



Partnership on Sustainable,
Low Carbon Transport

Strategic Development Plan 2023 - 2026



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





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Introduction

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: The past couple of years have changed the world. Most transport and mobility systems worldwide have become more vulnerable to systemic shocks, disproportionately affecting people living in vulnerable situations. The Covid-19 pandemic has amplified longstanding, unresolved, interconnected challenges and inequalities and massively impacted emerging and low-income economies. The Russian invasion of Ukraine has made as apparent as ever the multi-prong consequences of our addiction to fossil fuels. Fast growing inequalities within and among countries; rocketing prices of energy and essential goods; the raw materials, semiconductors and global supply chains crises; escalating extreme weather events; climate financing streams not flowing from Global North to Global South countries after over-a-decade pledges; the threat of sovereign default in many Global South countries; the mercurial multilateralism in display... The pace of change and disruption is unprecedented and it does not look like it will slack soon. In the midst of all this, there are equally unprecedented opportunities.



Turning the greatest challenges into opportunities for urgent systemic transformations: The already elusive progress towards the SDGs and the Paris Agreement’s objectives is at increased risk. All these circumstances confront us with the urgent need for profound and systemic socio-economic transformations - many of which impact directly on the ability to transform transport systems over the next decade. However, the magnitude of the challenges shall not obscure the opportunities that also lie ahead. Transport systems have always created prospects for socio-economic development. Human’s inexorable desire to explore, connect, exchange and learn - all require transport. In a world of interconnected challenges, the opportunity is to find solutions that cut across transport, sustainability and climate action. Cross-cutting, systemic transformation is the level at which SLOCAT operates.



Balanced, people-centred, planet-sensitive approaches to enable a just transition to equitable, healthy, green and resilient transport and mobility systems worldwide: SLOCAT brings together a diverse group of Partners from across the world - with a common goal and a shared passion. Capitalising on our hard-won credibility, reputation and maturity, we will challenge ourselves to be a daring, bold, constructive and solutions-oriented enabler. By 2026, we seek to accelerate the implementation of the Paris Agreement and the SDGs, and to effectively shape the preparations towards the future post-2030 global agendas through clear and feasible multi-stakeholder transport and mobility pathways.

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.

[Executive Summary](#)

Access [here](#) the Executive Summary of this SLOCAT Strategic Development Plan 2023 - 2026.

The Evolution of the SLOCAT Partnership 2009 - 2022

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 the SLOCAT Foundation into Dutch law.

2009 - 2015 period

SLOCAT is born

Coalescence • Trailblazing • Advocacy

Organisational evolution

Brand creation
Secretariat set up
Initial core partners
Incorporation into Dutch law



Some SLOCAT achievements



SLOCAT carves out its niche voicing the critical role of sustainable, low carbon transport.



Global community galvanisation and convening, with diverse perspectives and voices.



Placing transport at the table of global processes - 2012 UN Sustainable Development Conference Rio+20.



Securing the transport dimension in the UN 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change.



Appointment as Focal Point for the engagement of the transport community in the UN Framework Convention on Climate Change.



Analysis of transport emissions, mitigation potential and action channels.

2016 - 2022 period

SLOCAT reaches its first decade

Refresh & consolidation

Knowledge-based advocacy

Nexus approaches



Organisational evolution

Brand refresh
Partnership growth
First ever SLOCAT Strategic Development Plan 2020-2022
Optimised comprehensive operations

Some SLOCAT achievements

SLOCAT consolidates its wide recognition as the international, multi-stakeholder partnership on sustainable, low carbon transport.

Dedicated efforts to Global South perspectives & voices and enhanced regional engagement.

Framework advocacy messaging - e.g. SLOCAT Key Transformations for Sustainable, Low Carbon Land Transport.

Incubation of multi-stakeholder action and initiatives - Initiation of strategic collaborations with renewables, cities and health communities.

Reappointment as UNFCCC Focal Point for the transport community.

Biannual SLOCAT Global Status Report on Transport and Climate Change.

SLOCAT Wheel on Transport and the SDGs.

Annual analyses of Nationally Determined Contributions to the Paris Agreement and Voluntary National Reviews of the SDGs.



A. Mission, Vision, Focus



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.

