



Strategic Development Plan 2020-2022

Powering the sustainable, low carbon transport revolution
with ambition, solutions and collaboration



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Introduction

This Strategic Development Plan 2020-2022 builds upon and consolidates the impact achieved by the SLOCAT Partnership; as well as the values that have governed us over the years. At the same time, this Plan proposes shifts to our business model, outlines our intended impacts and objectives for the next three years and lands them in specific catalytic themes and cross-cutting lenses for work at different levels of intensity. It also defines a series of organisation enablers that will nourish our capacity to deliver. In so doing, this Strategic Plan demonstrates one of the defining features of our Partnership: Our ability to evolve within the wider transport landscape, while preserving our recognised flexibility to punch above our weight and retaining focus on our mission of powering the sustainable, low carbon transport revolution with ambition, solutions and collaboration.

This Strategic Development Plan was conceptualised over the course of 2019 under the guidance of our Board of Directors and on the basis of inputs gathered from across the entities in our Partnership and other key actors in the transport landscape. On January 2020, on the occasion of the Board and the Annual Partnership Meetings, the Secretariat released a first draft. A broad consultation was kicked-off at the Annual Meeting. During February 2020 a survey accessible to all partners remained open. Until early March 2020, the Secretariat also held a large number of bilateral meetings with partners and continued collecting inputs from the Board. On the basis of all inputs received, another draft iteration was presented to the Board, leading to adoption at its April 2020 meeting.

The drafting of this Strategic Development Plan was contextualised in the following lenses:

- The global agendas for climate change action and sustainability recognise the role of transport and mobility for an equitable 1.5°C planet. The years of fast-paced, on-the-go advocacy in the context of international deliberations towards the adoption of global agendas, are behind us. Plenty of work remains ahead of us to showcase the feasibility of combined transport, climate and sustainability action. At the same time, we have moved from negotiation advocacy to increased implementation advocacy to enable such combined action.
- The global COVID-19 pandemic is bringing to the surface the interconnected social, economic and environmental issues our societies must crucially address to resolve prevailing equality and climate action challenges. As we adopt this Plan, half of the world's population remains confined to halt the disease spread; the toll on human lives continues climbing, and the acute suffering brought to so many is particularly hitting the most vulnerable and excluded. The pathways to navigate the aftermath of this historic crisis remain uncharted territory for all countries. The recovery path must be one of reinvigorated bold and courageous equality and climate action. Sustainable, low carbon transport will be central to green equitable socio-economic recovery worldwide. At pandemic peak, some arguments traditionally used by our movement are on the spotlight. For example, incentivising public transport use instead of private car use or increasing compactness and density in cities.
- SLOCAT is 10 years old! Much has been achieved by our Partnership since the pioneers of the sustainable, low carbon movement created SLOCAT in 2009. A rich community of interest and practice has flourished over the last decade and SLOCAT is proud to have played a pivotal role in galvanising it, nurturing it and enabling its impact. 10 years later, we are determined to leverage our community of change-makers to break new thinking, shed light on solutions and widen our collaborations within and beyond the transport community.
- We enjoy a solid reputation and record of results to build upon: Evidence from the Independent Review commissioned in 2018 by the Board (authored by Clayton Lane) confirmed SLOCAT's overall relevance and reputation, as well as the significant impact of our work in the current transport landscape: *"SLoCaT is recognised externally by most of the international transport community as a leading convener and voice of partners, and a reputable, trustworthy, competent partner"*.

The adoption of this Plan 2020-2022 marks an exciting moment in the life of our Partnership, as we trace institutional, thematic and organisational pathways fit for the SLOCAT of the next decade.

Executive Summary

SLOCAT is 10 years old. Much has been achieved by our Partnership since the pioneers of the sustainable, low carbon movement created SLOCAT in 2009. The global agendas adopted in 2015 for climate change action and sustainability recognise the role of transport and mobility for an equitable 1.5°C planet. Certainly, the sustainable, low carbon transport movement operates nowadays in a context significantly different to 2009 when SLOCAT was established. But one thing stands - powering the sustainable, low carbon transport revolution with ambition, solutions and collaboration is as vital as ever.

SLOCAT in its second decade of life: Vision, Mission, Focus and Values

Mission

To enable collaborative knowledge and action for sustainable, low carbon transport and bring the voice of the movement into international climate change and sustainability processes.

Focus

Our Partnership engages a vibrant international, multi-stakeholder ecosystem of over 90 entities across transport sectors associations, knowledge and academia, governments, multilateral organisations, NGOs, philanthropy and industry; as well as a large community of world-class experts and change-makers. By going there where others do not or cannot go individually, our inclusive, multi-stakeholder Partnership is leveraged to set ambitious global agendas and catalyse new thinking and solutions for the urgent transformation of mobility systems.



From 2020, our primary focus remains land transport and all modes of mobility.



While the analyses, actions and initiatives we propose are universal, our geographical footprint is targeted at the Global South.

Values



Leading convener and voice



Experienced ambitious thought leader



Integrated, inter-modal, multi-sectoral, multi-stakeholder approaches



Collaboration within and beyond the transport community



Reputable, trustworthy, competent partner

Business model: Strategic shifts to three consolidated work streams

To more effectively deliver on our work programme, from 2020 we are conceptually streamlining our traditional areas of work into 3 mutually-reinforcing work streams for co-creation, co-leadership and co-delivery among our partners and with strategic collaborations beyond our community. We are also introducing a series of strategic shifts to underpin our approaches and outputs across our work streams. Last but not least, we are fast-tracking the use of contemporary online and visual formats.

Co-creation, co-leadership and co-delivery across 3 mutually-reinforcing work streams



Knowledge and Policy Analysis

We synthesise and translate data and knowledge on combined transport, climate and sustainability matters

- We elaborate knowledge and policy tools for policy makers, with a focus on drivers and enablers for combined transport, climate and sustainability action.
- We identify good practices; and voice knowledge and policy gaps.
- We facilitate access to world-class knowledge and research by our partners.
- SLOCAT is not a research centre. It does not aspire to be a source for primary research.



Advocacy and Engagement

We provide thought leadership and advocacy to shape the global sustainable, low carbon transport agenda

- We set global discussion agendas, advocating new analytical approaches and policy coherence.
- We build capacity in policy makers towards enabling combined transport, climate and sustainability action; and raise awareness on the cost of inaction.
- We inform implementation policy and multi-stakeholder initiatives at global and regional levels.
- We assess the progress on the implementation of global agendas.



Dialogue and Networking

We curate multi-stakeholder trust spaces for peers within and beyond the transport community to exchange, learn from each other and collaborate

- We facilitate the interface between knowledge, policy and practice spheres of action.
- We map out and match like-minded initiatives across our Partnership.
- We conceptualise and host international multi-stakeholder initiatives.
- We conceptualise and deploy, communications and educational schemes.

Strategic shifts 2020-2022



Partnership curation and deepening



Connection within and beyond the transport community



Enhanced regional engagement



More qualitative analyses and forward-looking guidance



Tough questions, smart answers

Strategic Impact 2020-2022: Intended Impacts and Objectives

As the opportunities in sustainable, low carbon transport become increasingly apparent in the face of climate and sustainability challenges, from 2020 we will seek to deliver on our mission through three strategic intended impacts, broken down into specific objectives.



