



Strategic Development Plan 2023 - 2026

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



Executive Summary

The SLOCAT Strategic Development Plan 2023-2026 conveys the sharpening of our impact towards turning the greatest transport, sustainability and climate change challenges that our societies are experiencing into opportunities for systemic transformations. To continue powering the sustainable, low carbon transport revolution with ambition, solutions and collaboration for the people and the planet; this Plan outlines the vision and thematic areas of intervention of SLOCAT for the coming years. In doing so, it introduces the first ever SLOCAT Theory of Change as a compass for our work and is aligned with the Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change. Building upon the strengths and distinctiveness of SLOCAT, 2023-2026 strategic objective, targets, business model and organisational enablers are traced. With all these elements, this Plan aims at providing SLOCAT Partners, donors, supporters and secretariat with a clear and coherent multi-annual horizon.

This Plan was developed through a year-long participative process with SLOCAT Partners and donors under the guidance of the SLOCAT Board of Directors and is contextualised in the following lenses:



The big “realisation” - a world of accelerating interconnected crises



Turning the greatest challenges into opportunities for urgent systemic transformations



Balanced, people-centred, planet-sensitive approaches to enable a just transition to equitable, healthy, green and resilient transport and mobility systems worldwide

The adoption of this Plan 2023-2026 marks an exciting moment in the life of our Partnership, as we trace institutional, thematic and organisational trajectories to equip a SLOCAT Partnership that in 2024 will be proudly celebrating its 15th anniversary.



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



SLOCAT is the international, multi-stakeholder partnership powering systemic transformations and a just transition towards equitable, healthy, green and resilient transport and mobility systems for the people and the planet. We deliver on our mission through co-creation, co-leadership and co-delivery across knowledge, advocacy and dialogue activities in the intersection between transport, climate change and sustainability. Our multi-sectoral Partnership engages a vibrant and inclusive ecosystem across transport associations, NGOs, academia, governments, multilateral organisations, philanthropy and business; as well as a large community of world-class experts and change-makers. Going where others do not or cannot go individually, our Partnership is leveraged to set ambitious global agendas and catalyse progressive thinking and solutions for the urgent transformation of transport and mobility systems worldwide.

Our Mission

SLOCAT enables collaborative knowledge and action for sustainable, low carbon transport, and brings the voice of the movement into international climate change and sustainability processes.

Our Vision

We believe that a just transition to equitable, healthy, green and resilient transport and mobility systems is central to socio-economic prosperity for the people and the planet.

SLOCAT Wheel on Transport and SDGs



SLOCAT Key Transformation for Land Transport



Focus

Our focus is on land transport and all mobility modes.

We propose universal analyses and actions, with dedicated efforts to Global South realities.



Our Comparative Advantage

Our strengths and added value in the transport landscape



Who we are

- The international, multi-stakeholder partnership powering systemic transformations and a just transition towards equitable, healthy, green and resilient transport and mobility systems for the people and the planet.
- Widely acknowledged as a respected, neutral, inclusive convener of a multi-sectoral, multi-stakeholder ecosystem of change-makers.
- A progressive thought leader and advocate for the urgent transformation of transport and mobility systems for passengers and freight.
- A skilled, honest-broker of collaboration within and beyond the transport community.
- The go-to creator of opportunities and gate opener for engagement in international climate change and sustainability processes.



What we do

- Combine and grow the shared and collective intelligence of the Partnership towards articulating advocacy to influence international policy and processes, as well as national and subnational policy and regulatory reform.
- Drive collaborative data and knowledge products on combined transport, climate and sustainability matters.
- Align the community towards driving change with clear and feasible solutions and calls to action.
- Curate trust spaces for peers within and beyond the transport community to exchange, learn from each other and collaborate.
- Identify and create opportunities in international and regional transport, climate change and sustainability processes for the community to engage.



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 mutually-reinforcing knowledge, advocacy and dialogue activities.
- Delivering analyses and actions primarily on land transport, with dedicated efforts to Global South realities.
- Practising inclusive and transparent governance, with a nimble architecture.
- 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.

Strategic Objective & Targets and Business Model 2023 - 2026

Leveraging the consolidated niche, credibility and reputation that SLOCAT has acquired since our creation in 2009, over the next four years we aim to take our impact to the next level by being a daring, bold, constructive and solutions-oriented enabler. By 2026, we will deliver clear and feasible multi-stakeholder transport and mobility pathways to accelerate the implementation of the SDGs and the Paris Agreement, and to effectively shape the preparations towards the future post-2030 global agendas. In support of this strategic objective, a set of targets will guide our daily efforts across programmatic work; Partnership engagement, enlargement and governance; performance evaluation; funding and fundraising strategy, and operations.

