

SLoCaT Planning January 2017 – June 2018

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# Introduction

This document updates the planning for SLoCaT’s activities in the period January – June 2017, and kicks off the planning for the next financial year ’17 – ’18.

The structure of the planning document for the period of January 2017 – June 2018 is as follows:

* First, we list a number of overarching principles which will guide the planning of SLoCaT in the near and medium term future. These are derived from the overall mandate of SLoCaT, our assessment of key processes on sustainable development and climate change, and the comparative advantage of SLoCaT;
* Second, we give an overview of how these general overarching principles translate into the four main work streams that SLoCaT uses to structure its work:
  + (a) Shaping Agendas;
  + (b) Building and Documenting Knowledge;
  + (c) Connecting People and Organizations; and
  + (d) Outreach.
* Third, we outline in each of the four work streams any major implications for the ongoing SLoCaT work plan 2016-2017 and also already give an indication of the significance for the work plan 2017 – 2018.

We also assess the impact of the overarching principles on SLoCaT as an organization, its governance and the SLoCaT Secretariat of SLoCaT:

By focusing on the overarching principles and the impact for the main work streams of SLoCaT and the institutional and governance structure of SLoCaT, and less on the detailed activities we respond to requests from members for more concise information and expect to be able to have a more substantive discussion with the SLoCaT members and Board on the future of SLoCaT’s activities. It will also allow us to respond in a flexible manner to new developments around global processes on sustainable development and climate change as well as on sustainable transport.

The outcome of the January 2017 discussions in Washington DC, as well as written feedback received from SLoCaT members and partners, before and after the meeting, will be used to develop a more detailed SLoCaT Work Plan 2017-2018 that will be circulated twice for comments to SLoCaT members and Board (tentatively in March and May of 2017) and which will be submitted for approval to the SLoCaT Board, accompanied by the Budget for 2017-2018 in May/June of 2017.

# General Overarching Principles driving SLoCaT Work Plan

The mission of SLoCaT, established in 2009, is “to promote the integration of sustainable transport in global policies on sustainable development and climate change”. Over the last years considerable progress has been made in the realization of this mission, in part because of action by SLoCaT and its members and in part because of a general trend towards raising sustainability issues in global policies on development and growing consensus in society on the need to climate change.

SLoCaT will have to evolve to remain relevant and this will affect what SLoCaT does and how it operates. Some of the overarching principles that we observe in determining our work plan for the time to come include:

1. **Transformational change:**  To be successful in delivering on recent international agreements on sustainable development and climate change the Transport sector needs to be at the cusp of a major transformation. Observing the political momentum in support of action on climate change this transformation will be largely climate driven but for it to be successful it needs to be planned and implemented in the context of sustainable development. This implies that SLoCaT will need to continue **maintaining a dual but interlinked approach on sustainable development and climate change**;
2. **From policy support to facilitating delivery:** The Paris Agreement on Climate Change, the SDGs as well as the New Urban Agenda (outcome document of the Habitat III conference) are important directional documents; yet, they are not very operational and there is an urgent need to operationalize these agreements into more concrete guidance for policy makers in the transport sector. SLoCaT has an important to play in **facilitating the discussion on the development of operational strategies for transport related goals and targets set by the Paris Agreement, SDGs, NUA and other international agreements.** Operational strategies will need to be regionally and stakeholder specific;
3. **Combined Short term action with long term policies**: The development of operational strategies for the transformational goals set by the different international agreements will need to **combine short term actions to initiate change with medium-, and long term transformation policies**;
4. **Exploiting international policy process milestones**: SLoCaT can continue to make use of major international milestones on sustainable development and climate change in structuring its activities. This has proven to be effective in mobilizing SLoCaT members and other partners to engage. In this context **the High Level Political Forum in July 2018** (review of SDG 11) **and the 2018 Facilitative Dialogue** (aimed at scaling up ambition levels on mitigation and adaptation) **in the UNFCCC process create a next major point of convergence between the activities of SLoCaT on sustainable development and climate change;**
5. **Collaborative approaches:** The transition from advocating for ambitious transport related goals on sustainable development and climate change to facilitating delivery of the agreed goals will make it important that SLoCaT:
   * **Builds partnerships with other sectors that are key to the realization of transport related goals**. This includes sectors like agriculture, energy, health, urban development and finance;
   * **Balances outreach to, and engagement with, public sector and private sector**;
   * Actively considers **how countries and cities can develop and implement policies, programs and projects** that promote the implementation of Paris Agreement, SDGs and NUA;
6. **SLoCaT’s evolution: The transition from advocacy for ambitious goals and targets** on transport, sustainable development and climate change **towards the development and timely implementation of operational strategies** has also implications for the internal functioning of the SLoCaT Partnership. Advocacy is more suited to a somewhat centralized approach with the SLoCaT Secretariat taking a lead role. Supporting implementation involves fostering and facilitating the links between global and regional policy processes and the work of of the SLoCaT Members. As sustainable transport gets more traction and support in the internal agenda on development and climate change there is growing number of other efforts to coordinate and accelerate action on sustainable transport. This is a welcome development, **SLoCaT needs to engage with a variety of existing and emerging institutional structures** (e.g. Marrakech Partnership, Quito Implementation Plan, High Level Political Forum) **and see how best they can work together in the interests of sustainable transport**. The discussion on the Sustainable Mobility4All initiative is of particular relevance to SLoCaT as this has the potential to significantly determine the institutional future of SLoCaT.

# Selecting priorities and focusing resources

The Transport sector is a large sector with a range of subsectors and various thematic areas are important. For a relatively small organization like SLoCaT it is important to be selective and set priorities on what it will focus. It is proposed to apply four lenses in selecting and implementing activities for SLoCaT’s work plan. These are:

* Climate Change (both mitigation and adaptation)
* Urban Transport (both passenger and freight transport)
* Rural Transport (important but at a lesser scale than other lenses)
* Social Equity (not intended as a separate lens but relevant in the context of work SLoCaT does on Climate Change, Urban Transport and Rural Transport).

Figure 1: Lenses of SLoCaT Work Plan on Sustainable Transport

# The choice for these lenses is driven by a combination of factors including:

Impact on global/regional scale towards the climate change and sustainable development agenda

Added value of SLoCaT engagement

Contribution to transport sector

Scope for joint action with existing and new actors

Engaging Developing Countries

Filling thematic specific gaps/no duplication

Interest areas of SLoCaT members

Historic track record of SLoCaT

* Capacity of SLoCaT staff

# SLoCaT Work Streams

# Shaping Agendas

SLoCaT actively supports the efforts of the wider transport community to develop, dictated by the recent global agreements on sustainable development and climate change, a compelling common vision and narrative on the future of transport that includes a limited number of goals and targets that is supported by a Global Tracking Framework. It is planned that the transport community will reach consensus on the common vision and narrative in the first half of 2017.

Within the overall directions set by the common vision and narrative SLoCaT will continue to shape agendas on Transport and Climate Change; Urban Transport, Rural Transport and Equity in Transport:

## Climate Change

* The Paris Agreement has unleashed a new energy focused on elaborating and delivering the agreed objectives.
* Targets set by the 2015 Paris Agreement on Climate Change will require disruptive changes in the transport sector resulting in reducing transport emissions by the second half of the century in the range of 2-3GT (including aviation and shipping);
* Transformative action on Transport and Climate Change can be facilitated through a combination of short term (Quick Win Actions) and medium–long term action (Global Macro-Roadmap) that are implemented in the context of sustainable development and which are specific to the regional context in which they are implemented;
* Effective action on transport and climate change includes accelerated action on Adaptation in to climate change in the transport sector.