Accelerating and scaling up ambition and implementation

- Show-casing the benefits and feasibility of sustainable, low carbon transport and mobility for an equitable 1.5°C planet and low carbon mobility services as a vital piece to worldwide equitable socio-economic recovery of the COVID-19 pandemic.
- Championing balanced, people-centred, planet-sensitive approaches by catalysing more avoid strategies, emphasising shift approaches and broadening improve initiatives.
- Supporting clear and feasible roadmaps for implementation of the Nationally Determined Contributions (NDCs), Long-Term Strategies (LTS), the 2030 Agenda implementation strategies and voluntary reviews (VNRs).
- Informing the financing and investment revolution with Paris-compatible lending portfolios and access by sub-national governments.
- Identifying the progress and shortcomings in the implementation of global agendas as well as the coherence between processes.
- Amplifying the groundswell of action by non-Member State actors at global and regional multilateral spaces.



Leveraging, deepening and broadening our Partnership

- Delivering the work programme in co-creation, co-leadership and co-delivery within the Partnership, focusing on proactive modalities to facilitate engagement and matching like-minded initiatives.
- Establishing strategic collaborations beyond the transport community, focusing on urban sustainability, renewable energies, health and behavioural change communities.
- Recruiting new partners from within the broader sustainable, low carbon transport arena and from other relevant communities, focusing on amplifying Global South voices and systems-thinking.
- Supporting the coherence of efforts between and among donors, policy makers, knowledge producers and practitioners to assess challenges and opportunities, and to facilitate dialogue spaces of mutual trust.
- Addressing the overall gender imbalance in the transport community; making women transport professionals more visible and offering a platform to share their work; as well as on mainstreaming gender perspectives across our work.
- Nurturing the interest of young professionals in sustainable, low carbon transport; empowering Global South perspectives and facilitating the interface between knowledge, policy and practice spheres of action.



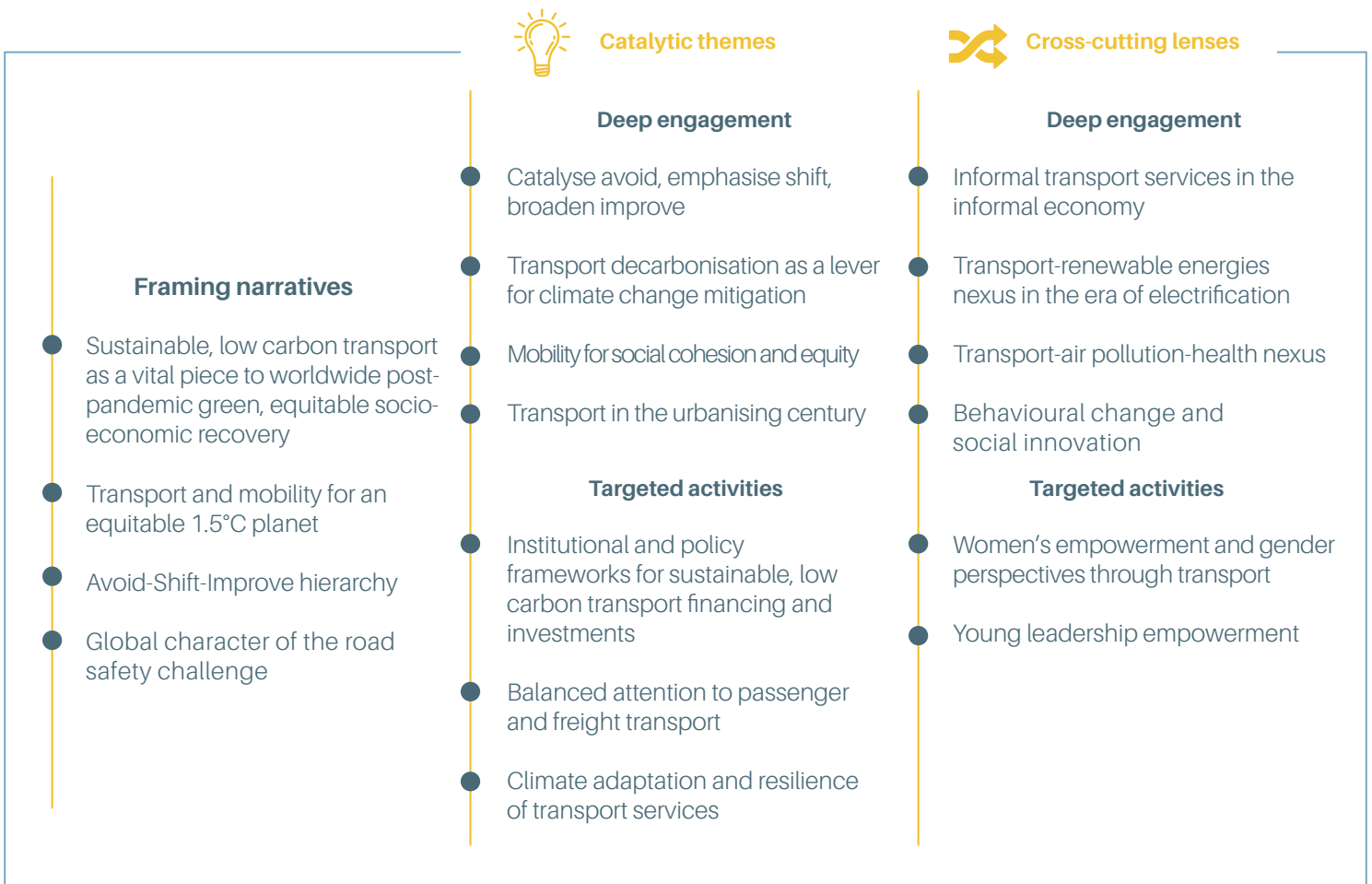
Refreshing our organisational identity

- Consolidating multi-annual strategic thinking.
- Introducing an impact dashboard to correlate annual work programmes with the Intended Impacts and Objectives of the Strategic Development Plan.
- Publishing Annual Reports of activity.
- Seizing every communication opportunity for strategic development and partnership building.

Thematic areas 2020-2022:

Catalytic themes and cross-cutting lenses

In order to land our Intended Impacts and Objectives 2020-2022 in specific thematic areas, from 2020 SLOCAT will primarily focus on a series of catalytic themes and cross-cutting lenses that reflect the integrated, inter-modal, multi-sectoral and multi-stakeholder approaches for transforming transport and mobility we champion. To maintain clarity around our positioning in the transport landscape; maximise the value-added of our collective work vis-à-vis the individual work of our partners, and seek the smartest impact with our limited resources, we will work on these thematic areas at varying levels of intensity.



Organisational Enablers

Successfully delivering on our mission and this Strategic Plan requires constant organisational finetuning with a multidimensional aim: Guaranteeing not only the medium-term stability but also the long-term sustainability of our organisation; optimising the efficiency and effectiveness of our operations; preserving our recognised flexibility with nimble procedures that allow us to punch above our weight; while maintaining strong safeguards to ensure the prudent management of funds, and being accountable on our financial management and results.



