantly renewed group: in 2024 alone, Berlin recorded 56,340 German and 129,882 foreign new arrivals[13]. Within the pilot, roughly a third of EUREF-Campus students cannot cycle or do not feel safe doing so, and even at this comparatively strong site, 19% of commuters still rely on cars[14]. Distance is rarely the real obstacle: the average commute to work in Berlin is 8–10.5km[15], well within cycling range. While distance and weather seem to be one

[1] https://www.statistik-berlin-brandenburg.de/a-i-5-hj

[2] Sylla, M., Swiader, M., Vicente-Vicente, J. L., Arciniegas, G., Wascher, D., 2022. Assessing food self-sufficiency of selected European Functional Urban Areas vs metropolitan areas. Landscape and Urban Planning, 228. https://doi.org/10.1016/j.landurbplan.2022.104584

[3] https://euref.de/

[4] https://hochschuldaten.che.de/berlin/hochschulen/

[5] https://www.tu.berlin/ueber-die-tu-berlin/profil/tu-berlin-in-zahlen

[6] https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrspolitik/stadtentwicklungsplan-mobilitaet-und-verkehr/

[7] https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrsplanung/radverkehr/radverkehrsplan/

[8] https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrsplanung/fussverkehr/fussverkehrsplan/

[9] https://gesetze.berlin.de/bsbe/document/jlr-NNLBE00004859

[10] https://pardok.parlament-berlin.de/starweb/adis/citat/VT/19/DruckSachen/d19-2459.pdf

[11] https://www.berlin.de/sen/uvk/_assets/verkehr/verkehrsplanung/radverkehr/weitere-radinfrastruktur/zaehlstellen-und-fahrradbarometer/bericht_radverkehr_2022.pdf

[12] https://www.mobilitaetsforum.bund.de/DE/Themen/Wissenspool/Berichte/IntegRADtion_Radfahren_fuer_alle_NRVP-Projektergebnis_2021.pdf

[13] https://www.statistik-berlin-brandenburg.de/a-i-5-hj ; https://berlinecho.de/einwohner-berlin-aktuell-bezirke-analyse/

[14] TU Berlin und EUREF Consulting, 2024.

[15] https://mil.brandenburg.de/sixcms/media.php/9/20200703_MiD2017_infas_BerlinBrandenburg_Regionalbericht_MiD5431_20200629_final.pdf; https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrsdaten/zahlen-und-fakten/mobilitaet-in-staedten-srv-2018/

barrier, for many it is also a lack of skills, confidence, information and habit — and none of Berlin's existing strategic plans currently target that gap directly.

Development process. This plan builds on pilot activities at the EUREF-Campus — the CO_2mmuting Challenge, e-bike/cargo-bike testing, cycling training, and a repair workshop. It was further shaped by two stakeholder interviews: with the TU Berlin Mobility Manager on scaling and institutional continuation, and with a neighbourhood manager (Quartiersmanager) on transferability and planning gaps.

Overview of the Action Plan. A-01 Skills & Testing builds practical cycling competence and confidence — courses, guided rides, a buddy programme, repair workshops, e-bike/cargo-bike testing — since skills and confidence, not just infrastructure, are what many newcomers and students lack. **A-02 Information** targets mobility information at newcomers and students when they are most receptive (arrival, semester start), since many existing offers are underused simply because people don't know they exist, and making information on sustainable modes available for informed decisions. **A-03 Gamification** builds on the CO_2mmuting Challenge to sustain motivation but is deliberately paired with the two actions above rather than run as a stand-alone measure.

2. Policy & Strategic Framework

This Action Plan is not a stand-alone initiative: it is designed to feed into, and draw legitimacy from, Berlin's existing mobility policy framework. Where the strategies below set the infrastructural and legal direction, this Action Plan contributes the behavioural, informational, and motivational layer needed to help residents — in particular newcomers and students — actually take up the sustainable options these strategies are building.

Strategy / Plan / Policy	Level	Relevant objective or measure	How this Action Plan contributes
StEP MoVe 2030[16]	Berlin (state-wide)	Increase sustainable mode share (walking, cycling, public transport) from 74% to 82% by 2030; cycling share from 18% to 23%.	Builds the skills, information and motivation newcomers and students need to shift toward active modes, contributing directly to the cycling-share target.
Radverkehrsplan[17]	Berlin (state-wide)	Network and parking expansion, monitoring, cycling express routes (outer districts-centre).	Generates survey and GPS-tracking data on barriers, demand, and usage patterns that can feed into network and parking planning; skill-building helps residents make full use of new infrastructure as it is delivered.