## Urban Transport

* Urban mobility/access is recognized as a key theme in the New Urban Agenda (October 2016) and now needs to be integrated in the delivery of sustainable urban mobility,
* Universal Access to economic opportunities and essential services must be the key driver for urban transport (passenger and freight) policies and investments and interventions;
* The New Urban Agenda and its recommendations on improving urban transport provides a good, globally agreed, basis for urban transport policies;
* Cities provide excellent opportunity for early action on Transport and Climate change.
* Action on urban transport has some of the highest social, economic and environmental benefits.

## Rural Transport

* Effective action on sustainable transport is not complete without action to improve rural transport infrastructure and services (for passengers and freight), as such there is a need for greater visibility for rural transport;
* Whole-life financing concepts are key in scaling up action on rural transport.

## Social Equity

* The 2030 Development Agenda pledges that “no one will be left behind” – this requires more focus on those groups that are currently “left behind”.
* Without improved equity – key objective of sustainable transport: universal access (both in urban and rural transport) can not be realized;
* Equity can be best be promoted by targeted mainstreaming in all parts of the sustainable transport agenda

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| **Implications January-June 2017 SLoCaT Work Plan:**  Contribute actively to the development of Goals and Targets on Sustainable Transport that will underpin the Global Tracking Framework on Sustainable Transport.  *Climate Change:*   * Develop and implement campaign to disseminate and promote uptake of Quick Wins on Transport, Climate Change and Sustainable Development * Initiate the development of regionally specific versions of the Global Macro-Roadmap for Europe, Africa and Latin America * Develop and present a Work Plan on Accelerated Action on Adaptation to Climate Change in the Transport Sector   *Urban Transport:*   * Facilitate policy discussions on urban transport in the context of existing multi-stakeholder initiatives on urban development and urban transport (no dedicated SLoCaT initiatives planned) * Follow up on the linkage of transport provisions in the New Urban Agenda, to transport related targets under SDG 11 with the aim to have well coordinated implementation of these two important agendas for urban transport   *Rural Transport:*   * Prepare for highlighting Rural Transport in July 2017 High Level Political Forum   *Equity:*   * Develop follow-up strategy for the i-STEP program aiming to mainstream equity issues in SLoCaT’s work on climate change, urban transport and equity.   In pursuing these agenda shaping activities SLoCaT will reflect the need to translate policy agendas from the global to the regional, national and local level. |
| **Significance July 2017 – June 2018 SLoCaT Work Plan:**  The SLoCaT work plan for July 2017 – June 2018 will need to be characterized by a discussion on ambition. The High Level Political Forum in July 2018 will review amongst others SDG 11 (urban development) and within the UNFCCC countries will be discussing scaling up of ambition levels of action on mitigation of, and adaptation to, climate change.  This will be a moment of truth for the transport sector. No longer will be we able to come up with generic recommendations on the need for accelerated action on transport and climate change but in stead we will need to present specific actionable recommendations specific to the requirements of countries that are effective in bringing down CO2 emissions to the required levels, while at the same time delivering the SDGs in an equitable manner. |

# B. Building (Organizing) and Documenting (Applying) Knowledge

Informed policy making on sustainable transport needs to be informed by sound science. SLoCaT has been able to make progress in its advocacy on transport and climate change because of its ability to pull together detailed information on transport and climate change.

Tracking the status of sustainable transport is taking on more urgency now that the sustainable transport community is moving towards implementation following the successful inclusion of sustainable transport in global policies on sustainable development and climate change. SLoCaT welcomes the development of a Global Tracking Framework Consortium and will help facilitate its functioning.

Knowledge extends beyond statistical information. The transformation towards sustainable transport puts special emphasis on the status of policies and policy instruments that describe efforts to change Business as Usual scenarios. Examples of this are in the case of transport and climate change the inclusion of transport in Nationally Determined Contributions, tools that can be used to measure GHGs in transport or the use of Climate Finance for transport. This is an area where SLoCaT has built a considerable comparative advantage and where the logical next step is to consolidate information, ensure regular periodic updating and facilitating easy access to the information in support of policy making and delivery.