Inclusive and transparent governance



Full-time professional secretariat



Strong contemporary communications



Efficient, effective and accountable operations

A. Operating context

The sustainable, low carbon transport movement operates nowadays in a context significantly different to 2009 when SLOCAT was established.

With no aspiration to offer a deep analytical exercise, the matrix below provides some observations on recent changes and trends that mark the backdrop our Partnership faces to deliver on our mission.



Trend - Change

Climate action and inequality fight is on the streets, spearheaded by younger generations; often triggered by governmental decisions related to transport.

Transport solutions are part of the public discourse (e.g. e-mobility, internal combustion engines phase out, urban cycling, #flightshame, urban access regulations, etc.).

Transport problems and solutions are rising on the international policy agenda.

Sustainable, low carbon transport - including public transport, walking, cycling, shared mobility and informal transport services - have been vital in emergency responses at COVID-19 pandemic peak. They will continue being central for green equitable socio-economic recovery.

A balanced approach to Avoid-Shift-Improve is acknowledged as essential to unleash the broad benefits of sustainable, low carbon transport.

The electric, shared and automated revolutions are evolving at very fast pace.



Implications for SLOCAT Partnership work

We have an unprecedented opportunity to build broader momentum and pressure on political leaders.

Integration of sufficient transport action ambition and specific targets in national implementation and review frameworks is not a given.

There is ample work ahead of us towards institutional, policy, regulatory and fiscal frameworks to enable sustainable, low carbon transport.

Decisions on industry liquidity schemes and stimulus packages by world leaders must not derail us from the goals of transport and mobility for an equitable 1.5°C Planet.

Important lessons from public transport, active mobility and tactical urbanism measures applied during the pandemic must be harnessed.

Policy and technology solutions offering a balanced approach across the ASI framework exist.

The over focus on improve measures, in particular electric cars, risks distracting from the necessary long-term structural changes in business models, supply chains, city planning and behaviour that are required.

Working on avoid and shift measures is a pathway for strategic collaborations beyond the transport community.

The electric revolution offers fertile ground for deeper reflection on the transport-renewable energies nexus.



Trend - Change

The landscape of transport actors is increasingly populated.

While achieving consensus among countries in multilateral processes is increasingly difficult, there is cause for optimism in the groundswell of flourishing climate and sustainability action by cities, progressive national governments, civil society, companies, academia, philanthropy and other groups.

Interest in new donors from outside the traditional transport spheres is limited.

It is commonly agreed that the scale of action required to reduce transport greenhouse gas emissions and unleash transport's potential to address inequity requires a revolution in financing and investment.

There is slow but steady progress towards Paris-compatible lending.



Implications for SLOCAT Partnership work

The geographic scope and dynamism of multi-stakeholder transport initiatives is broader than ever; with unprecedented opportunity for harnessing forces and scaling up solutions.

Cost-effective solutions and innovation adapted to low-income and emerging economies are gaining attention.

Increased fragmentation and limited coherence of efforts between and among donors, policy makers, knowledge producers and practitioners present risks.

Switching to investing in low carbon transport requires defining what are and are not low carbon transport investments.

B. SLOCAT in its second decade of life: Vision, Mission, Focus and Values

SLOCAT Partnership

Powering the sustainable, low carbon transport revolution
with ambition, solutions and collaboration

SLOCAT is the international multi-stakeholder partnership that enables collaborative knowledge and action for sustainable, low carbon transport and brings the voice of the movement into international climate change and sustainability processes. With a primary focus on land transport, and a geographic footprint targeted at the Global South; we deliver on our mission through 3 mutually-reinforcing work streams; namely knowledge and policy analysis; advocacy and engagement, and dialogue and networking. Our Partnership engages a vibrant international, multi-stakeholder ecosystem of over 90 entities across transport sectors associations, knowledge and academia, governments, multilateral organisations, NGOs, philanthropy and industry; as well as a large community of world-class experts and change-makers. By going there where others do not or cannot go individually, our inclusive, multi-stakeholder Partnership is leveraged to set ambitious global agendas and catalyse new thinking and solutions for the urgent transformation of mobility systems.

We believe that sustainable, low carbon transport is central to ensuring equitable socio-economic prosperity for all people.

SLOCAT was established in 2009 by the pioneers of our movement as an outcome of the Bellagio Process and since then has been served by a full-time professional secretariat. In 2014, SLOCAT acquired legal personality through the incorporation of SLOCAT Foundation into Dutch law.

Today, our Partnership engages a vibrant international, multi-stakeholder ecosystem of over 90 entities across transport sectors associations, knowledge and academia, governments, multilateral organisations, NGOs, philanthropy and industry; as well as a large community of world-class experts and change-makers.

By going there where others do not or cannot go individually, our inclusive, multi-stakeholder Partnership is leveraged to set ambitious global agendas and catalyse new thinking and solutions for the urgent transformation of transport and mobility systems.

Mission

To enable collaborative knowledge and action for sustainable, low carbon transport
and bring the voice of the movement into international climate change and sustainability processes.



Focus

With a **primary focus on land transport**, and a **geographic footprint targeted at the Global South**; we deliver on our mission through 3 mutually-reinforcing work streams; namely knowledge and policy analysis; advocacy and engagement, and dialogue and networking.



From 2020, our primary focus remains land transport and **all modes of mobility**.



While the analyses, actions and initiatives we propose are universal, our geographical footprint is targeted at the Global South.

We champion frameworks that primarily **avoid** unnecessary transport, while **shift** to low carbon modes and **improve** vehicle design, fuel efficiency and energy sources. Hence, our work does not disregard the impact of maritime transport and aviation towards sustainable, low carbon development goals.

Avoid

Transport demand management

Shift

Urban public transport
Railways
Walking and cycling,
New mobility services

Improve

Fuel economy
Electric Mobility
Renewable Energy

Values



Recognised **leading convener and voice** of an inclusive, multi-stakeholder community of change-makers.



Experienced ambitious **thought leader** for urgent transformation, with positive impact on people and planet.



Credible on **integrated, inter-modal, multi-sectoral, multi-stakeholder** approaches for cost-efficient solutions, adapted to different socio-economic realities.



Skilled in **collaboration within and beyond the transport community** for long-term legacy.



Acknowledged as a **reputable, trustworthy, competent partner**, with nimble and flexible procedures.

SLOCAT's strengths and added value in the transport landscape



Who we are

- International multi-stakeholder partnership on sustainable, low carbon transport.
- Focused primarily on land transport, and all modes of mobility.
- Universal relevance, while targeting our geographic footprint at the Global South.
- Recognised leading convener of a community of change-makers.
- Experienced ambitious thought leader.
- Credible on integrated, inter-modal, multi-sectoral, multi-stakeholder approaches.
- Skilled in collaboration within and beyond the transport community.
- Internationally recognised as a reputable, trustworthy, competent partner.
- Legal personality in Dutch law through the non-for profit SLOCAT Foundation.