To achieve equitable, healthy, green and resilient transport and mobility systems, a series of **key transformations in land transport** - linked to wider socio-economic transformations, are needed.



We define equitable, healthy, green and resilient transport and mobility systems based on the positive interactions with the UN 2030 Agenda and its Sustainable Development Goals (SDGs).



Transport connects people and prosperous societies, and works for them as a system of multiple modes and services.



Digital technologies increase access and transport efficiency.



Cities are compact and managed to maximise access to socio-economic opportunities, health and equity for all.



Pricing and fiscal policy guide market forces and, together with finance, channel public and private funds towards the most sustainable transport services.



Rural and interurban mobility services are low in emissions and focus on users' needs to improve access.



Freight systems efficiently combine different low-carbon modes, share capacities and rely on sustainable first and last mile delivery.



Walking, cycling and public transport get priority.



Industry, trade and transport are shaped to support a circular economy, local value creation, and short and resilient logistic chains.



Well-managed transport demand reduces kilometres and car use.



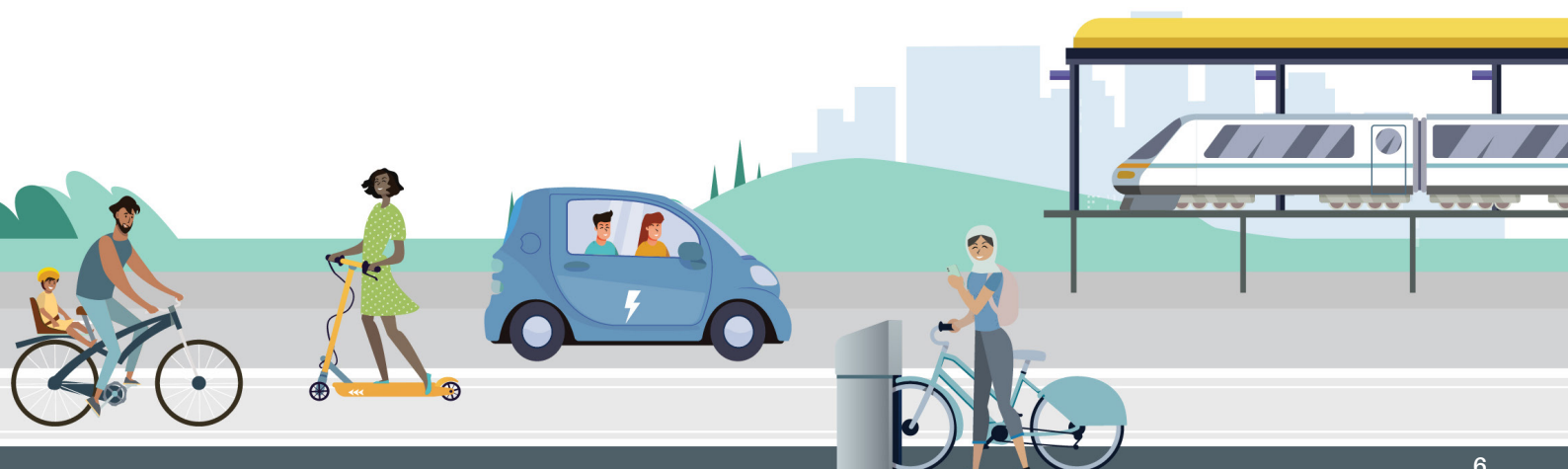
Transport systems and services are resilient in extreme weather events and other shocks.



Electrification drives low carbon land transport and puts the most sustainable modes first.



Click on the icons to read the details of each of the key transformations



Focus

Our focus is on land transport
and all mobility modes.

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



We champion



Balanced, people-centred, planet-sensitive approaches to enable a just transition worldwide.



Integrated, inter-modal, multi-dimensional solutions across passenger and freight transport.



Frameworks that, while guaranteeing access to transport and mobility:



Avoid unnecessary motorised trips, based on proximity and accessibility.



Shift to less carbon-intensive modes – that is, from private vehicles to public transport, shared mobility, walking and cycling, water-based freight, electrified road-rail freight, and cargo bikes for last-mile deliveries, among others.



Improve vehicle design, energy efficiency and clean energy sources for different types of freight and passenger vehicles.