The adoption of the New Urban Agenda, and its linkage to SDG 11, will give new impetus to tracking and documenting progress on urban transport. SLoCaT is expected to play a role in this through the Memorandum of Understanding (MoU) it has signed with UN Habitat and which calls for joint activities in tracking the implementation of the urban transport provisions in the NUA.

Feedback from SLoCaT members has indicated that SLoCaT should not apply its scarce resources to primary research but that it is important to collect, organize and document knowledge for the areas where SLoCaT is focusing its activities (the four lenses). Taking this feedback into account we will rename this Work Stream “Organizing and Applying Knowledge”, rather than “Building” and Documenting Knowledge.

This is a key area where SLoCaT can apply its convening powers and help to establish and support various data partnerships.

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| **Implications January-June 2017SLoCaT Work Plan:**   * Contribute to the development of Global Tracking Framework Consortium * Encourage the development of Transport data partnerships and in selected cases help their functioning: (a) Mobility Analytics Partnership, in cooperation with ITDP; (b) Transport DataBank, in cooperation with Asian Development Bank and Clean Air Asia; * Conduct the detailed scoping and initial work on the first annual SLoCaT Global Status Report on Transport and Climate Change to inform and support discussions on accelerated action on transport and climate change (e.g. next generation of NDCs) * Develop implementation plan for the UN-Habitat and SLoCaT MoU, that will allow SLoCaT to actively engage members working on urban transport to participate in development of a status report on urban transport in preparation of the HLPF in July 2018, |
| **Significance July 2017 –June 2018 SLoCaT Work Plan:**  SLoCaT’s efforts on Organizing and Applying knowledge in the ’17-’18 Work Plan will be largely guided by key 2018 events on sustainable development and climate change and are expected to relate to:   * Initial report on the Global Tracking Framework on Sustainable Transport; * Initial Global Status Report on Transport and Climate Change; * Initial status report on urban transport. |

# C. Connecting People and Organizations

This work stream is taking on additional importance as SLoCaT moving further from an organization focused on advocacy for ambitious targets on sustainable transport in the context of global agreements on sustainable development and climate change towards advocating the implementation of the goals and targets on sustainable transport that have been secured.

Connecting people and organizations for SLoCaT is about:

1. **Building partnerships** around the four lenses applied by SLoCaT to its activities on sustainable transport. Multi-stakeholder partnerships are key in helping to realize a critical mass of action in support of accelerated action on sustainable transport especially in the face of impeded intergovernmental processes. These partnerships can include SLoCaT members as well as other organizations. Partnerships will increasingly involve organizations from outside the transport sector and drawing in the business sector will be an important priority. In some cases, SLoCaT is the main architect or facilitator of the partnership. In other cases, SLoCaT will take on a supportive role consisting of mobilizing support and disseminating information on activities of the partnership;
2. **Strengthening the engagement of members of the SLoCaT** Partnership in the activities of SLoCaT. It will not be possible to successfully engage organizations from outside SLoCaT in work on sustainable transport if existing members are not actively participating. (*For additional information on advancing the engagement of SLoCaT members see also separate meeting note on this topic*);
3. **Organizing events around SLoCaT’s four lenses** on sustainable transport to support discussions on the delivery of global agreements on sustainable development and climate change. In the last years there has been a growing number of events on sustainable transport, either as stand alone events or as part of larger international events. This calls for a carefully considered strategy for SLoCaT how to best make use of the limited capacity to take lead in organizing events or contributing to events that engage relevant policy makers and build support for accelerated action in the transport - and related sectors . SLoCaT is considering in its event planning to: (a) continue focusing on key international events to plan sustainable transport events; (b) work with SLoCaT members and other organizations to have at least one key regional event in Africa, Asia Europe and Latin America that can serve as an opportunity to bring together a range of other events and discussions on sustainable transport. These regional events will be planned around already planned events led by SLoCaT members or other partners; and (c) make increasing use of SLoCaT “Ambassadors” representing SLoCaT at events where SLoCaT is being invited to speak. SLoCaT Secretariat will support “Ambassadors” by providing Power Point presentations.