What we do and where

- Enable collaborative knowledge and action for sustainable, low carbon transport.
- Bring the voice of the movement into international climate change and sustainability processes.
- Go there where others do not or cannot go individually, leveraging our Partnership to set ambitious global agendas and catalyse new thinking and solutions for the urgent transformation of mobility systems.
- Synthesise and translate data and knowledge on combined transport, climate and sustainability matters.
- Provide thought leadership and advocacy to shape the global sustainable, low carbon transport agenda.
- Curate multi-stakeholder trust spaces for peers within and beyond the transport community to exchange, learn from each other and collaborate.
- Operate around key international multilateral forums and initiatives at the global and regional levels.



How we do it

- In co-creation, co-leadership and co-delivery among the entities and experts within our Partnership, and with strategic collaborations beyond the transport community.
- Through 3 mutually-reinforcing working streams: Knowledge and policy analysis, Advocacy and engagement, and Dialogue and networking.
- Providing both qualitative analyses and forward-looking guidance.
- Boldly addressing tough questions and existing challenges for finding smart answers and cost-effective solutions.
- Practising inclusive and transparent governance, with a nimble architecture.
- Served by a world-class full-time professional secretariat.
- Using contemporary communication tools through a range of channels.
- Efficiently and effectively, with flexible operations.
- Reliably and sustainably, with strong safeguards to ensure the prudent management of funds, and accountability to our partners, donors and supporters alike.

C. Business model: Strategic shifts to three consolidated work streams

To more effectively deliver on our work programme, from 2020 we are conceptually streamlining our traditional areas of work into 3 mutually-reinforcing work streams for co-creation, co-leadership and co-delivery among our partners and with strategic collaborations beyond our community. We are also introducing a series of strategic shifts to underpin our approaches and outputs across our work streams. Last but not least, we are fast-tracking the use of contemporary online and visual formats.

We deliver on our mission through **3 mutually-reinforcing work streams**:



In **co-creation, co-leadership and co-delivery among the entities and experts within the SLOCAT Partnership**, and seeking **strategic collaborations beyond the transport community**; the Secretariat develops circumscribed, yet overlapping signature instruments across these three work streams.

A series of strategic shifts underpin our approaches and outputs across our work streams:

Partnership curation and deepening: The vibrancy and impact of SLOCAT is based on our Partnership being greater than the sum of its parts. An Independent Review commissioned by our Board of Directors in 2018 found that SLOCAT is recognised externally as a *“leading convener and voice of partners”*. We will build upon the many success stories of collaboration achieved over the years to actively encourage and facilitate inclusive collaboration among partners, enabling them to build upon and positively impact each other, while also amplifying their work.

Connection within and beyond the transport community: In SLOCAT we believe in the powerful potential for positive impact on people and planet offered by the transversal nature of mobility. With the solid community of practice galvanised over our first decade of existence, and keen on empowering multi-sectoral approaches and systems-thinking for combined transport, climate and sustainability action; we will expose and connect our community to others.

Enhanced regional engagement: While the deliberations of the 2030 Agenda, the Paris Agreement and the New Urban Agenda primarily took place at the global level, it is commonly agreed that implementation must be brought down to the regional, national and local levels. Many individual SLOCAT partners deploy their missions and operations at national and local levels. An increasing number of key multilateral fora and initiatives at the regional level offer a plethora of opportunities for SLOCAT to lever the breadth of the Partnership and increase impact. By gathering a multi-stakeholder base operating under more similar environments than the global level, these are unique spaces for translating international agendas into implementation; agglomerating advocacy actions, assessing practical solutions and facilitating more nuanced peer dialogue and learning.

More qualitative analyses and forward-looking guidance: SLOCAT is recognised by its comprehensive knowledge synthesis and advocacy actions. We will build upon this role by expanding the scope of our activities from quantitative to also qualitative analyses; and offering not only retrospective (assessments) but also forward-looking (guidance) products. We will complement this shift with the use of more accessible contemporary formats, combining streamlined engaging narratives with infographic-style visual materials.

Tough questions, smart answers: In SLOCAT we are committed to enabling collective knowledge, advocacy and dialogue. As the opportunities in sustainable, low carbon transport become increasingly apparent in the face of climate and sustainability challenges; our community will position itself as a leader in boldly addressing tough questions and existing challenges for finding smart answers and cost-effective solutions. We will also support these efforts by increasing our contemporary online formats for discussion and show-case.

Co-creation, co-leadership and co-delivery across 3 mutually-reinforcing work streams



Knowledge and Policy Analysis

We synthesise and translate data and knowledge on combined transport, climate and sustainability matters

- We elaborate knowledge and policy tools for policy makers, with a focus on drivers and enablers for combined transport, climate and sustainability action.
- We identify good practices; and voice knowledge and policy gaps.
- We facilitate access to world-class knowledge and research by our partners.
- SLOCAT is not a research centre. It does not aspire to be a source for primary research.



Advocacy and Engagement

We provide thought leadership and advocacy to shape the global sustainable, low carbon transport agenda

- We set global discussion agendas, advocating new analytical approaches and policy coherence.
- We build capacity in policy makers towards enabling combined transport, climate and sustainability action; and raise awareness on the cost of inaction.
- We inform implementation policy and multi-stakeholder initiatives at global and regional levels.
- We assess the progress on the implementation of global agendas.



Dialogue and Networking

We curate multi-stakeholder trust spaces for peers within and beyond the transport community to exchange, learn from each other and collaborate

- We facilitate the interface between knowledge, policy and practice spheres of action.
- We map out and match like-minded initiatives across our Partnership.
- We conceptualise and host international multi-stakeholder initiatives.
- We conceptualise and deploy, communications and educational schemes.

Strategic shifts 2020-2022



Partnership curation and deepening



Connection within and beyond the transport community



Enhanced regional engagement



More qualitative analyses and forward-looking guidance



Tough questions, smart answers

D. Strategic Impact 2020-2022: Intended Impacts and Objectives

As the opportunities in sustainable, low carbon transport become increasingly apparent in the face of climate and sustainability challenges, from 2020 we will seek to deliver on our mission through three strategic intended impacts – Accelerating and scaling up ambition and implementation; Leveraging, deepening and broadening our Partnership; Refreshing our organisational identity and operations – broken down into specific objectives.



Intended impact

Accelerating and scaling up ambition and implementation

- Show-casing the **benefits and feasibility of sustainable, low carbon transport and mobility for an equitable 1.5°C planet** with existing and innovative context-adapted solutions.

Including focus on low carbon mobility services as a **vital piece to worldwide equitable socio-economic recovery** in the aftermath of the global COVID-19 pandemic.
- Championing **balanced, people-centred, planet-sensitive approaches** across the Avoid-Shift-Improve Framework in the era of electrification.

With focus on **catalysing more avoid** strategies, **emphasising shift** approaches and **broadening improve** initiatives.
- Supporting **clear and feasible roadmaps** for sustainable, low carbon transport implementation.

With focus on the **Nationally Determined Contributions (NDCs)** and **Long-Term Strategies (LTS)** in the framework of the Paris Agreement; and on the 2030 Agenda implementation strategies and **Voluntary National Reviews (VNRs)**.
- Informing the financing and investment revolution required for **effective, long-term sustainable, low carbon transport investments**.

