



# SLoCaT Work Program 2016 - 2017

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## A. Key Drivers 2016 – 2017 Work Program

### 1. Global Processes on Sustainable Development and Climate Change

The overall objective of the SLoCaT Partnership is “the integration of sustainable, low carbon transport in global policies on sustainable development and climate change”. 2015 was in that respect a key year for the SLoCaT Partnership with the adoption in September 2015 of the Global Goals on Sustainable Development (SDGs) and an ambitious global agreement on Climate Change during COP21 in December 2015. Transport is mainstreamed in several of the SDGs and it is clear that transport will also be a greater part of the UNFCCC process in the time to come with the agreed upon target of well below the two-degree Celsius scenario (2DS) and pursuing efforts to limit the temperature increase to 1.5 degrees Celsius above pre-industrial levels. This is a strong call to action for the transport sector to accelerate the decarbonization of the transport sector.

Apart from sustainable transport being critical to achievement of Paris Agreement on Climate Change and the Sustainable Development Goals it is also central to the achievement of the Decade of Action for Road Safety 2011-2020. The 2015 Addis Ababa Action Agenda on Financing for Development, the upcoming Habitat III new urban agenda, and the imminent 14th United Nations Conference on Trade and Development all have a significant emphasis on sustainable transport and its role in reducing poverty, improving equity and reducing negative social and environmental impacts as shown in Table below.

**Table 1: Global Agendas and Role of Sustainable Transport**

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#### Global Agenda/ Initiative

2030 Agenda for Sustainable Development. SDG targets for transport are directly relevant to several of the 17 SDGs: (i) SDG 2 end hunger; (ii) SDG 3 health; (iii) SDG 6 clean water; (iv) SDG 7 clean energy; (v) SDG 9 innovation and infrastructure; (vi) SDG 11 sustainable cities and urban development; (vii) SDG 12 responsible consumption; and (viii) SDG 13 climate action. Transport also contributes to several other SDGs including eradication of poverty (SDG 1), quality education (SDG 4), gender equality (SDG 5) and good jobs and economic growth (SDG 8) and others.

[\[https://sustainabledevelopment.un.org/post2015/transformingourworld\]](https://sustainabledevelopment.un.org/post2015/transformingourworld)

#### Paris Agreement under the United Nations Framework Convention on Climate Change 2015.

Achieving a well-below 2° Celsius warming scenario in the long term requires deep emission cuts across all sectors. Transport contributed about one quarter of energy-related global GHG emissions and about one fifth of energy use in 2009<sup>1</sup>. Land transport represents 70% of transport related energy use and GHG

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<sup>1</sup> International Energy Agency (2011), “Energy Technology Perspectives”. Page 423.

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emissions that are projected to rise by nearly 50% by 2030 and by more than 80% by 2050. Of the proposed 159 Nationally Determined Contributions (INDCs) at November 2015, transport features in 77%. Current actions on transport included in the NDCs are however not on track to deliver the required emission reductions from the transport sector.

[http://www.ppmc-transport.org/overview\\_indcs/](http://www.ppmc-transport.org/overview_indcs/)

**Decade of Action for Road Safety 2011-2020.** With the support of 200 countries, the UN ‘Decade of Action for Road Safety’ was launched through a UN General Assembly resolution in 2010. The goal aims to “reduce and stabilize the increasing trend in road fatalities.” Despite the preventable nature of many road traffic injuries, road safety had been neglected by global health and development agendas. Achieving the 2020 target could save up to five million lives and prevent 50 million serious injuries. Safe and secure travel is a pre-condition for ‘universal access’. [http://www.who.int/roadsafety/decade\\_of\\_action/en/](http://www.who.int/roadsafety/decade_of_action/en/)

**Habitat III New Urban Agenda (NUA) (draft).** Anchored in the 2015 SDGs and Paris Agreement. The NUA can help realize SDG 11 on sustainable cities. NUA gives important role for sustainable transport in ensuring access to opportunities for all. <https://www.habitat3.org/the-new-urban-agenda>