Multi-sectoral, multi-stakeholder approaches catalysing more *avoid* strategies, emphasising *shift* approaches and broadening *improve* initiatives.



Not disregarding the impact of maritime & aviation transport towards decarbonisation and sustainability goals.



Clear and feasible roadmaps for implementation, with cost-effective solutions adapted to different socio-economic realities.



Effective, long-term, sustained financing and investment in sustainable, low carbon transport that is aligned with the targets of the Paris Agreement on Climate Change and is accessible to subnational governments.

B. Our Comparative Advantage



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

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.

C. Operating context

The sustainable, low carbon transport movement operates nowadays in a context significantly different to 2009 when SLOCAT was established. Despite the significant challenges, the conditions for impact of the SLOCAT mission are increasingly favourable.

Here are some succinct observations - with no aspirations other than painting a backdrop - on recent significant changes and trends that mark the context our Partnership faces to deliver on our mission at the beginning of the 2023 -2026 period.



Trend - Change

Political, multilateral, institutional context



Implications for SLOCAT Partnership work

Just seven years after the landmark agreements on the United Nations 2030 Agenda on Sustainable Development and Paris Agreement on Climate Change; rising inequalities and growing nationalisms are putting progress on these agendas and the consensus-based multilateral system under high pressure.

Increasingly difficult to have an impact on stagnating multilateral policy processes.

The gap between carefully agreed words in global agreements and real actions is growing ever wider. This is weakening the faith in and credibility of universal policy processes. As a result, non-universal fora and ad hoc alliances are proliferating.

Additional complexity and effort to understand and track a growing number and diversity of fora and assess the added value for potential engagement.

Across the world, shocks (pandemic, extreme weather events, blockages, conflicts) have revealed the fragility of essential systems and services.

Opportunity to capitalise on the realisation that resilient transport systems are an essential service and increase social return on investment, reduce impacts of shocks and speed recovery.

So far, the pacts for post-pandemic economic recovery have been, in general, an unprecedented missed opportunity to redirect global financial flows towards equitable and green recovery.

Incumbent interests and policy inertia are not going to evaporate.

The UN Secretary General has announced a "once-in-a- generation" *Summit of the Future: Multilateral Solutions for a Better World in 2024*. The Summit aims to forge a new global consensus on what our future should look like, and what we can do today to secure "conditions for a sustainable, equitable and inclusive future". Before that, September 2023 will see the *UN Summit on the SDGs* (which will not happen again until 2027) and the *UN Secretary General Climate Ambition Summit*.

Opportunity to engage in high-level international processes with potentially long-lasting significant impacts.

Multiple interconnected challenges like biodiversity loss, desertification and ocean acidification exacerbated by climate change could lead to the imminent collapse of the natural systems that support human life.

Increased complexity of the multi-dimensional policy responses and processes required to address multiple interconnected challenges.

Challenge of recognising and responding to the urgency whilst needing to pace efforts.

The lack of climate change action at the required level and escalating extreme weather events highlight the impotence of the response to climate change so far.

Growing cynicism regarding the willingness or ability to reduce emissions. Political attention and resources increasingly focus on disaster response and recovery.

Land transport context

The majority of the world's population do not have access to affordable sustainable transport.

Priority to advocate for universal access - particularly for those who live in vulnerable situations and suffer the most from the negative impacts of transport.

There is a prevailing lack of political will and human capacity to transform transport. The policy responses to the transport challenges are insufficient and too slow.

Transforming transport still requires greater priority, resources and skills. Need for more, better and faster policy responses.

Pressures on energy supply are reinvigorating discussions on energy efficiency and energy independence - including in transport.

Window of opportunity to capitalise on refreshed political interest in reforming energy policy to transform transport.

Global fossil fuel subsidies continue to rise whilst there remains a lack of financial support for sustainable, low carbon transport. Transport investment flows to unsustainable transport modes and approaches.

Need for a fundamental reform of economics for transport to deliver the required just transformations at speed and scale.

Thanks in part to the work of the SLOCAT Partnership, sustainable transport policy is increasingly discussed, including at the highest levels.

Higher profile of transport action; the stakes are higher, opposition and scrutiny increases.