[16] https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrspolitik/stadtentwicklungsplan-mobilitaet-und-verkehr/

[17] https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrsplanung/radverkehr/radverkehrsplan/

Fußverkehrsplan (draft)[18]	Berlin (state-wide)	Vision Zero, street redesign, school routes.	Awareness and information actions reinforce safe-walking messaging aimed at newcomers and students.
Berliner Mobilitätsgesetz (Berlin Mobility Act)[19]	Berlin (state-wide, legal framework)	Mobility education as an explicit statutory objective; priority for the Umweltverbund (PT, cycling, walking); Vision Zero.	Directly implements the law's mobility-education objective through this plan's skills & testing and information actions.

3. Stakeholder Analysis

The stakeholders below are grouped by sector. Cooperation with some stakeholders took already place during the pilot activities at the EUREF Campus while some of the stakeholders were identified through the TU Berlin Mobility Manager and Neighbourhood Manager interviews, other stakeholders were identified as useful for scaling the measures to the university, campus or neighbourhood level but no discussions took place yet.

Organisation / Name	Contact details	Sector Public / Private	Role	Involved in Actions
Neighbourhood managers (Quartiersmanagement)	Coordinates outreach and engagement at the neighbourhood level; consulted directly on transferability and gaps.	Public	Coordination, Funding	All
Traffic Schools (Fahrradschulen (e.g. Jugendverkehrsschule)) or other initiative such as BikeBridge	Deliver cycling courses and skill-building training; already partnered with the pilot's beginner cycling course.	Mixed	Implementation of Cycling Trainings, Providing information for brochure	A01, A02
Universities (incl. TU Berlin)	Provide institutional support, facilities, and access to staff/students.	Public or private	Collaboration, Funding	All
International Offices (incl. at TU Berlin)	Reach and support incoming international students.	Public or private	Reaching out to new residents, Distribution of information	All
Studierendenwerk Berlin	Manages student housing; channel for reaching new residents/students.	Public	Reaching out to new residents, Distribution of information	All

[18] https://www.berlin.de/sen/uvk/mobilitaet-und-verkehr/verkehrsplanung/fussverkehr/fussverkehrsplan/

[19] https://gesetze.berlin.de/bsbe/document/jlr-NNLBE00004859

Sustainability and mobility managers	Coordinate mobility initiatives within institutions.	Private or public	Coordination	All
Campus managers	Oversee on-campus infrastructure and logistics for events/offers.	Private or public	Coordination	All
Klima-Bündnis / STADTRADELN organisers	Coordinate the gamified cycling challenge STADTRADELN nationally.	Private / civil society	Providing the App	A03
Senate and district administrations	Responsible for infrastructure planning and policy implementation.	Public	Funding	All
ADFC	Delivers cycling training, advocacy, and local STADTRADELN support.	Civil society	Implementation of cycling trainings or tours, providing information for brochure	A01, A02
Citizens‘ Registration Office (Bürgeramt)	Registration touchpoint for newcomers to Berlin.	Public	Reaching out to new residents, Distribution of information	A02
Immigration Department (Landesamt für Einwanderung)	Registration and support touchpoint for new immigrants.	Public	Reaching out to new residents, Distribution of information	A02
AStA / student associations at TU Berlin	Represent and mobilise the student body.	Public / civil society	Reaching out to new residents, Distribution of information	A02
Mobility Advisory Board (Mobilitätsbeirat (planned at TU Berlin)	Future coordinating or advising body for TU Berlin mobility measures, bringing together administration, students, professors and campus locations. - an idea planned by TU Mobility Manager, not formed yet.	Public	Coordination and Collaboration	All
TU Mobility Club	Possible body to keep community initiatives (e.g. the TU Cycling Community group) active beyond the pilot phase.	Civil society	Collaboration	All
UniRAD	TU Berlin student-led bicycle workshop	Civil Society/Public	Implementing bike repair workshops	A01
Health insurance providers (Krankenkassen)	Potential partner for linking gamification rewards to health-insurance bonus schemes — an idea raised in interview, not yet tested.	Private	Linking gamification and rewards to health insurance benefits	A03