With focus on **Paris-compatible lending portfolios** and access by **sub-national governments**.
- Identifying **progress and shortcomings in the implementation of global agendas**.

With special focus on the **milestone commemorations** of the 2020 Agenda, the Paris Agreement (in 2020) and the New Urban Agenda (in 2021) and Rio +30 (in 2022); on the Decade of Action to deliver the SDGs, as well as on **coherence** between their respective processes.
- Amplifying at global and regional multilateral spaces the **groundswell of action by so-called non-Member State actors** in advancing climate and sustainability action.



Intended impact

Leveraging, deepening and broadening our Partnership

- Delivering the work programme in **co-creation, co-leadership and co-delivery** among the entities and experts within the Partnership.

Including focus on proactive modalities to facilitate **partners' engagement** and on **matching like-minded initiatives** by entities across our Partnership.
- Establishing **strategic collaborations beyond the transport community**, intrinsically connected to the objectives of transforming transport and mobility systems.

With focus on **urban sustainability, renewable energies, health and behavioural change** communities.
- Recruiting **new partners** from within the broader sustainable, low carbon transport arena and from other relevant communities.

With focus on amplifying **Global South voices** and on facilitating **systems-thinking**.
- Supporting the **coherence of efforts** between and among donors, policy makers, knowledge producers and practitioners.

With focus on assessing **challenges and opportunities**, and facilitating **dialogue spaces of mutual trust**.
- Addressing the overall **gender imbalance** in the transport community.

With focus on making **women transport professionals** more visible and offering a platform to share their work; as well as on **mainstreaming gender perspectives** across our work.
- Nurturing the interest of **young professionals** in sustainable, low carbon transport.

With focus on empowering **Global South perspectives** and on facilitating the **interface between knowledge, policy and practice** spheres of action.



Intended impact

Refreshing our organisational identity

- Consolidating **multi-annual strategic thinking**, building upon the experience of this first Strategic Development Plan.
- Introducing an **impact dashboard, correlating annual work programmes with the Intended Impacts and Objectives** of the multi-annual Strategic Development Plan.
- Publishing **Annual Reports** of activity.
- Seizing every communication opportunity for **strategic development and partnership building**.

E. Thematic areas 2020-2022:

Catalytic themes and cross-cutting lenses

In order to land our Intended Impacts and Objectives 2020-2022 in specific thematic areas, from 2020 SLOCAT will primarily focus on a series of catalytic themes and cross-cutting lenses that reflect the integrated, inter-modal, multi-sectoral and multi-stakeholder approaches for transforming transport and mobility we champion. To maintain clarity around our positioning in the transport landscape; maximise the value-added of our collective work vis-à-vis the individual work of our partners, and seek the smartest impact with our limited resources, we will work on these thematic areas at varying levels of intensity.



Catalytic themes are vital to strategically moving forward on our mission; as well as on our 2020-2022 Intended Impacts and Objectives.



Cross-cutting lenses are multipliers of combined transport, climate and sustainability action; and offer impactful collaboration avenues beyond the transport community.

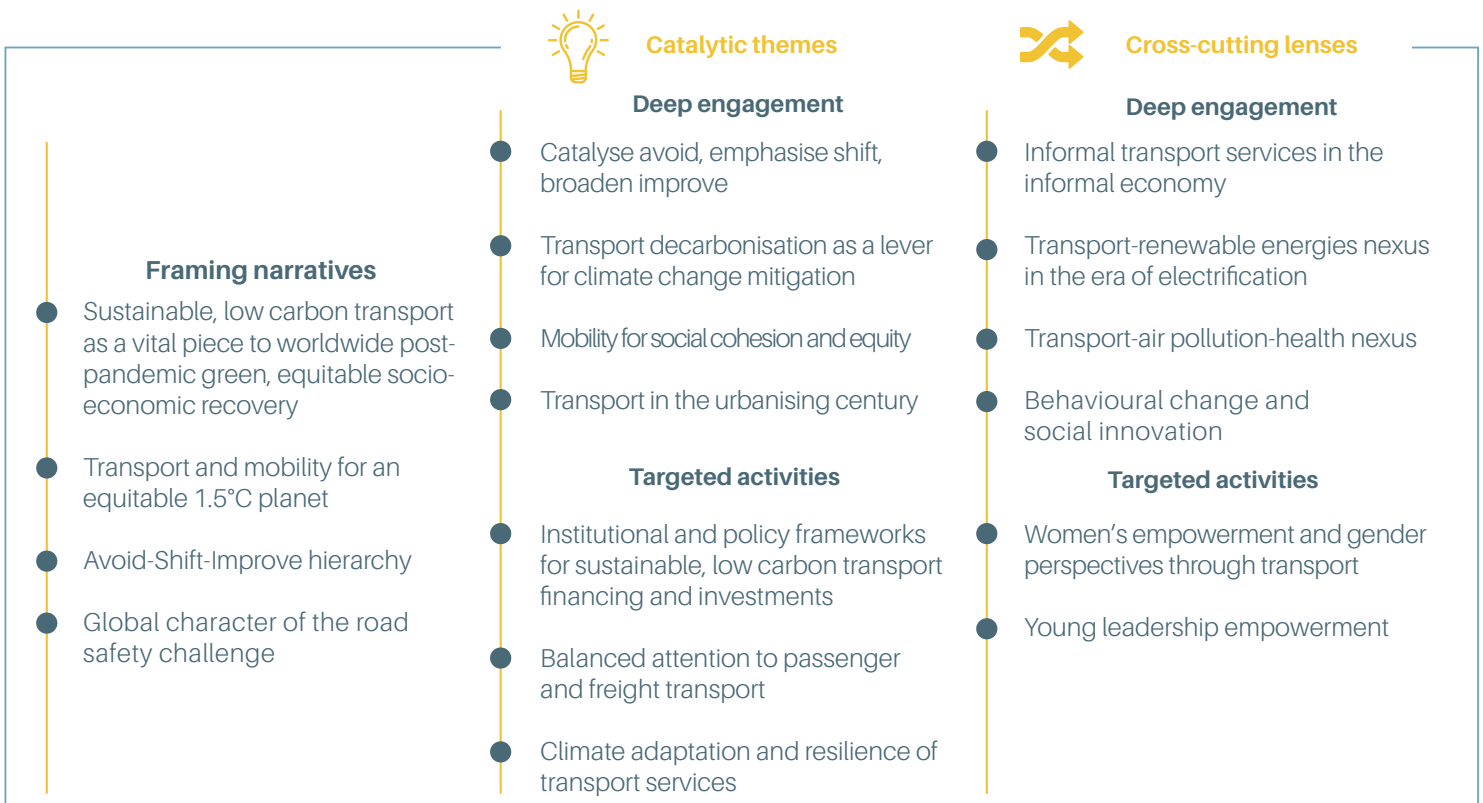
We understand these catalytic themes and cross-cutting lenses within **framing narratives that enshrine key notions for our movement.**

With a view to maintaining clarity around SLOCAT's identity and positioning in the transport landscape; maximising the unique value proposition of our collective work vis-à-vis the individual work of our partners, and seeking the smartest impact with our limited resources; we do not envisage to work at the same level of intensity on everything. From 2020 we choose to configure a **three-tier approach to our efforts.**

Deep engagement: Intense deployment across our 3 work streams, so as to anchor the centrality of such theme for our Intended Impacts and Objectives 2020-2022.