Women are increasingly assuming leadership roles in transport policy discussions and there is growing interest in collaboration beyond the transport sector. Nevertheless, there remains a significant lack of diversity and gender balance in the global transport community and this is limiting progress.

Continuous efforts are required to curate and amplify diversity of perspectives in analyses, strategies, solutions and collaborations for transport and mobility systems transformations worldwide.

D. 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.

E. 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



The 2023 - 2026 period covered by this Plan will be marked by a renewal of the United Nations system efforts to address the multiple escalating crises and “rescue” the 2030 Agenda & its SDGs and the Paris Agreement on Climate Change. These efforts - which include the summits on the SDGs and on Climate Ambition in 2023, the Summit of the Future in 2024 and a Biennial Summit on the Global Economy (date TBC) - will start setting the tone towards the future post-2030 global sustainability and climate agendas. Over 2023 - 2026, SLOCAT will ensure that its work contributes simultaneously to the implementation of the SDGs and the Paris Agreement, as well as to a re-shaping of global sustainability and climate policies and processes.

Transport services are provided and user choices are made within a specific context. Due to the high number of factors (e.g., geography, modes, investments, costs, actors, culture etc.) the context in which transport takes place is rather complex. This is why understanding and influencing transport is complicated.

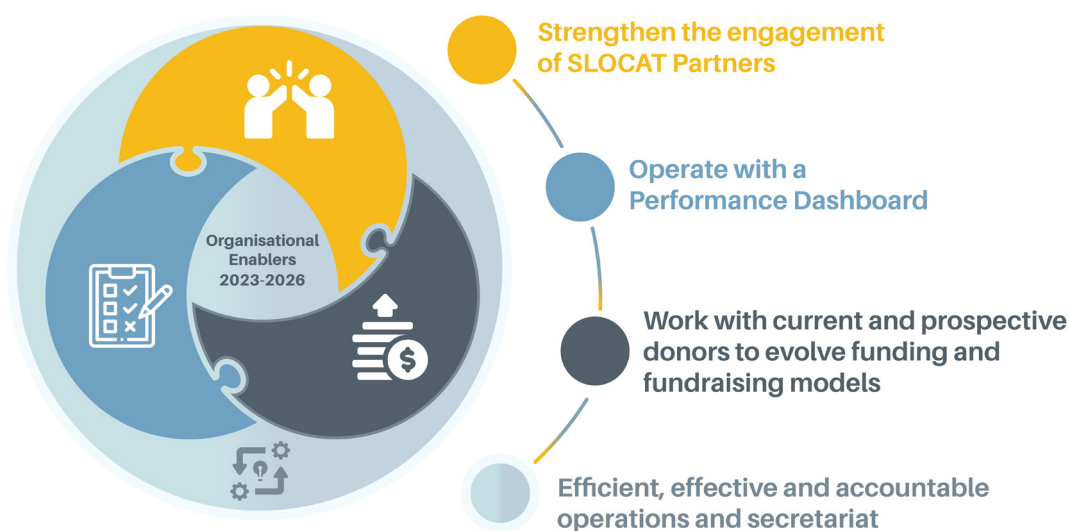
In defining our areas of intervention for the 2023 - 2026 period we are making the following key assumptions.

- 1** The transport context is heavily influenced by the prevailing **policies and legislation** which determine the objectives, targets, legal framework and funding priorities and resources.
- 2** **Economics** plays a significant role in determining what transport infrastructure and services are available and the choices users make in both passenger and freight transport.
- 3** Policy, legislation and the economic framework are the result of specific decisions. In the case of transport, its **global governance** involves a complex range of decision makers in different sectors, each with different mandates and processes. In order to improve the policy, legislation and economics of transport we need to understand who decides, how, where and when; and work to improve relevant governance processes.
- 4** Finally the defining feature of the SLOCAT is the partnership itself and our strategic collaborations with many other actors, within and beyond the transport community. Transforming transport requires a broad, coordinated **community of change agents** working together to challenge the status quo and drive change.

Annex I below further develops each of the four critical, interrelated areas of intervention in the SLOCAT portfolio 2023 - 2026.