4. Objectives

Berlin's mobility plans focus mainly on infrastructure and treat the population uniformly. To enable a lasting shift toward active, sustainable commuting, this Action Plan instead targets two groups — newcomers and students — through a combined data-driven, skills-building and gamified approach, building the skills, information, and motivation they need to take up cycling and walking. This complements, rather than replaces, continued infrastructure improvement and expansion, which remain essential

Both target groups are reached through the same window-of-opportunity logic: a change of residence or the start of studies is a documented moment when travel habits are being actively rethought and are not yet fixed, making people more receptive to trying new modes than once routines are established.

Within the newcomer group, internationals and migrants face an additional, distinct barrier: many report low confidence cycling in Berlin traffic — whether because cycling was uncommon where they lived before, they never learned to cycle at all, or they feel overwhelmed by traffic and unfamiliar with Berlin's rules of the road. For this subgroup, the rationale is therefore not only timing and choice but capability — this plan's skills-building actions are designed to build the confidence and competence needed to actually cycle.

These two groups are reached through a set of venues — TU Berlin, other Berlin universities, campus communities (e.g. Zukunftsorte), and neighbourhoods (Quartiere) — which are not additional target groups in themselves but structure the geographic and institutional roll-out of the actions across the three implementation phases described in Chapter 6.

Building on the experience of the GreenPATH pilot in Berlin and insights from the stakeholder interviews, we set out the following objectives for this Action Plan. The overall objective is to increase active mode share among the target groups — particularly cycling — while reducing the share of car-commuting trips. The specific objectives below each contribute to this goal:

- SO1 — Capture the window of opportunity: Increase the share of newcomers and students who try cycling as a commuting mode within their first months in Berlin (arrival / semester start), before car- or transit-only habits become fixed. Increase the share of participants who sustain active commuting beyond the initial trial period.
- SO2 — Close the confidence and skills gap in particular for internationals and migrants: Increase the share of this subgroup who report feeling not confident and competent cycling in Berlin traffic, closing the capability gap identified as one of their specific barrier
- SO3 — Feed behavioural data into infrastructure planning: Ensure that barriers and demand patterns identified (e.g. frequently used routes, unsafe routes) are systematically fed into Senats-/Bezirksverwaltung infrastructure planning, so behavioural insight strengthens — rather than substitutes for — continued infrastructure investment.

5. Actions

Action ID	A-01

Action Title	Skills & Testing
Type of Action	Capacity-building / behavioural — skills and confidence-building, recurring seasonal offer
Challenge Addressed	Confidence and competence gap: ~1/3 of EUREF-Campus students cannot cycle or do not feel safe doing so; only 28% of immigrants report confidence cycling in traffic[20]
Link to existing strategies	Berliner Mobilitätsgesetz (mobility education as statutory objective); Radverkehrsplan (helps residents make use of expanding network/parking); StEP MoVe 2030 (cycling mode-share target), Vision Zero
Description and Key implementation steps	Cycling courses (beginner/intermediate), guided rides/bike tour, buddy programme, repair workshops, e-bike/cargo-bike testing, and a repair station with a dedicated maintenance budget. Partner with Fahrradschulen (e.g. Jugendverkehrsschule, already a pilot partner) and Bikebridge to scale training capacity. Move from one-off to recurring, seasonally scheduled offers (spring/autumn, semester-start). Pair testing events with a concrete follow-up step (e.g. JobRad leasing) so interest converts into use
Responsible institution	TU Berlin Mobility Management (Phase 1); mobility managers at other universities and companies as well as campus managers (Phase 2); neighbourhood management and district administration (Bezirksverwaltung) (Phase 3)
Other institutions involved	Fahrradschulen / Jugendverkehrsschule, Bikebridge, TU Berlin International Office, Studierendenwerk Berlin, ADFC, UniRAD, TU Sport
Expected results	Contributes to SO1 (capture and sustain the window of opportunity) and SO2 (close the confidence/skills gap for internationals and migrants). Newcomers and students will feel more confident cycling in Berlin traffic, testing new bicycles like e-bikes and cargo bikes and establish cycling as a habit for commuting.