**Financing for Development:** Addis Ababa Action Agenda<sup>2</sup> Aims to mobilize public finance, set appropriate public policies and regulatory frameworks to unlock private finance, trade opportunities and technological development, and incentivize changes in consumption, production and investment patterns. Firmly linked to SDGs and means of implementation. Investing in sustainable and resilient infrastructure, including transport is a key priority. Infrastructure is critical for reducing poverty and inequality, & ensuring environmental sustainability. [http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA\\_Outcome.pdf](http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf)

**United Nations Conference on Trade and Development 14 (July 2016) (Draft Outcome Document).**

To focus on implementation of trade and transport reforms and actions to support implementation of SDGs. Specific emphasis on Least Developed Countries and marginalized groups. Draft Outcome Document raises importance of sustainable transport and setting up of expert group on transport.

<http://unctad14.org/en/Pages/Home.asp>

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These agreements, and associated targets (in the case of the SDGs and global “well-below-2 degrees Celsius target in the case of climate change) define the global agenda on sustainable, low carbon transport for the coming years. This is a global agenda that spells out the direction in which the transport sector should develop in terms of sustainable development and climate change. The transport related targets and associated indicators in the case of the sustainable development and the anchoring of the new climate change agreement to well below the 2 Degree Celsius scenario define the new post 2015 agenda on sustainable transport also in a quantitative manner. In short the sustainable transport community now has a clear sense of direction post 2015 and it will know how much needs to be done in the period 2016-2030.

## 2. Ambition, Convergence and Balance

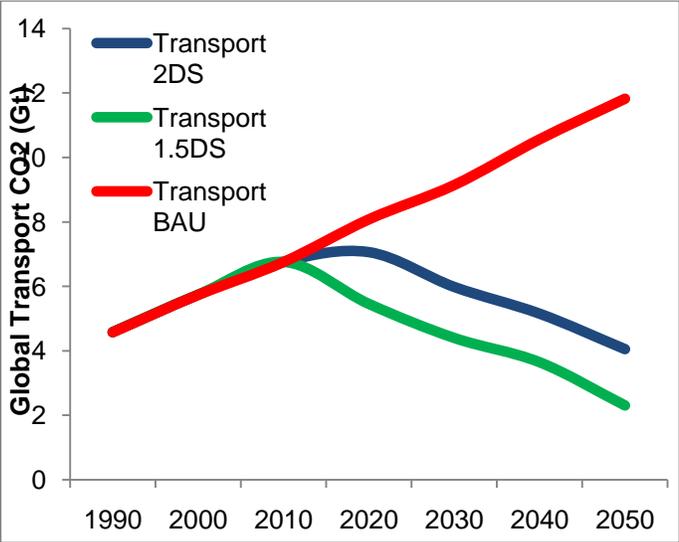
The integration of transport in a growing number of global developmental agendas now allows the transport community to shift its emphasis from global advocacy in support of integrating sustainable transport in these global policies to advocating the integration of social, economic and environmental dimensions of transport in transport policies and investment programs at national and sub-national level. In shifting towards implementation SLoCaT will be guided by three concepts: ambition, convergence and balance.

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<sup>2</sup> Inter-agency Task Force on Financing for Development (2016), “Addis Ababa Action Agenda: Monitoring commitments and actions: Inaugural 2016 report.” Refer [<http://www.un.org/esa/ffd/publications/inaugural-2016-iatf-report.html>]. Accessed May 29, 2016.

Ambition

The transport sector has no other choice than to be ambitious in its contribution towards the implementation of global agreements on sustainable development and climate change. The SDG targets call for providing access to 1 billion people in rural areas and access needs to be provided to the additional 2.5 billion people living in urban areas by 2050. We need to half the number of traffic fatalities (50% reduction of the 2010 baseline of 1.24 mil per year) and serious injuries (50% reduction of the 2010 baseline of 12.4 mil per year) by 2030. All of this needs to be done while putting transport on 1.5 Degree Scenario, which is believed to require zero net emissions by the beginning of the second half of the century.