SLOCAT Strategic Objective and Targets 2023 - 2026

Strategic Objective

By 2026, we will deliver clear and feasible multi-stakeholder transport and mobility pathways to accelerate the implementation of the Paris Agreement and the SDGs, and to effectively shape the preparations towards the future post-2030 global agendas

Strategic Targets

Programmatic work

T1 Enhance **"implementation advocacy"** work, building upon **"ambition advocacy"** since 2009

T2 Deepen our activities and strategic collaborations on **transport - renewables - health - urban - finance** nexus

T3 Mainstream gender-sensitive **perspectives across our work** and offer a **platform for women professionals**

T4 Prepare our global community to **be ahead of the game towards the international processes** that will set **post-2030 global agendas** on climate and sustainability

Partnership engagement, enlargement and governance

T5 Recruit **new partners** from the broader land transport spectrum and other relevant communities. With focus on amplifying **Global South** voices and **systems-thinking**

T6 Explore and enable **collaborations between the public and private sectors**

T7 Nurture the interest of **young professionals**. With focus on empowering **Global South** voices and **knowledge-policy-practice interface**

T8 Leverage the Partnership's shared and collective intelligence through the **strategic use of outreach and communications products**

T9 Clarify **expected contributions from partners**, in complementarity with secretariat services, in order to **further leverage the Partnership**

T10 Elect the **SLOCAT Board of Directors 2025 - 2028** through an **inclusive and transparent process**

Performance evaluation | Funding and fundraising | Operations

T11 Operate with a **Performance Dashboard** (internal and external)

T12 Work with current and prospective donors towards **multi-annual funding approaches** around our intervention areas and flagship products

T13 Maintain **efficient, effective, flexible operations**, with **strong safeguards** to ensure the **prudent management of funds**, and **accountability** to our partners, donors and supporters

T14 Maintain a **world-class secretariat** and provide the team with an **adequate enabling environment**

We are maintaining co-creation, co-leadership and co-delivery across knowledge, advocacy and dialogue activities as our foundational approach. This approach builds on our strength as a respected, neutral, inclusive convener of a multi-sectoral, multi-stakeholder ecosystem of change-makers. While we strive to be results driven, based on our work since 2009 building bridges within the community that have resulted in conclusive results, we also choose to ensure that our approaches and products are grounded in open, participatory and inclusive modus operandi. This acknowledges our belief that we are stronger when we work together, respecting the diversity of voices and learning from the expertise across the Partnership and beyond the transport community.

From 2023 we will be progressively streamlining our traditional outputs into a set of defined flagship products and activities aligned with SLOCAT’s distinctiveness in the transport landscape. Because SLOCAT is above all a vehicle for partnership work, we are enhancing clarity on what services can SLOCAT Partners expect from the secretariat and what contributions SLOCAT Partners are expected to make to our Partnership’s life and outputs.

SLOCAT Business Model 2023 - 2026

Co-creation, co-leadership and co-delivery across mutually-reinforcing activities



Knowledge and Policy Analysis

We equip decision makers and practitioners with knowledge and tools to enable combined transport, climate and sustainability impact.

SLOCAT is not a research centre. It does not aspire to be a source for primary research.



Advocacy and Engagement

We advocate for and influence ambitious global agendas, as well as national and subnational policy and regulatory reform.



Dialogue and Networking

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

Flagship products and activities around SLOCAT traditional outputs



Data synthesis, analyses, factsheets
Thematic reports, issues briefs
Policy assessments, guidelines, toolkits



Advocacy campaigns & messaging
Awareness raising actions
Case studies



Engagement in international climate and sustainability processes at the global and regional levels



Peer-learning and collaboration initiatives
Capacity building programmes

With combined efforts to leverage the Partnership



Knowledge and Policy Analysis



Advocacy and Engagement



Dialogue and Networking

SLOCAT Secretariat's Offer

Catalyse and drive collaborative, open data and knowledge products & initiatives.

Elaborate knowledge and policy tools for decision makers, focusing on drivers and enablers for impact.

Identify good practices and voice data, knowledge and policy gaps.

Facilitate access to the world-class knowledge and solutions available across the Partnership.

Identify and create avenues to set global discussion agendas.

Elaborate products and activities to build capacity in decision makers towards combined transport, climate and sustainability action; and to raise awareness on the cost of inaction.

Inform implementation, policy and multi-stakeholder initiatives at the global and regional levels.

Assess the progress on the implementation of global agendas.

Facilitate synergies, alignment, peer-learning and match-making between SLOCAT Partners, governments and non-governmental stakeholders.

Conceptualise and deploy communications and educational schemes.

Conceptualise and incubate international multi-stakeholder initiatives.

Facilitate the interface between knowledge, policy and practice spheres of action.

Actively screen and facilitate opportunities to co-design, jointly fundraise and co-deliver with our Partners specific thematic projects that advance the implementation of this Strategic Development Plan 2023 - 2026

SLOCAT Partners' Contributions

Share knowledge, data, case studies.

Participate in peer reviews.

(Co) author SLOCAT data, knowledge products and policy tools, based on expertise areas.

Engage in the elaboration of SLOCAT advocacy messaging and campaigns; champion and disseminate them.

Facilitate SLOCAT's connections and collaborations with governmental and non-governmental stakeholders.

Represent SLOCAT in international climate and sustainability processes at the global and regional levels.

(Co) organise peer-learning or networking events on behalf of SLOCAT.

Contribute substantive technical inputs and/or experts, trainers and speakers.

Share ongoing work with like-minded SLOCAT Partners.