Action ID	**A-02**
Action Title	Information
Type of Action	Informational / communication
Challenge Addressed	Existing mobility offers remain underused simply because people are unaware of them; information is not reaching newcomers and students at the moments they are most receptive
Link to existing strategies	Berliner Mobilitätsgesetz (mobility education); Vision Zero
Description and Key implementation steps	Newcomer brochure on active mobility (building on the pilot's existing bike-access flyer), distributed via International Offices/Studierendenwerk in the first weeks of the semester; information spread further via Cycling Action Days and community events; link into TU Berlin's planned central mobility-information website rather than a parallel channel; communication to explicitly cover health/economic co-benefits of active mobility and the negative health/environmental-justice impact of car use
Responsible institution	TU Berlin Mobility Management, Communication (Phase 1); mobility managers at other universities and companies as well as campus managers (Phase 2); neighbourhood management and district administration (Bezirksverwaltung) (Phase 3)
Other institutions involved	International Offices, Studierendenwerk Berlin, Quartiersmanagement, AStA / student associations

[20]https://www.mobilitaetsforum.bund.de/DE/Themen/Wissenspool/Berichte/IntegRADtion_Radfahren_fuer_alle_NRVP-Projektergebnis_2021.pdf

Expected results	Contributes to SO1 (capture the window of opportunity through timely information) and enables uptake of A-01/A-03; measurable via brochure distribution and reach

Action ID	**A-03**
Action Title	Gamification
Type of Action	Motivational – gamified engagement, recurring campaign
Challenge Addressed	Overcoming distance and bad weather barriers for cycling. Motivation students and newcomers (and all others) to cycle, build a cycling habit and receive rewards.
Link to existing strategies	StEP MoVe 2030 (mode-share targets); Radverkehrsplan (GPS-tracking data feeds infrastructure planning)
Description and Key implementation steps	Continue STADTRADELN participation or use a dedicated App; launch a dedicated bad-weather/winter challenge; campus-, department- or study-programme-level team competitions as a sub-layer; favour individual rewards over purely collective targets, based on pilot participation patterns; explore (untested) linking rewards to health-insurance bonus schemes; targeted strategy for car-commuters specifically; address distance/weather/infrastructure barriers directly through the challenge format or complementary offers
Responsible institution	TU Berlin Mobility Management (Phase 1); mobility managers at other universities and companies as well as campus managers (Phase 2); neighbourhood management and district administration (Bezirksverwaltung) (Phase 3) In all phases in coordination with Klima-Bündnis / STADTRADELN organisers or dedicated App-Provider.
Other institutions involved	Klima-Bündnis, ADFC, potential health-insurance (Krankenkasse) partners, Senate and district administrations (for GPS-data use)
Expected results	Contributes to SO1 (sustained engagement) and SO4 (increase active mode share) also in winter or bad-weather.

Action ID	**A-04**
Action Title	Governance & Infrastructure Enablers
Type of Action	Cross-cutting institutional/governance enabler
Challenge Addressed	No standing institutional ownership once the pilot team's mandate ends; risk that behavioural measures outpace infrastructure and undermine trust
Link to existing strategies	Berliner Mobilitätsgesetz (institutional responsibilities for mobility)
Description and Key implementation steps	Link A-01–A-03 (Phase 1) to TU Berlin's independently planned Mobility Advisory Board (Mobilitätsbeirat) once established, rather than creating a parallel body; treat infrastructure fixes (e.g. bicycle parking at PT interchanges, winter path-clearance priority) as a precondition or, at minimum, a parallel process for A-01–A-03's full effectiveness
Responsible institution	TU Berlin Mobility Management / future Mobilitätsbeirat (Phase 1); mobility managers at other universities and companies as well as campus managers (Phase 2); neighbourhood management and district administration (Bezirksverwaltung) (Phase 3)
Other institutions involved	Senate and district administration

Expected results	Contributes to SO3 (feed behavioural data into infrastructure planning); provides a stable institutional home, reducing the risk of actions lapsing after the current project mandate ends

6. Implementation Timeline

Timeframe: medium-term (2–10 years), scaling geographically and institutionally through three phases. From the outset, each phase should schedule its A-01 skills/testing offers as recurring, seasonal formats (e.g. spring and autumn/semester-start) rather than as one-off pilots — based on the pilot's own assessment.