SLoCaT’s most successful partnership over the last two years has been the Paris Process on Mobility and Climate (PPMC), in which SLoCaT has partnered with Michelin Challenge Bibendum (MCB) to create an open and inclusive platform of discussion and action on Transport and Climate Change with a specific aim to achieve a better engagement with the business sector. In the two years that the PPMC has been in place it has become accepted as the representative and main facilitator on transport and climate change in the UNFCCC process. The PPMC will continue as a Partnership in the coming years and it will be able to take on an increased leadership role thanks to the Marrakech Partnership for Global Climate Action (MP-GCA) that gives greater support and recognition to the role to non-State actors in the UNFCCC process. It is important, however, that the identities of SLoCaT and PPMC and their distinct roles are clearly communicated and avoid that two separate organizational entities evolve over time.

See below an overview of existing and emerging partnerships that SLoCaT is engaged in as well as two new desired partnerships that SLoCaT would like to engage in:

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| --- | --- | --- | --- | --- | --- |
| Partnerships | Climate Change | Urban Transport | Rural Transport | Equity | |
| Existing- Emerging Partnerships that SLoCaT participates in: | | | | |
| 1. Mobility Analytics Partnership (ITDP/SLoCaT) |  |  |  |  |
| 1. Transport Databank (ADB- CAA-SLoCaT) |  |  |  |  |
| 1. ITEM (Transport Data Group) |  |  |  |  |
| 1. Climate Change Adaptation Leadership Forum (UIC, NDF, World Bank, IRF, PIANC) |  |  |  |  | |
| 1. PPMC (SLoCaT –MCB) |  |  |  |  | |
| 1. NDC Partnership |  |  |  |  | |
| 1. i-STEP Related Partnership (Hewlett Foundation, Ford Foundation, CAF) |  |  |  |  | |
| 1. Transformative Urban Mobility Initiative (TUMI) (BMZ – GIZ, SLoCaT and others) |  |  |  |  | |
| 1. City Networks Platform (WWF, POLIS, SLoCaT, ICLEI) |  |  |  |  | |
| 1. Partnerships with Business Sector (WBCSD/WEF/EpE) |  |  |  |  | |
| 1. Sustainable Freight Expert Group (UNCTAD, SLoCaT and others) |  |  |  |  | |
| Areas where SLoCaT has an interest to develop Partnerships | | | | | |
| 1. UN- Regional Economic and Social Committees (ECE, ESCAP, ECLAC) |  |  |  |  | |
| 1. Energy and Transport Nexus (REN21, IRENA, IEA) |  |  |  |  | |

The suggested partnership with the UN Regional Economic Commissions would provide a regional focus for all of SLoCaT’s activities in a given geographic region and would allow SLoCaT to take on a greater emphasis on influencing national level efforts, taking advantage of of the contacts and relationship that the regional economic and social commissions have with countries in their region.

The proposed energy and transport nexus is especially relevant for the work that SLoCaT is doing on transport and climate change where it is increasingly becoming apparent that the availability of “green” or low-carbon energy is a key constraint in decarbonizing transport.