Targeted activities: *Ad-hoc* deployment, not necessarily across our 3 work streams, with tactical and cost-effective approaches.

Monitoring activities: A watching brief on the evolution of a given ongoing or emerging aspect and its implications for our Intended Impacts and Objectives 2020-2022.




F. Organisational Enablers


Successfully delivering on our mission and this Strategic Plan requires constant organisational finetuning with a multidimensional aim: Guaranteeing not only the medium-term stability but also the long-term sustainability of our organisation; optimising the efficiency and effectiveness of our operations; preserving our recognised flexibility with nimble procedures that allow us to punch above our weight; while maintaining strong safeguards to ensure the prudent management of funds, and being accountable on our financial management and results.

 **Inclusive and transparent governance:** As stipulated in SLOCAT governance rules, the Board of Directors consists of 13 seats: 5 seats issued from the membership, 4 issued from the supporters of the SLOCAT Foundation and 4 filled by independent members. They are elected for a 3-year mandate and are re-eligible once. For the 2019-2022 mandate, elections were overseen by the stipulated Independent Election Committee and completed in July 2019. Chair and Treasurer were elected among Board member peers in October 2019 and the appointment of Independent Members was completed by end 2019.


This **gender-, geographical- and background-balanced 2019-2022 Board of Directors** brings together an extraordinary wealth of expertise across the transport and mobility, energy, climate and cities sectors. The Board supports, oversees and advances the work of the Partnership in the next three years, overlapping with the period for this first ever multi-annual Strategic Development Plan.

 **Full-time professional secretariat:** Since its establishment, SLOCAT has been served by a full-time professional secretariat. An Independent Review commissioned by our Board in 2018 found that **“staff receive consistent praise across partners for their versatility and dedication.”** The current Secretary General took office in October 2018 and was appointed by the Board after an extensive, international search of strong candidates.

The goals of **maintaining a world-class Secretariat and providing the team with an adequate enabling environment** are central to delivering on this Strategic Development Plan and to pushing forward the core agenda of the movement we represent. At the moment this Plan is being finalised, the Secretariat is undergoing a functional review with a triple focus on efficient and effective functioning; talent pathways, and improved skills alignment for the team who is currently serving the Partnership.

 **Strong contemporary communications:** The strategic Intended Impacts and Objectives, as well as the strategic shifts on our work streams presented in this Plan 2020-2022 require a **completely fresh approach to communicating about SLOCAT**. Who we are, what we do, where and how we do it, our values and priorities will be made clear to partners, supporters and collaborators alike. **Clarity around SLOCAT’s positioning in an increasingly populated transport landscape** is necessary. It will offer a range of donors and supporters the opportunity to make strategic, smart investments in an organisation with recognised track record of turning funds into well-designed and well-managed initiatives, and that achieves visible and verifiable results.

We will deploy refreshed **contemporary branding** and a **revamped website**. We will unfold **multi-lingual** advocacy, engagement and social media approaches as much as possible, commensurate with our human and financial resources. We will also implement a communication plan with a triple aim. On the one hand, to clearly **articulate our unique value propositions**. On the other hand, to better **communicate and disseminate SLOCAT’s work, and the work of our individual partners** through contemporary channels and materials. Last but not least, to develop concise **messaging** and engagement approaches **tailored to different target groups and regions**, within our human and financial resources capacity. Overall, these efforts will also enable SLOCAT to better **amplify Global South voices and make women transport professionals more visible**.

 **Efficient, effective and accountable operations:** The same Independent Review commissioned by our Board in 2018 found that **SLOCAT is recognised externally as a “reputable, trustworthy, competent partner”**. We take very seriously the overarching goals of operating with **nimble and flexible procedures, while maintaining strong safeguards to ensure the prudent management of funds and being accountable** on our financial management and results to the entities in our Partnership, our donors and our supporters alike.

In 2019, the Secretariat consolidated new systems for financial and project management. At the moment this Plan is being finalised, the Secretariat is perfecting recently introduced tools for comprehensive costing of all projects and activities. The reality of earmarking of funds by donors requires comprehensive cost allocation mechanisms. All programmes and projects are being fully costed, with the full range of financial and human resource inputs required to deliver the expected results factored in from conceptualisation stages.

To operationalise this Plan, the Secretariat will elaborate and deploy a set of **ancillary functional strategies** with specific focus on: partnership engagement and enlargement, fundraising, results framework and standard operating procedures.

Annex A Thematic areas 2020-2022

Transport and mobility for an equitable 1.5°C Planet

Ambitious, transformative action in transport is essential to tackling climate change and inequity. Sustainable, low carbon transport is the engine of the global economy and increases equitable access to jobs and other socio-economic opportunities for people of all ages and abilities. It powers a just transition to green jobs in a circular economy. It reduces climate impacts. It improves air quality and benefits public health. It reduces congestion, fuel imports and infrastructure costs. It powers livelihoods in urban and rural areas, within the carrying capacity of Earth's ecosystems.

In contrast to the difficult multilateral negotiations where every step requires consensus amongst many countries - for instance among 197 Parties (countries) to the UN Framework Convention on Climate Change - we see a flourishing, dynamic groundswell of climate and sustainability action by cities, progressive national governments, civil society, companies, academia, philanthropy and other groups. This offers considerable cause for optimism. SLOCAT will uphold its leading role on disseminating the lessons, scale, broad geographic scope and dynamism of this action happening in the real economy to build broader momentum and convince political leaders to provide the framework conditions for dramatically scaling up action.

Sustainable, low carbon transport and mobility services as a vital piece to worldwide post-pandemic green, equitable socio-economic recovery

The COVID-19 global health emergency is shining a light on the inextricably linked social, economic and environmental issues our societies must crucially address to resolve prevailing equality and climate action challenges. While the world grapples with the aftermath of the global COVID-19 pandemic, we seek to empower change-makers to ensure the economic viability of, the affordable access to and the right investments in sustainable, low carbon transport and mobility services and infrastructure as a vital piece to worldwide green, equitable socio-economic recovery. Recovery decisions by world leaders and multilateral entities must not derail us from the goals of mobility for an equitable 1.5°C Planet. From SLOCAT we will focus primarily on (i) urging for stimulus packages that do not regress decarbonisation and equality objectives and that unleash the right type of transport investment; (ii) overcoming public transport stigmatisation; (iii) harnessing the active mobility and tactical urbanism lessons learnt from temporary measures applied during the emergency; (iv) voicing the impact on the most vulnerable among us who depend on informal transport services to access their livelihoods and (v) calling for intergenerational solidarity through the jobs potential of our sector, mindful that two younger generations (Millennial and Generation Z) have entered the job market in times of unprecedented socio-economic challenge.