- **Phase 1 — TU Berlin**: Establish all four actions (A-01–A-04) within a single, well-connected institution, including linking into the Mobilitätsbeirat planned by TU Berlin's mobility manager.
- **Phase 2 — Other Berlin universities and campus communities:** Scale to other universities in Berlin, and pilot at campus communities (e.g. Zukunftsorte), adapting the actions to the work-campus context.
- **Phase 3 — More campuses and neighbourhoods (Quartiere):** Scale to further campuses, and broaden to the general population via neighbourhood management, the Citizens‘ registration office (Bürgeramt), and the immigration department.

As set out in Chapter 4, universities, campus communities and neighbourhoods are the venues through which the plan reaches its two target groups (newcomers and students) — they structure where and when each phase rolls out, not who the plan is designed for. The actions presented here should be understood as suggestions, intended to keep the focus on target-group-specific, behaviour-oriented interventions.

7. Risk Analysis

This Action Plan is a suggestion or direction built on the GreenPATH pilot experience discussed with two stakeholder interviews, not a formally adopted or committed programme; therefore, funding is not secured and action-plan leadership is undecided — both could delay or prevent rollout. In the following the risks related to Phase 1 – Scaling of pilot experiences at TU Berlin are discussed:

Action ID	Risk	Likelihood (L/M/H)	Impact (L/M/H)	Mitigation measure
General and in particular A04	Coordination across 17+ stakeholders adds complexity, and reliance on third-party tools (the STADTRADELN app) creates a dependency risk.	Medium	Medium	Designate a single coordinating point of contact (via A-04 / the Mobilitätsbeirat once established) to manage the stakeholder network; monitor STADTRADELN's continued availability so a fallback gamification format can be activated if needed.
All	**Financing risk:** TU Berlin's mobility-management role is currently mandated only to develop the	High	High	Anchor Phase 1 actions to the Mobilitätsbeirat planned by TU Berlin as soon as it is

	mobility concept, not to implement it. Implementation funding — including TU Berlin's own co-financing contribution needed to access third-party funds — is not yet approved, against a backdrop TU Berlin describes as a currently critical overall financial situation. [21]			established, so implementation does not depend solely on the current, narrowly mandated mobility-management role; pursue mandate extension and co-financing approval as an early, explicit milestone rather than an assumed given.
A01 and A03	Infrastructure-sequencing risk: promoting behaviour change while basic infrastructure remains deficient can cause frustration and reduce trust in the measures. [22]	Medium	Medium	proceed but pair the action with clear communication on planned improvements, and flag the gap to Senats-/Bezirksverwaltung via A-04's data feed.
A01	Maintenance/vandalism risk: physical installations a repair stations are reported as vandalism-prone and require ongoing maintenance budget, not just installation funding. [23]	Medium	Low-Medium	Ring-fence a maintenance line within any repair-station budget request, rather than budgeting for installation alone.
A03	Data-privacy and technical-reliability risk: the pilot's gamification app raised participant questions about data privacy and tracking, and technical/onboarding issues affected engagement.	Low-Medium	Low-Medium	Ensure high usability, reliable tracking, and clear communication on data use as a precondition for any future gamification action.

8. Financial Overview

Given the financing risk identified, this overview focuses on Phase 1 (TU Berlin) only, where cost items can be estimated based on pilot experience. Phase 2 and 3 costs cannot yet be meaningfully estimated.

Action ID	Action Title	Estimated cost (EUR)	Funding source	Status
A-01	Bicycle repair workshop	~€1,800/year (€200/session × 9 sessions)	Could alternatively be delivered through the student-led bicycle workshop UniRAD as part of regular operations, likely at lower marginal cost — but this would require a dedicated communication/promotion budget	*Not secured*
A-01	Bicycle repair station at TU Berlin main campus	€3,000 (one-time installation) + ongoing maintenance (not yet estimated)	University Funds, Senate or District Administration Budgets or third party funding	Not secured
A-01	Cycling training (Fahrradschulen)	€0	Delivered free of charge by partner Fahrradschulen at current volume;	