F. 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.



Organisation enabler 1- Strengthen the active and regular engagement of SLOCAT Partners

The Partnership structure is the backbone of SLOCAT and Partners can engage in the strategic direction of SLOCAT through its governance and in the implementation of programmatic activities with the secretariat. The breadth and richness of the Partnership provides SLOCAT's global reach, expertise and reputation since 2009. Over the years, SLOCAT has been uniquely positioned to combine the complementary strengths of our Partners to achieve our mission.

Creating and maintaining an active partnership is a highly complex two-way endeavour. Constant **fine-tuning and innovation from the secretariat on co-creation, co-leadership and co-delivery approaches to leverage SLOCAT Partners and partnership work** is required. A robust SLOCAT Partnership also relies on the **active and regular participation and engagement of SLOCAT Partners in the Partnership's life and outputs** (refer to above matrix "SLOCAT Business Model 2023 - 2026").

Inclusive and transparent governance is part of SLOCAT's identity. For the SLOCAT Board of Directors 2022 - 2025, elections were overseen by the stipulated Independent Election Committee and completed in May 2022. The election of Chair and Treasurer among Board member peers and the appointment of Independent Members was completed in July 2022. This gender-, geographical- and background-balanced Board brings together an extraordinary wealth of expertise across the transport and mobility, energy, climate and cities sectors. The diversity of this group of world-class experts reflects the integrated, inter-modal, multi-dimensional and multi-stakeholder approaches for transforming transport and mobility that SLOCAT champions. This Board will continue supporting, overseeing and advancing the work of this Strategic Development Plan until the election of the next Board 2025 - 2028.

The secretariat and Board will continue protecting and fostering the diversity of our Partnership. Recruiting **new partners from the broader sustainable land transport spectrum and other relevant communities - with focus on amplifying Global South voices and facilitating systems-thinking** - is as relevant as ever.



Organisational enabler 2 - Operate with a Performance Dashboard

The importance of understanding and measuring the impact of our work cannot be sufficiently underscored. The introduction of the SLOCAT Performance Dashboard will offer a **structured information, monitoring, analysis, learning and improvement tool**. It will therefore imply the translation of this Strategic Development Plan into **holistic metrics (KPIs)** to orient and assess the internal and external effectiveness and impacts of strategic decisions and annual work programmes. It will also link performance metrics to overall processes and procedures. Equally important, the dashboard will **allow for visual communication at a glance**. With this tool we will have the opportunity to learn from what we are doing; analyse the assumptions we made and their real impact over time towards the SLOCAT Theory of Change; and recalculate, adapt and change as needed, while remaining focused.



Organisational enabler 3 - Work with current and prospective donors to evolve funding and fundraising models

The ever-shifting donor landscape and the re-purposing of bilateral and multilateral aid for domestic pandemic recovery, energy crisis and recession measures are a new reality imposed on all of us. This is compounded with the ongoing decline of core funding and the increase in earmarking practices, which limits the resources available to dedicate to creativity or innovation and the ability to narrow down our portfolio towards the SLOCAT Theory of Change. Altogether, these **circumstances are very complex for a small not-for-profit**. At the same time, at the consultations for the elaboration of this Plan; **donors, partners and supporters alike clearly articulated a desire for a more creative and bolder SLOCAT that leverages its consolidated credibility and reputation to take its impact to the next level**.

On the basis of the SLOCAT Theory of Change, this Plan and its areas of intervention (see above) and the progressive streamlining of SLOCAT flagship products; the SLOCAT Board of Directors and secretariat will work with current and prospective donors towards an evolution of the funding and fundraising models. To guarantee not only the medium-term stability but also the long-term sustainability of our organisation, a fundamental goal is to **reduce the pressures inherent to the current model used by the majority of SLOCAT donors: One that is characterised by pots of money of relatively small size that are one-offs or annually renewed and provoke significant overhead for a small not-for-profit such as SLOCAT**. A key consideration for the SLOCAT funding strategy is the **balance between organisational independence and financial viability**, i.e., the range between a SLOCAT secretariat that is fully funded by SLOCAT Partners and donors and as such has more time to facilitate exchange and support Partners, and a fully externally funded, one-off-consultancy-funded SLOCAT secretariat, which would have very limited capacity to support the SLOCAT Partnership. It is in the vital interest of SLOCAT Partners to make sure that the secretariat is not too heavily dependent on one-off consultancy work to ensure that the team can focus on Partnership activities aligned with the SLOCAT Theory of Change.