Mobility for social cohesion and equity

Because of the intrinsic transversal nature of transport, it is essential to integrate it into all sustainability policies. SLOCAT research found that transport is a key enabler of the 2030 Agenda for Sustainable Development: It supports the achievement of at least 8 of the 17 Sustainable Development Goals (SDGs); makes direct and indirect contributions to an additional 13 SDG targets, and is also directly related to 5 SDG indicators. National and local SDGs implementation strategies, as well as voluntary reviews (VNRs and VLRs) are critical frameworks on which SLOCAT will continue focusing analysis, advocacy and dialogue work. Building on our reports on VNRs in 2016-2019 and our input to the definition of SDGs indicators in 2015-2016, our eyes are set on the next 4-year cycle of the SDGs progress review starting in 2020.

Transport decarbonisation as a lever for climate mitigation

Transport contributes roughly a quarter of global energy related greenhouse gas emissions and therefore it is a vital part of the solution to solve the puzzle of a net zero emission-economy. Without urgent intervention, transport emissions are projected to double by 2050 - becoming the fastest growing emissions sector - while they should decrease by over two thirds in a below 2°C scenario. The goal is both visionary and challenging. The Intergovernmental Panel on Climate Change (IPCC) underlines that a 1.5°C pathway for transport is possible. However, the transformation of our mobility and transport systems must be prioritised in policy, regulatory and fiscal frameworks.

In 2020, the sun sets on the Kyoto Protocol and global multilateral climate action will be governed by the Paris Agreement. During 2020, countries are required to submit their next generation of Nationally-Determined Contributions (NDCs) for the period 2020 – 2025. By the 26th Conference of the Parties (COP26) we will see if the aggregate level of mitigation ambition is sufficient to keep Paris Agreement objectives in sight, and whether NDCs include policies and measures that can be implemented in the short-term to realistically deliver needed reductions. Especially the level of ambition for transport has to be drastically improved in comparison to previous NDCs. During 2020, countries are also required to deliver Long-Term Climate Strategies (LTS) indicating how their 2050 climate objectives will be achieved. To decarbonise transport, it is necessary to decouple economic prosperity from transport demand. We must move beyond the current focus on new types of vehicles and fuels (improve strategies) and secure deeper structural transformation of cities and logistics systems to avoid unnecessary trips and shift to more efficient modes. SLOCAT will be highly focusing analysis, advocacy and dialogue work on these crucial framework strategies.

Overall the coming years will see a progressive transformation of the multilateral climate change process: from formal multilateral negotiations, towards increased focus on action and implementation partners. Facilitating a deeper level of engagement by thematic sectors such as transport will be as essential as ever. Since 2016, in the framework of the Marrakech Partnership for Global Climate Action (MPGCA), SLOCAT has been the mandated Focal Point for facilitating the engagement of non-Member State actors from the transport sector (along with co-focal point ITF, starting in 2018). We have played a key role in bringing our community into multilateral climate change processes and connecting it to other MPGCA sectors such as energy, human settlements, and business and industry. At COP25 countries extended the MPGCA mandate until 2025. We will continue bringing in directly the experience from the real economy, particularly in the Global South, and shedding a light on solutions implemented by our community in different socio-economic contexts.

Avoid-Shift-Improve hierarchy

A balanced approach to ASI that respects the hierarchy implied in the framework is required to achieve cost-effectively the broad benefits of sustainable, low carbon transport - whether it is reduced environmental impact, improved access to socio-economic opportunities, increased logistics efficiency, less congestion, better air quality, more road safety, etc. Low tech solutions have multiple social, economic and environmental benefits. Avoid and shift measures (e.g. road space allocation for bus lanes) may well provide much more cost-effective results in access than many improve measures, but more research is needed on long-term cost effectiveness. This is likely to be particularly true for rapidly urbanising countries in the Global South. SLOCAT's work will have a clear strategic focus on avoid and shift strategies for passenger and freight transport, and provide a counter balance to the increasing over focus in the policy debate and donor community on improve strategies and measures. Given the long-term nature of some avoid and shift policy impacts, it is very important that Nationally Determined Contributions and Long-Term Climate Strategies by countries in the framework of the Paris Agreement include a balanced ASI approach, particularly in the Global South. However, the over focus on improve measures, in particular electric cars, risks distracting attention from necessary long-term structural changes in business models, supply chains, city planning and behaviour.

SLOCAT will focus its approaches in 3 ways to:

Broaden improve: Broadening the e-mobility debate to increase focus on public transport, vehicle types and links with renewable energies - e.g. electric bikes and electric cargo tricycles, that are also relevant for low income countries and informal livelihood contexts - can drive a deeper transformation of transport through improving access and reducing transport costs. For example, the 200 million electric bikes in China (compared to 5 million global e-car fleet) are transforming energy and space use and improving access in Chinese cities.

Emphasize shift: Amplifying the work of many individual partners in SLOCAT, which is showing that shifting transport to more efficient shared modes of passenger and freight transport can cost-effectively deliver a step change in transport performance. For example: Urban access regulations and low emission zones for city centres are favouring a flourishing non-motorised deliveries sector.

Catalyse avoid: Highlighting the potential of technological, fiscal, planning opportunities to reduce transport demand and increase access. This work builds on the US work on transport demand management (TDM) and the European Union work on "Mobility Management" (MM). Our work in this field will also deepen links to topics such as the circular economy which, while reducing transport demand, provides new opportunities for transport as part of new high added-value logistics services. For example: Tax breaks for single-owner-operated shops in different countries encourage local neighbourhood shops and services over large chain stores, thus reducing travel distances. Working on avoid measures also offers a good pathway for our strategic objective of working more with other communities such as urban planners, logistics, education, health, etc.

Global character of the road safety challenge

As outlined in the Stockholm Declaration adopted in February 2020 at the “Third Global Ministerial Conference on Road Safety”, still today, road traffic crashes kill more than 1.35 million people every year, with over 90% of these casualties occurring in low- and middle-income countries. They are the leading cause of death for children and young adults aged 5–29 years. The projected up to 500 million road traffic deaths and injuries worldwide between 2020 and 2030 constitute a preventable epidemic and crisis that to avoid will require more significant political commitment, leadership and greater action at all levels. The damaging impact of road crashes and related deaths and injuries on long-term national economic growth and the unequal progress across regions and income levels remains a reality. It is concerning that no low-income countries have reduced the number of road traffic deaths between 2013 and 2016, which highlights clearly the link between development and road safety. While road safety is comprehensively addressed by specialised individual entities in our Partnership, key messages will be part of the wider framing narratives used by SLOCAT. For instance, we will advocate for the resolve enshrined in the Stockholm Ministerial Declaration to speed up the shift toward safer, cleaner, more energy efficient and affordable modes of transport and promote higher levels of physical activity such as walking and cycling, as well as integrating these modes with the use of public transport to achieve sustainability. We will amplify the Ministerial Declaration’s resolve to include road safety and a safe system approach as an integral element of land use, street design, transport system planning and governance. In the framework of the SDGs implementation review, we will voice results on target 3.6 to reduce road traffic deaths by at least 50% from 2020 to 2030.