[21] Interview with TU Berlin Mobility Manager
[22] Interview with neighbourhood manager (Quartiersmanager)
[23] Interview with neighbourhood manager (Quartiersmanager)

			may not remain free if participant numbers scale up	
A-01	Guided bike tour	~€800/year (€100/tour × 4 tours/semester × 2 semesters)	could be integrated into TU Sport, curricula, or orientation week to reduce this cost – University Funds	Not secured
A-02	Newcomer brochure design	~€1,000	University Funds, Senate or District Administration Budgets or third-party funding	Not secured
A-03	STADTRADELN participation	Unknown. National initiative; cost to TU Berlin not yet established		Not secured
A-03	Dedicated gamification app (Summer + Winter challenge, as used in the pilot)	~€10,000/year (indicative, pending vendor quote)	Only needed if continuing beyond STADTRADELN with a dedicated app; optional. University Funds, Senate or District Administration Budgets or third-party funding	Not secured
A-04	Mobility manager (coordinating role) / Mobilitätsbeirat	Cost of mandate extension not yet estimated approx. €70.000	Current mandate covers concept development only; implementation/coordination role would need separate budget approval. University budget and third-party funding	Not secured
A-02	Cycling Action Day (testing e-bikes, cargo bikes, information)	~€2,500/year (two events)	University Funds, Senate or District Administration Budgets or third-party funding	Not secured
Total one-time payment		~€3,000	For bicycle repair station	
Total annual cost		~€86,100/year		

9. Monitoring

Monitoring builds directly on the KPI structure already used and tested across the GreenPATH pilot, rather than introducing a new framework. Each action (A-01–A-04) should retain a small set of KPIs — participation numbers, survey-based behaviour-change indicators, and infrastructure-relevant data points — reviewed on the same cadence the pilot used (ex-ante baseline, interim check, ex-post evaluation), adapted to an annual or semester-based cycle once the plan moves beyond the pilot phase.

Responsibility: in Phase 1, monitoring could sit with the current mobility-management team at TU Berlin, in collaboration with the Mobilitätsbeirat (A-04) once established. The continuation of the mobility-manager position is seen as crucial to this plan's success, since it is currently the only role with direct oversight of both the data and the actions it feeds into.

Data sources: the same tools already used in the pilot — participant surveys, the Challenge app's GPS-tracking dashboards, course/workshop registration and attendance figures, and qualitative feedback from stakeholder interviews — continued as recurring instruments rather than one-off evaluation exercises.

Link to risk management: monitoring data should be reviewed against the risks in Chapter 7 at each check-in, so that emerging issues — e.g. stalled participation, infrastructure gaps, or signs of the financing/mandate risk materialising — are caught early rather than only surfacing at the next full evaluation.

10. Conclusions

This Action Plan is built on a simple, evidence-based premise: the moment someone moves to Berlin or starts a course of study is a genuine window of opportunity, a point at which travel habits are not yet fixed and people are receptive to trying new modes. Rather than addressing Berlin's population uniformly, as existing infrastructure-focused strategies do, this plan deliberately targets two groups where that window is most pronounced and most reachable: newcomers, for whom a change of residence resets established routines, and students, whose regular, predictable commuting patterns and recurring semester-start moments make them easy to reach at exactly the right time. For newcomers who are internationals or migrants, that opportunity is paired with a second, more specific need — building the skills and confidence to cycle at all — which is why skill-building sits alongside timing as a core rationale, not an afterthought. Its ambition is deliberately bounded — starting at a single, well-connected institution (TU Berlin) before scaling to other universities, campus communities, and neighbourhoods.

The change this plan aims to produce is not simply higher participation in isolated events, but a shift from one-off pilot activity to institutionalised, recurring practice: cycling courses offered every semester rather than once; a repair station that is maintained, not just installed; a gamification challenge paired with skill-building and information rather than run alone; and a standing governance body (the mobility advisory board together with the mobility manager).

The key conditions for success, drawn directly from the interviews, are: securing implementation funding — including TU Berlin's own co-financing contribution — as the single largest identified obstacle; sequencing infrastructure fixes alongside behavioural measures rather than treating them as parallel, independent tracks; and giving this plan's TU Berlin actions a stable institutional home before the current project mandate ends.

11. List of Annexes

Annex 1 – Action Plan Canvas