Joint fundraising efforts between Partners and the secretariat around the areas of intervention 2023 - 2036 and the flagship products will be enhanced and Partners are warmly encouraged to participate in them.



Organisational enabler 4 - Efficient, effective and accountable operations and secretariat

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** to the entities in our Partnership, our donors and our supporters alike. Over 2020 - 2022, the secretariat refined the **comprehensive systems for costing projects and activities** that were introduced for the first time in 2019. This is ensuring that all programmes and projects are being fully costed, with the full range of financial and human resources and inputs required to deliver the expected results factored in from conceptualisation stages. Manuals on **standard operating procedures** have also undergone detailed review.

Since its establishment, SLOCAT has been served by a **full-time professional secretariat**. The goals of **maintaining a world-class secretariat and providing the team with an adequate enabling environment** are central to delivering on this Plan and to pushing forward SLOCAT towards our next level of impact. **Some of the strategic targets 2023 - 2026 above outlined** - such as, for instance, "T6 - Explore and enable collaborations between the public and private sectors" or "T8 - Leverage the Partnership's shared and collective intelligence through the strategic use of outreach and communications products" - **imply the introduction and/or improvement of skills in the secretariat team**. **SLOCAT Partners are warmly encouraged to assess opportunities for mutualising efforts, including through formulas such as secondments of staff to the SLOCAT secretariat**.



To operationalise this Plan, the secretariat will update and deploy a set of ancillary functional strategies - with specific focus on Partnership engagement and enlargement, fundraising and performance assessment, among other aspects - as well as the organisation's brochure and value proposition materials.

Annex I. Areas of Intervention 2023 - 2026



Area of intervention 1 - Policy and Legislation

In this area of intervention we will focus on coordinated and synergistic policies across transport and with other sectors. Guiding short- and medium-term action with clear, coherent policies and messages is essential. Stakeholders and investors require clarity to plan their actions and investments accordingly. Therefore, policy must send clear market signals and provide a reliable and stable framework to support the evolution of a sustainable transport sector. For example, changes in pricing, regulation and political priorities need to be communicated ahead of time, and transitory phases need to be defined. With clarity and coherence, businesses can contribute to and benefit from new sustainable transport solutions.

Efficient transport and mobility systems should have a coherent set of policies across modes and benefit from complementary policies in other sectors. Transport policy impacts and is impacted by policies in many other sectors. Coordinated policy means lower costs and more and faster impact. Priority areas include health, urban planning and rural development, energy, among others and should be aligned to the UN 2030 Agenda for Sustainable Development (see SLOCAT Wheel on Transport and the SDGs.)

Governments' responsibilities for the transport sector are spread across the national, regional and subnational levels. While transport decisions are often made at the local level, the legal framework for local decision-making is many times defined at the national level or even the international level. Transport services and policies must be compatible and strategically integrated from the local to the national, in some cases even international level. Therefore, a large number of stakeholders, both public and private, need to be engaged and aligned vertically and horizontally, and empowered with the capacities and resources needed to take the right action.

As in most cases the global policy processes lack robust implementation mechanisms, this area of intervention aims to maximise the impact of global processes on national policy and legislation, a level where there are generally established implementation mechanisms. A key aspect is getting the global policies and frameworks right. This involves both ensuring the processes are informed by the right knowledge and experience but also that the necessary diversity of voices and perspectives are heard. We will work bottom up - ensuring that experience and insights from policy leaders at all levels contribute to shaping good policy and frameworks. We will also work top down - explaining and translating global policy to maximise its impact on national, subnational and corporate policies. Together these two approaches create the virtuous feedback loop: policy informs action, which informs better policy.

Our work in this intervention area will address questions like: Which policies and measures deliver rapid quick wins and just long-term transformations and should be prioritised? Which policies and measures must be stopped and taken out of the system? What are the "best value" policies and measures? What types of targets and monitoring systems work well? How do the global processes best shape policies and measures at other levels?