Convergence

Transformational change in transport is not likely to happen purely on a basis of climate change goals, and is more likely to be achieved in combination with sustainable development concerns (e.g. as a co-benefit of reducing urban air pollution as a primary policy thrust). For this reason, the transport sector could benefit from a stronger linkage between the post-2015 development agenda and the climate change agenda to improve the chances of translating mitigation and adaptation ambition into implementation. SLoCaT’s work program for 2016-2017 takes into account these linkages and in several of its activities will actively pursue and promote an integrated approach.



Figure 1. Direct and indirect transport targets in Sustainable Development Goals

Balance

In seeking to propose ‘sustainable transport’ measures, emerging practice of the majority of international development agencies and stakeholders is to apply the Avoid Shift Improvement (ASI)

framework: (i) avoid or reduce travel and travel distance by motorized modes; (ii) shift to more environmentally and socially-sustainable modes; and (iii) improve the energy efficiency of transport modes and vehicle technology. Intended primarily to reduce GHG and transport emissions, ASI assists in clarifying options that can shape land use favorably, modify travel behavior thus avoiding or minimizing the need for travel, improve the mix of transport modes and influence their efficiency. They may also enhance welfare and social inclusiveness, through improvements to accessibility enabled by transport, at the national or sub-national scales.

ASI calls for a balanced approach of Technological Change, Modal Shift, Behavioral Change. None of these three approaches can by themselves deliver the required change in the transport sector. Only a balanced approach can do so. Balance is also required in action by State and non-State actors. Among the non-State actors both the private sector and civil society have an important role to play.

In the translation of the post 2015 global consensus on sustainable development and climate change to the transport sector it is important to adopt a more balanced approach between passenger and freight transport.

SLoCaT will continue to have a focus on the developing world, this however without losing perspective of the developed world. Contacts with the developed world will be intensified in reflection of the universal nature of the post-2015 development agenda.

The main focus of SLoCaT's work will continue to be on land transport.

#### **SLoCaT's value added in the post-2015 period**

The SLoCaT Partnership has collectively, as well as through its members, contributed significantly to the progress made in integrating sustainable transport in global policies on sustainable development and climate change. This has been accomplished through a combination of knowledge management; advocacy, policy dialogue and through a lead role in facilitating and coordinating transport related events in important global and regional events.

In the period to come the SLoCaT Partnership can demonstrate its value added (vis-à-vis its members and other transport related initiatives through a combination of knowledge management, advocacy, policy dialogue and convening. Examples of SLoCaT's possible engagement and value added in these four areas are given below:

##### **Knowledge Management**

The adoption of the ambitious Climate Target of well below 2 Degree Celsius presents the transport sector with a challenge. So far, almost all the modeling and scenario building approaches in the transport sector have stopped at the 2 Degree Scenario. SLoCaT has a role to play in bringing SLoCaT members and other together with the aim to develop a mutually agreed upon pathway for the transport sector towards the 1.5 Degree Scenario.

##### **Advocacy**

The 2015 [80 Days Campaign](#) on Climate Action in the Transport Sector is a key example of mobilizing knowledge and experiences from among SLoCaT members and others and passing it on in an organized manner to policy and decision makers. This type of advocacy will be important to convince national and local policy makers to engage in the implementation of the 2015 Global Consensus on sustainable development and climate change. This type of organized advocacy fits well with the objectives and character of the SLoCaT Partnership. SLoCaT's advocacy activities will actively link action on climate change with action on sustainable development.

### Policy Dialogue

Discussions are ongoing with a range of organizations on a possible role of SLoCaT in facilitating regional dialogues on topics related to sustainable development and climate change. SLoCaT will continue to actively pursue this in 2016-2017 in an open and inclusive manner offering SLoCaT members and other stakeholders the opportunity to actively engage with countries and cities in discussions on how to implement the 2015 global consensus on sustainable development and climate change into action at the national and local level.