Transport in the urbanising century

As outlined in SLOCAT’s Transport and Climate Change Global Status Report 2018, rapid urbanisation is a fundamental driver of transport demand. In 2017, more than half of the world’s population (54%) lived in urban areas. Urban population growth currently exceeds the rate of global population growth and this trend is projected to grow in the coming decades, particularly across the Global South. This reality increases mobility demand in cities that are already often congested and accommodating various types of transport users within limited space that was likely planned to prioritise cars. While there are negative externalities associated with increased urbanisation, such as congestion, air and noise pollution, there are also potential benefits. If transport and spatial planning are well coordinated, the increased population density can support higher capacity public transport systems, enable less personal vehicle travel and offer a mixture of land uses within walking and biking distance from transport. The wider benefits of sustainable, low carbon transport in urban environments in terms of equal access to socio-economic opportunities cannot be sufficiently underscored. SLOCAT’s analysis, advocacy and dialogue work will continue focusing highly on context-adapted, cost-effective solutions for urban mobility needs.

Informal transport services in the informal economy

In many places, informal transport services - from matatus and boda bodas, to jeepneys and tuk tuks - are often the only means of navigating a city for the poorest and most vulnerable. SLOCAT’s Transport and Climate Change Global Status Report 2018 underscores that intermodal systems incorporating informal and formal transport systems, with public transport services connected to shared transport, and walkable neighborhoods or walking networks, can allow cities - especially in low-income and emerging economies - to leapfrog conventional models of car-centric development. However, better analysis and policy debate is needed on the reality of informal transport services and important data gaps prevail. In the COVID-19 pandemic aftermath, informal transport shall not be neglected. We must work to support these modes of transport, bolster their safety and hygiene, and ensure their overall resilience. All these are areas in which the collective impact of our Partnership can make a difference.

Transport-renewable energies nexus in the era of electrification

The progress with deployment of sustainable energy for transport is slow - whereas the growth in transport energy demand is very fast. Only 3% of energy in the transport sector is provided by renewable energy, with biofuels accounting for 90% and renewable electricity accounting for 10% of this total. So, energy use in transport is another dimension where transport must become increasingly sustainable. We see widespread attention being paid to vehicle electrification without broader consideration of the system impacts, alternatives and cost effectiveness, and importantly the potential and need to power electric mobility with renewable energy. The different modes of transport have very different issues about energy sources and supply and a different potential/timeframe to transition to renewable energy sources. For example, from rail services, which already operate with high levels of energy efficiency running 100% on renewable energy; to aviation consuming huge and fast-growing amounts of energy - with more challenging avenues of widespread use of sustainable energy in the next decades. SLOCAT will bring to the forefront the transport-renewable energy nexus through analysis, advocacy and dialogue work in collaboration with actors beyond the transport community.

Transport-air pollution-health nexus

It is widely acknowledged that a changing climate will have significant negative impact on human health. Tackling transport emissions will have significant positive impacts on air pollution. But the benefits of transforming mobility to sustainable, low carbon paradigms span across the wide notion of planetary health on which our civilization depends and in which human health and the health of our planet are inextricably linked. Whether it is curbing emissions, reducing deaths and injuries in road crashes, enabling healthy lifestyles with walking and cycling, supporting mental health with reclaimed streets for community life or better integrating urban spatial and transport planning for place-making; the nexus across transport-air pollution-health is a multiplier. SLOCAT will focus analysis, advocacy and dialogue work; as well as collaborations beyond the transport community, to showcase mutually-reinforcing results across this nexus.

Behavioural change and social innovation

As economies transition to low carbon transport infrastructure and services, we must gain a better understanding of the factors that influence different individual travel behaviour and mobility needs patterns. This is essential to improve mobility planning, provide infrastructure and services that are fit-for-purpose, and ultimately better design and implement low-carbon, resilient and inclusive transport policies. As the world grapples with the aftermath of the global COVID-19 pandemic, SLOCAT will increase attention to the interface with behavioural change science and to lessons learnt during the emergency.

Institutional and policy frameworks for sustainable, low carbon transport financing and investments

The scale of action required to reduce transport emissions and unleash transport's potential to address inequity requires a revolution in financing and investments. Investments in low carbon mobility systems offer financial savings and quality-of-life benefits beyond the scale, time and budget of the investments themselves. But switching to investing in low carbon transport requires defining what are and are not low carbon transport investments. For example, the European Investment Bank (EIB), the world's largest multilateral financial institution, announced in November 2019 that it will no longer invest in coal, oil and gas energy projects and is currently revising its transport lending criteria to ensure compatibility with the Paris Agreement objectives. To shape and accelerate at the required breadth and depth, such a change in investment priorities needs to happen rapidly across public and private finance institutions and will require focused engagement and advocacy. SLOCAT will focus on appropriate institutional and policy frameworks to drive public spending; stimulate private investment and innovative financing models, and facilitate access to funding by sub-national governments.

Balanced attention to passenger and freight transport

As outlined in SLOCAT's Transport and Climate Change Global Status Report 2018, global freight mobility increased from about 64 trillion tonne-km in 2000, to about 108 trillion tonne-km in 2015. More than half of urban transport as a whole is caused by logistics. In 2015, freight transport accounted for 41% of global transport CO2 emissions (up from 35% in 2000). More than 40% of greenhouse gas emissions from urban transport, as well as a similar percentage of air and noise pollution, come directly from urban logistics. On a global scale, the volume of freight transport is expected to triple in the coming decades. By now we know that the cost of inaction towards the decarbonisation of logistics is very high. However, often times, policy makers are guided by the false impression that logistics do not relate to improving people's quality of life or their livelihoods. Understanding the fabric and flows of urban logistics is a key piece to understanding how the socio-economic systems of a city work. Managing those flows effectively is essential to achieving cities capable of creating and maintaining social cohesion, economic prosperity and resilience within environmental limits. Promoting balanced attention to both passenger and freight transport and amplifying the work of freight specialists in the wider transport landscape will be central to SLOCAT's efforts.

Climate adaptation and resilience of transport and mobility services

Transport emissions mitigation measures also need to be coupled with adequate adaptation measures, especially for low-lying coastal cities and small island states. The adaptation of transport systems to extreme weather conditions and sea-level rise improves service resilience and increases long-term returns on investment. However, as outlined in SLOCAT's Transport and Climate Change Global Status Report 2018, adaptation in the transport sector continues to lag behind mitigation action. In the context of the multilateral climate change process, there tends to be uneven attention to transport mitigation and adaptation debates and measures. SLOCAT will stewarding more balanced attention, primarily amplifying the work of transport adaptation and resilience specialists in the wider transport landscape.

Women's empowerment and gender perspectives through transport

Gender equality is essential for thriving, prosperous communities. Despite growing initiatives to include more women in our sector and better gender perspectives in transport services, much work remains ahead of us. While these matters are comprehensively addressed by specialised individual entities, as a Partnership we choose to deliver our responsibility in making women transport professionals more visible, offering a platform to share their work and voicing the negative impacts of gender-neutral transport policy debates and planning.

Young leadership empowerment

Young people are recognised as the torchbearers of sustainable development and the vanguards in the struggle against climate change. By nurturing the interest of young professionals in transport and working directly with young leaders, our Partnership empowers the generation that can help foster far-reaching and unprecedented change and connect to more stakeholders.



Partnership on Sustainable,
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