Area of intervention 2 - Economics for Transport

This area of intervention will shed light on how economic mechanisms for transport are central to a just transition to equitable, healthy, green and resilient transport and mobility systems. Too often, current economic mechanisms work against such a transition (e.g., fossil fuel subsidies, tax free fuel for high polluting modes, external costs paid by society at large, "free" parking for all). Transport systems provide essential services to cities and industry connecting people, places and resources. Sustainable financing and business models are essential to ensure the quality of services that benefit all. This area of intervention will reveal the structural problems in economic mechanisms for transport and seek to reverse them.

Prioritising transport action by social and environmental value for money should be the norm. The overall shift towards sustainable and inclusive societies requires a broader perspective than the traditional cost-benefit analyses of the past. Accounting for social and environmental externalities (both positive and negative) in economic appraisals is crucial to overcoming short-termism and one-sided decision-making. Looking at investments through this lens will enable funds to flow to solutions that have the biggest return in terms of social and environmental development – now and for future generations – and deliver the greatest benefit at the lowest cost for society as a whole.

Pricing and fiscal policy guide market forces, and, together with finance, channel public and private funds towards the most sustainable transport services. Price signals need to encourage more sustainable transport choices by users. This can only occur when prices users pay reflect the marginal costs to society. Those making sustainable choices should benefit from lower costs. Rapid developments and deployment of mobile information and communication technologies can support fair pricing and inform user decisions.

Financial instruments and policies have to be realigned so they set the right frameworks that enable investors and users to provide and request the most sustainable transport services. We know that when convenient and safe services are provided, people will use them. Better service attracts more users which in turn further increases revenue and political attention. Investments need to improve the quantity and quality of sustainable, low carbon transport services. New technologies have a key role to play in improving transport (e.g., electric buses) can only be deployed at scale when the economics are favourable.

Financial institutions must focus on green investments, shift their portfolios accordingly, and define lending and grant policies based on sustainability criteria. Public finance is to leverage innovative financing mechanisms and to de-risk private investments, and subsidies to fossil fuels in transport need to be phased-out urgently and funds collected from inefficient and polluting modes be used to support people-centred and low-emission mobility solutions.

Our work in this area of intervention will address questions like: What are the external costs of transport and who pays for them? How does fair transport pricing look like? How do transport taxes and subsidies need to be reformed? How to ensure the sustainable financing of transport services? How should economic appraisals for transport investments evolve? What should be the transport investment priorities of international financial institutions, including multilateral development banks? What national and international partnerships hold the highest potential to support the right type of investments and financing? How to catalyse private sector investment in transport and mobility?



Area of intervention 3 - Global Governance

Understanding where, who and how decisions are taken (or not) is key to understanding the evolution and performance of transport and mobility systems. Decision making processes that lack the right scope, consultation or transparency will not be able to drive the equitable transport transformations required. Transport is also highly determined by policy processes in other areas like land use planning, fiscal policy, energy policy and environmental policy. These policies need to work effectively together to create the right conditions for sustainable transport to flourish. The “modal” tradition of governing transport frustrates the integration of modes and does not reflect the multi-modal reality of most journeys or supply chains. Enabling cost-effective solutions, adapted to different socio-economic realities including from the Global South, is a must. In this area of intervention, we will work on who, how and where decisions are taken and advocate for more and better decision making and accountability in the interests of users and society at large.

Incumbent interests have a strong influence on transport policy processes. Too often the voices of users and those that suffer from transport disadvantage are absent from governance processes. Good policy requires transparency and participation of diverse voices. Decision makers also need to be accountable; we need to show what works and what doesn't so we can learn and improve policy processes.

A compelling vision of the future is a strong driver for mobilising and aligning stakeholders around a common objective. It gives coherence to different measures; links action in the present to specific positive outcomes in the future, and illustrates the benefits of equitable, healthy, green and resilient transport systems. Co-creating and communicating a compelling vision and targets is a must.

To inform, engage and inspire people and to develop a shared sense of ownership, participatory approaches and discussion among a broad community of stakeholders is necessary. Breaking the vision down into intermediate targets enables progress to be achieved and measured, while demonstrating determination.

Our work in this area of intervention will address questions like: Who governs transport and how do transport policy processes work? How, where and by whom are decisions taken? What needs to change? What perspectives are missing from the process? Which governance mechanisms work well and which are missing? How to ensure decision makers and institutions are held accountable?