## B. Facilitating the Implementation of the 2015 Global Consensus on Sustainable Development and Climate Change

The 2015 – 2016 SLoCaT work program already pointed to the need to shift from advocacy for the integration of sustainable, low carbon transport in global policies towards activities that will help to ensure a regional and national level follow-up to the 2015 global consensus on sustainable development and climate change. SLoCaT will take this one step further in 2016 – 2017 by (a) shaping future agenda's; (b) building and documenting knowledge; (c) connecting organizations and individuals; and (d) outreach

### 1. Shaping Future Agendas

#### Common Framework, Global Road Map and Quick Wins



The transport sector will need to develop a global narrative on sustainable, low carbon transport that supports short – medium and long term action. Such a global narrative that can help shape the agenda on sustainable transport will include:

- **Common Framework** setting out Goals on Transport, Sustainable Development and Climate Change
- **Global Roadmap** to decarbonize transport sector and resulting in a 'zero net emission' economy early in the second part of the century, and secure a 'well below 2°C' climate target as called for in Paris Agreement on Climate Change
- **Quick Win Actions** to encourage short term action to kick start the transformation of the transport sector in the period 2016 – 2020 and which: have substantial sustainable development and climate change benefits; have been tested at scale, are replicable across regions, contributes to long term transformation, are cost effective and positive economic returns

SLoCaT is implementing its work on the Common Framework, Global Road Map and Quick Wins through the Paris Process on Mobility and Climate (PPMC), which is an open platform created jointly by SLoCaT

and Michelin Challenge Bibendum in 2015 to mobilize stakeholders in support of effective action on transport and climate change. Following its success in 2015, it was decided to also include action on sustainable mobility in the PPMC in 2016.

### Quito Action Plan on Sustainable Urban Mobility

The draft outcome document of Habitat 3, “New Urban Agenda” is a good declaration for envisaging the shape of global urban futures including for the transport sector, but needs to orient around an action, measurement, and reporting platform. For the transport sector this could possibly result in a Quito Action Plan that would:

- Build on existing initiatives, e.g. LPAA Transport initiatives;
- Establish links to other global processes (including reporting);
- Enable the implementation of the NUA;
- Create new momentum for sustainable cities & sustainable mobility.

### Tracking Global Processes on Sustainable Development and Climate Change

SLoCaT has built part of its reputation through the tracking of, and reporting on global processes on sustainable development and climate change. In 2016 – 2017 SLoCaT will be tracking the following global processes:

#### Primary processes – followed most intensely:

- Habitat III. SLoCaT is following the informal consultations on the New Urban Agenda in New York and will actively report on the third Prep. Com. In Surabaya, Indonesia and Habitat III itself in Quito, Ecuador;
- COP 22. SLoCaT is reporting on preparatory meetings linked to the COP and will have its daily reports from COP 22 on Marrakech, Morocco.

#### Secondary processes – followed less intensely:

- Implementation of the SDGs through following and reporting on the High Level Political Forum, which meets each year to review progress in implementation of the SDGs and by reporting on the International Advisory Expert Group – SDGs, which has been tasked with the development of indicators for the SDGs and associated targets;
- UNCTAD 14 – the United Nations Conference on Trade and Development, which is meeting in July in Nairobi, Kenya.

### Representing Transport Sector

SLoCaT will continue to represent the transport sector through submissions to various global processes to ensure that transport is appropriately reflected in these global processes and that implementation arrangements being drawn up for global processes empower the transport sector to take action.

As in the past SLoCaT will actively coordinate with its members to develop positions and submissions.

It is expected that SLoCaT will make submissions on sustainable development (e.g. Habitat 3, IAEG-SDG, UNCTAD, HLPF) and Climate Change (e.g. UNFCCC, LPAA, Green Climate Fund).

In addition the SLoCaT Secretariat will be part of a large number of events on sustainable transport, which offer the opportunity to help shape the agenda on sustainable transport. Increasingly, SLoCaT members are representing the SLoCaT partnership at various events.

## 2. Building and Documenting Knowledge

### Synthesizing knowledge

SLoCaT has an important role to play in documenting and disseminating knowledge, especially that of SLoCaT members. SLoCaT is not a dedicated research organization and in those cases where SLoCaT does undertake research it is applied research, directly in support of the global mandate of SLoCaT.

Building on research efforts from previous years SLoCaT will in 2016 – 2017 continue to document knowledge on mitigation potential in the transport sector. SLoCaT's bottom up documentation of the mitigation potential has been instrumental in SLoCaT's advocacy on low carbon transport. The documentation of mitigation potential will have a strong linkage with the NDCs and will look forward towards the 2018 stock take called for in the 2015 Paris Agreement on Climate Change.