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| **Implications** January-June 2017 **SLoCaT Work Plan:**  One of the biggest changes in the six months to come in terms of implementing the SLoCaT ’16-’17 work plan will be the much stronger emphasis on building Partnerships and a more strategic approach towards the planning and implementation of events that SLoCaT is engaged in.  The objective will be to have to be a well defined partnership strategy for SLoCaT by June 2017 that defines:   * The scope of partnerships SLoCaT is engaged in and the role that SLoCaT has in moving the respective partnerships forward; * How partnerships can be clustered around the four lenses that SLoCaT has in its activities on sustainable transport; * How SLoCaT members are to be engaged in SLoCaT’s activities in building strong partnerships.   SLoCaT activities around the key global events on sustainable development and climate change will be mostly in the second half of 2017 (HLPF in July 2017, and COP23 in November). It will be important however to make the necessary arrangements during January – June 2017. As much as possible SLoCaT will make use of existing and new partnerships to plan its engagement in these global events.  SLoCaT will in January – June 2017 also draw up plans for regional events in Africa, Asia Europe and Latin America and depending on the agreed upon timing implement one or more of these regional events.  Adopt the following, revised, Key Performance Indicators to assess progress in the development and implementation of partnerships and integrate these in the SLoCaT ’16-’17 Work Plan:   * By June 2017 SLoCaT will have at least 6 well functioning partnerships in place that support at least 3 of the 4 lenses of SLoCaT activities on sustainable transport. |
| **Significance July 2017 – June 2018 SLoCaT Work Plan:**  In order to be successful in realizing the goals and targets on sustainable transport in the SDGs, the Paris Agreement on Climate Change and other international agreements there will need to be a multiplication of scaled-up efforts on sustainable transport. Partnerships have the potential to greatly define the scope of the ’17-’18 SLoCaT Work Plan and it is proposed to give careful thought to the functioning of SLoCaT in the time to come. In this context it will be important to see how the discussion on SUM4ALL unfolds and how SLoCaT can best contribute to this.  *See also the separate note on Next steps for SLoCaT.* |

# D. Outreach

An effective outreach strategy can greatly increase the return on investments by SLoCaT in the other work streams: shaping agendas; organizing and applying knowledge; and connecting people and organizations.

The SLoCaT progress report for July – December 2016 showed that SLoCaT has largely plateaued in terms of the number of organizations and people reached through its regular outreach activities (websites, twitter, newsletters). The only outreach area where SLoCaT still shows growth is the number of people reached through events.

To ensure that outreach activities will contribute more significantly to realizing SLoCaT’s objectives the following measures have been taken or will be taken shortly:

* Strengthening of outreach capacity of SLoCaT Secretariat through the engagement of an Outreach and events officer in December 2016;
* Redesign of the SLoCaT website, whereby the PPMC website will be integrated with the SLoCaT website to better align SLoCaT’s online outreach with the strategic focus of the organization;
* A more strategic use of twitter as outreach channel;
* The development of dedicated Key Performance Indicators for SLoCaT outreach activities and incorporate these in the SLoCaT ’16-17 Work Plan Indicators.

Efforts are underway to better align outreach activities with the the four lenses of activities on sustainable transport on SLoCaT.

SLoCaT had positive experiences in its advocacy and outreach activities around the key messages on sustainable transport in April 2016 when it developed and implemented a joint twitter campaign with about 10 of its top followers. This resulted in the highest number of interactions on social media in 2016.

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| **Implications January-June 2017 SLoCaT Work Plan:**  Adopts the following Key Performance Indicators to assess progress in outreach activities and integrate these in the SLoCaT ’16-’17 Work Plan:   * Average monthly growth rate (year on year) of visitors to: (a) SLoCaT/PPMC website of 20% and (b) Twitter of 30%; * Quantity of interaction with SLoCaT target group improved by: (a) SLoCaT/PPMC website – increase of number pages consulted and time spent on website average monthly growth rate (year on year) of visitors, (b) Twitter – increase of number of likes, retweets, replies, engagement level average monthly growth rate (year on year) of visitors.   Implement the redesign of the SLoCaT and PPMC website into one integrated website.  Carry out at least 3 targeted social media campaigns involving each at least 8 of SLoCaT members and top SLoCaT social media followers. |
| **Significance July 2017 –June 2018 SLoCaT Work Plan:**  Outreach activities in the SLoCaT ’17-’18 Work Plan should be largely dictated by, and support, the other three SLoCaT work streams: setting agendas; organizing and documenting knowledge; and connecting people and organizations. Strategic objectives for outreach in SLoCaT ’17-’18 Work Plan will be driven by the experiences in January – June ’17. |