Area of intervention 4 - Community of Change Agents

Only by having a broad, aligned, informed, confident and effective community working together for change will it be possible to drive the necessary transformations needed across transport and mobility systems worldwide. In this area of intervention we will work to strengthen and deepen our community and improve how we work together in support of the other areas of intervention and our overall strategic objective and targets 2023 - 2026.

Beyond having an informed and motivated community we need to know when, where and how to work together to maximise our collective influence. It is partly about speaking with a coordinated voice when we need to, especially in international fora, but also about empowering people to be change agents in their respective venues. As implementation advances, powerful incumbent interests are increasingly challenged so we face increasing (and well-funded) efforts to frustrate change - we need to be ready and work resiliently together for change.

The transport sector remains characterised by a significant lack of diversity and this is limiting progress. And there is still a lot of work ahead of us to empower Global South perspectives and professionals.

Gender equality is essential for thriving, prosperous communities. Despite growing initiatives to include more women in our sector and better gender-sensitive 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 voicing the negative impacts of gender-neutral transport policy debates and planning; as well as in engaging women transport professionals.

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 aims at empowering the generation that can help foster far-reaching and unprecedented change and connect to more stakeholders.

Our work in this area of intervention will address questions like: How can we nurture a diverse, inclusive ecosystem of actors? Who are we and how is the “we” defined? Who else can be an ally? How can we work better together? What are our most and least successful advocacy strategies and why?

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



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

- Transport connects people and prosperous societies, and works for them as a system of multiple modes and services.
- Cities are compact and managed to maximise access to socio-economic opportunities, health and equity for all.
- Rural and interurban mobility services are low in emissions and focus on users' needs to improve access.
- Walking, cycling and public transport get priority.
- Well-managed transport demand reduces kilometres and car use.
- Electrification drives low carbon land transport and puts the most sustainable modes first.
- Digital technologies increase access and transport efficiency.
- Pricing and fiscal policy guide market forces and, together with finance, channel public and private funds towards the most sustainable transport services.
- Freight systems efficiently combine different low-carbon modes, share capacities and rely on sustainable first and last mile delivery.
- Industry, trade and transport are shaped to support a circular economy, local value creation, and short and resilient logistic chains.
- Transport systems and services are resilient in extreme weather events and other shocks.

Global processes drive equitable, healthy, green and resilient transport



Policy and Legislation

National and subnational policies enable more sustainable, low carbon transport systems

Integrated, inter-modal transport systems meet the needs of people and industry

Coherent policies across transport modes benefit from complementary policies of other sectors

Sustainable, low carbon modes and services get priority

Transport demand management reduces kilometres travelled

Knowledge and experience inform policy and legislation; the necessary diversity of voices are heard

Transport electrification is powered with renewables and drives a just energy transition



Global governance

Decisions makers, processes and entities drive the just transition

Governance prioritises sustainable, low carbon transport

Modal governance is replaced by system governance

Policy making processes are transparent and engage all stakeholder groups

Decision makers are accountable

Responsibilities are clear across stakeholder groups

Cost-effective solutions adapted to different socio-economic realities, including from the Global South, are enabled



Economics for transport

Investments and market forces shape more sustainable, low carbon transport systems

Public and private investments flow to solutions with the biggest social and environmental development return, at the lowest cost for society as a whole

Pricing and fiscal policies guide market forces and users towards sustainable, low carbon transport services ("polluter pays")

Fossil fuel subsidies in transport are phased out

Sustainable revenue streams strengthen sustainable, low carbon transport

Financial institutions focus on green investments, shift their portfolios accordingly and define lending and grant policies with sustainability criteria



Active community of change agents

An engaged, diverse, inclusive ecosystem of actors, challenges the status quo and drives change

Cohesive messaging from a coordinated community drives change at all levels

The community grows and deepens

Women's leadership and impact in transport is enabled and visible

Global South perspectives and professionals are empowered

Contributions and inputs are sought from diverse groups and perspectives, within and beyond the transport community

Young professionals are enabled to work in sustainable, low carbon transport

Building Momentum

Increasing Ambition

Knowledge and analysis



Advocacy and engagement



Dialogue and networking

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



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