SLOCAT Partners' Commitment

1. Contribute an annual fee to support SLOCAT's work and operations, in accordance with the latest applicable fees grid. When possible, voluntarily support financially or with staff time beyond the annual fee.

2. Should a fee waiver be exceptionally approved by the SLOCAT Board of Directors (in accordance with SLOCAT governance rules), provide an equivalent in-kind contribution on the basis of the latest actual needs.

3. Participate in joint fundraising efforts with the secretariat.

4. Engage actively and regularly in the development of SLOCAT outputs, around at least one area of intervention.

5. Promote gender-sensitive approaches.

6. Contribute to the engagement of women and Global South professionals.

7. Promote SLOCAT work and accomplishments within their entity of affiliation and through their networks.

8. Be a steward of multi-stakeholder, multi-sectoral respectful and constructive dialogue that strives to advance the SLOCAT mission, vision and theory of change.

9. Participate in the Annual Partnership Meeting.

10. Identify a colleague internally responsible for overall liaison with the SLOCAT secretariat.

Areas of Intervention 2023 - 2026

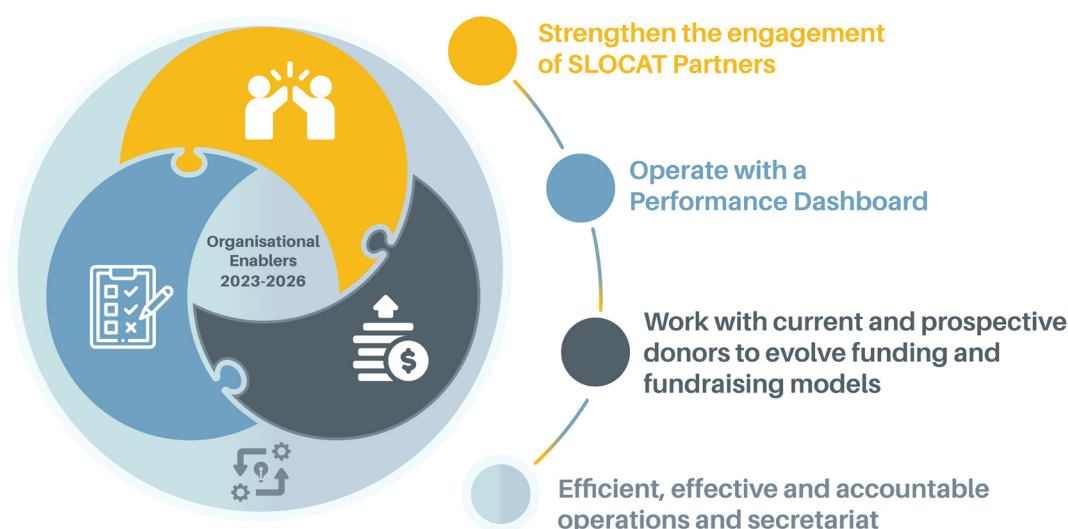
Over 2023-2026, we are focusing our efforts on four critical interrelated areas where we can have the most impact in these changing times, namely: 1. Policy and Legislation; 2. Economics for Transport, 3. Global Governance and 4. Community of Change Agents. These areas of intervention are essential elements of the required transport transformations as set out in the SLOCAT Theory of Change. This decision to narrow down our focus inevitably means doing less of other things. It reflects not only the changed context of our work - including the significant evolution of transport discussions in global, national and subnational policy processes, as well as the increasing number of actors and initiatives - but also our maturity based on the hard-won credibility and reputation of SLOCAT since 2009. The intensity of efforts across the four areas of intervention will vary according to resources and opportunities. SLOCAT will also remain nimble and flexible to respond to opportunities in other areas. The approach will be monitored through the SLOCAT Performance Dashboard and evaluated at the mid-term review of this Strategic Development Plan.

The Four Critical, Interrelated Areas of Intervention in the SLOCAT Portfolio 2023 - 2026



Organisational Enablers 2023 - 2026

The external operating environment remains increasingly challenging, with an ever-shifting donor landscape and the steady earmarking in the use of funds. To successfully deliver our mission and this Plan 2023 - 2026, SLOCAT is required to evolve in its commitment as a vibrant space for co-creation, co-leadership and co-delivery among SLOCAT Partners and between Partners and the secretariat. This means leveraging, in the best way possible, our own most immediate and valuable resources - the SLOCAT Partners. It also means monitoring impact, changing and courageously adapting when needed. It equally requires an evolution to reduce the pressures inherent to the current funding model used by the majority of SLOCAT donors: One that is still characterised by relatively small pots of money that are one-offs or annually renewed. The magnitude of these challenges and opportunities cannot be tackled alone. Optimising the efficiency and effectiveness of our operations; preserving our recognised flexibility with nimble procedures; while maintaining strong safeguards to ensure the prudent management of funds, and being accountable on our financial management and results will remain fundamental pillars of our day-to-day management.



Theory of change

A just transition to equitable, healthy, green and resilient transport and mobility systems



SLOCAT Wheel on Transport and the SDGs



SLOCAT Key Transformations for Land Transport