# Organizational Development SLoCaT Partnership

SLoCaT was established in 2009 as a temporary initiative for a three-year period following which organizations taking the initiative for SLoCaT would decide on the desirability to continue with activities under the SLoCaT name. Since then members of SLoCaT have decided first in 2012 to continue with the activities of SLoCaT and then in 2014 to institutionalize the activities of SLoCaT through the establishment of the SLoCaT Foundation. To emphasize the importance of a partnership approach to promoting sustainable transport the SLoCaT Foundation has as its sole objective: “to enable facilitate and support the Partnership on Sustainable, Low Carbon Transport (SLoCaT) in promoting sustainable, low carbon transport”.

## SLoCaT’s role in an evolving sustainable transport landscape

As indicated, the successes in raising the profile of sustainable transport in global policies on sustainable development and climate change is resulting a greater number of organizations, initiatives and events on sustainable transport. This is a welcome development for which SLoCaT and its members can take partly credit. An example of this growing interest is a possible “Sustainable Mobility 4 All” initiative that could serve as an umbrella initiative for a wide range of sustainable transport organizations and initiatives. Likewise, the growing acceptance of the contribution of non-State actors to the action on climate change is changing the institutional landscape around the UNFCCC.

The growing number of organizational initiatives, including possibly SUM4ALL, as well as institutional changes around for example the UNFCCC, make it imperative that SLoCaT continues to reflect on its future role and structure. SLoCaT has a solid track record which supports a continued active role in facilitating accelerated action on sustainable transport and it is logical, based on this, that SLoCaT will be an important party in determining future institutional arrangements on sustainable transport.

At the same time SLoCaT is aware that institutional arrangements in any area, including those on sustainable transport, evolve that what works well and is appropriate in terms of organizational structure at a given point in time can be less suited as progress is being made in advocacy on sustainable transport.

It is suggested that SLoCaT continues taking a pro-active approach in discussing future global institutional arrangements on sustainable transport and the possible role that SLoCaT can play in these. Such discussion on the future of the SLoCaT partnership can benefit from the outcomes of the SLoCaT retreat in October 2016, which discussed the overall global institutional arrangements in support of accelerated action on sustainable transport and the possible future role of the SLoCaT partnership in an evolving institutional landscape. While SLoCaT will be represented mostly by its Secretariat in these discussions, several of the SLoCaT Board members are also party in the discussions through the organizations they represent. It will be important to inform and consult SLoCaT members on a regular basis on relevant developments. This can be aided by producing short notes on the current state of discussions and institutional options pursued by SLoCaT. Oversight of the discussions on institutional arrangements will be exercised by the SLoCaT Board. Important changes in the activities of SLoCaT will be documented in the next draft of the ’17 – ’18 SLoCaT work plan that will be circulated to the SLoCaT members in March and May 2017.

## Governance

SLoCaT has a new expanded Board, which was elected middle 2016. The composition of the new Board is more diverse in terms of gender and regional representation. In the coming year it will be important that the increased diversity is reflected in the functioning of the SLoCaT Partnership.

Members of the SLoCaT Board are elected on a rotating basis and based on this the position of those Board members elected in 2014 and who position was not up for re-election in 2016 will be vacated in Summer 2017. This applies to the following Board members: Manfred Breithaupt, GIZ; Holger Dalkmann, WRI; Alain Flausch, UITP; Jorge Kogan, CAF; and Sanjivi Sundar, TERI. All of these Board members can run for re-election if they so desire. SLoCaT Board elections are usually conducted in the period June-July. This would imply that the SLoCaT Board would have to decide in its March 2017 meeting what the arrangements will be for the 2017 Board Elections.

The 2016 Impartiality Committee made an important contribution to the improved diversity of the SLoCaT Partnership Board and it made important recommendations to ensure the continued impartiality of SLoCaT. Progress is being made with the implementation of these recommendations (*see separate meeting note*). To ensure that reports of the SLoCaT Impartiality Committee remain meaningful it is suggested to have the next review by the Impartiality Committee in 2018 but with an expanded scope to also cover SLoCaT governance and functioning.

## Membership Engagement

Independent from the medium term future of SLoCaT it is key to ensure an active engagement of SLoCaT members in the partnership in the immediate future. This has become an increasingly important topic for the SLoCaT Secretariat. A detailed assessment of engagement by SLoCaT members in 2016 was carried out (*see separate note*). Overall, the planned Key Performance Indicator of 75% members engaging in SLoCaT activities was realized. This does not mean however that there is not scope for improvement. An area of special concern is the participation of SLoCaT members from developing countries. This will be an area of special attention and the SLoCaT Board will discuss to set up a special Board Committee to oversee Secretariat efforts to increase the number of SLoCaT members from the developing world as well as efforts to ensure that once they are members that they participate more actively.

## SLoCaT Secretariat

The effectiveness of the SLoCaT Partnership is in a large part determined by the effectiveness of the Secretariat of the SLoCaT Partnership. The Secretariat has been strengthened in the last Quarter of 2016 through the recruitment of a dedicated Events and Outreach officer to reinforce the partnership character of SLoCaT; increasing the number of hours of the senior consultant on global processes to be able to take part in key meetings on sustainable development and climate change and by expanding the research capacity within the Secretariat.

Internal capacity building in the Secretariat is allowing a growing number of SLoCaT staff taking on responsibilities for specific projects, tasks and events. This increases the implementation capacity of the organization and reduces the dependence on the Secretary General of the organization.

Now that SLoCaT as an organization is moving well beyond the status of a temporary initiative it also become more important to consider transition planning for the Secretary General of the organization. The nature of planning for this is linked to the discussions on the overall development of the institutional landscape on sustainable transport and SLoCaT’s role therein.

SLoCaT is benefitting at present from support received from the Institute for Transportation and Development Policy who is providing a staff member, who is acting on a part-time basis as senior liaison with the UN. Linkages with the UN in New York could become more important as discussions on institutional coordination progress.

## Finances

The table below shows the development of the budget for the SLoCaT Foundation for four financial years.

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **Expenses** | **Income** | **Profit/Loss** |
| **2014- 2015**  **Confirmed Statement** | **$489,623** | **$ 464,898** | **($24,725)** |
| 2015 -2016  *Unconfirmed Statement* | $836,977 | *$871,848* | *$10,146.081* |
| 2016- 2017  *Based on revised Budget January 10th2* | $904,787 | $ 824,658 | ($80,129)  9% budget shortfall based on projected income as per January 10th 2017 |
| 2017 – 2018  *Proposed budget framework* | $1,000,000 - $1,250,00 | $1,050,000 - $ 1,350,00 | $50,000 - $100,000 |

1 After 2014-2015 loss of $24,725 has been written off.

2 Based on revised Budget ’16-’17 to be approved by SLoCaT Board on January 10th 2017

Observations:

* Budget, after initial year, has been largely stable with limited increases. This is very much in line with the guidance given by Annual Meeting and Board of the SLoCaT Foundation;
* SLoCaT as an organization typically either makes a small loss or a small profit. This reflects the nature of the organization and the flexible budget management of the organization.

A detailed budget for ’17-’18 will be developed and submitted to the SLoCaT Board for approval in May 2017 as part of the final approval of the SLoCaT work plan ’17-18.