SLoCaT intends to be involved in research as well on transport, poverty and equity. This will build on the recommendations of the i-STEP (Inclusive Sustainable Transport in support of Action on Equity and Poverty) program that SLoCaT is implementing in 2015-2016.

SLoCaT will also, on a more modest level, continue research on financing of sustainable transport as this is widely considered as a key barrier to the scaling up of sustainable, low carbon transport.

### Feasibility study of bi-annual status report on transport and climate change

SLoCaT will consider production of a (bi-)annual flagship report on sustainable transport, similar to the [Renewables Global Status Report](#) by REN-21, and other similar reports. The analysis of the proposed report would be conducted on a country-by-country basis. During 2016, SLoCaT will explore potential need and methodologies (in conjunction with GIZ), with targeted implementation in 2017 in the case of a positive assessment.

SLoCaT also has a role to play in facilitating the reporting on sustainable transport related targets and indicators in the SDG Framework. This can include contributing towards the development of a coordinated monitoring framework for the transport component of the SDG framework. It is clear that this would involve active contribution of a range of SLoCaT members who are already taking up action on monitoring of specific targets and indicators.<sup>3</sup>

Where relevant and feasible SLoCaT would make use of outputs of other projects in the development and implementation of the bi-annual status report, e.g. by referencing outputs of projects on poverty and equity.

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<sup>3</sup> The World Bank has indicated that it is developing a global tracking framework for sustainable transport.

## Organize and Document Knowledge

SLoCaT has started to build various types of databases and will continue to maintain and expand these. This includes for example:

- Database of mitigation potential studies
- Database of Climate Finance funded transport projects
- Database of GHG assessment methodologies
- Database of literature on transport, poverty and equity.

## 3. Connecting Organizations and Individuals

### LCAA Transport Initiatives



Apart from governments, Non-state actors are also making valuable contributions to transport mitigation. The Lima-Paris Action Agenda (LCAA) includes a set of voluntary commitments made during and since the 2014 Secretary General's Climate Summit, which provide examples of non-state actors taking concrete measures to complement INDC proposals.<sup>4</sup> SLoCaT will in 2016-2017 continue to have an important role in the coordination of the transport action area under the LCAA. It will do so, in the context of the PPMC in active coordination with the French (COP21) and Moroccan (COP22) Presidencies.

### Paris Process on Mobility and Climate (PPMC)

SLoCaT will continue inclusive approach, combining forces with other initiatives like MCB and others, in support of continued facilitation of work on transport, climate change and sustainable development (e.g. LCAA) through continuation of the PPMC. A particular effort will be made in 2016-2017 to organize the private sector, for example by creating a group of leading private sector CEOs on mobility, climate change and sustainable development.

<sup>4</sup> <http://ppmc-cop21.org/transportinitiatives/>

## Regional Dialogues

As part of the move from advocacy towards implementation there are growing opportunities for SLoCaT to become involved in implementation oriented dialogues. In line with the mandate of SLoCaT, which calls for a focus on global and regional activities requests for national dialogues are generally turned down. An exception is being made however for China and India.

It is planned that in 2016 – 2017 regional/national dialogues will be conducted in:

- China, this in collaboration with UNDP, TPRI and WRI.
- India, this possibly in collaboration with TERI and the National Institute for Urban Affairs.
- Europe, this possibly in collaboration with EU (DG Development Cooperation)
- Latin America, this in collaboration with CAF

## Events

Much of SLoCaT's work in stakeholder mobilization is around key global events on sustainable development, climate change and transport. These meetings provide a good mix of:

- Dedicated transport meetings that can be used to advance SLoCaT's position on transport's contribution to action on sustainable development and climate change;
- Sustainable development oriented meetings that provide a follow-up to the adoption of the SDGs. Within this set of meetings SLoCaT intends to prioritize Habitat III related meetings as this will enable SLoCaT to provide a clear sense of direction on sustainable urban transport;
- Climate Change oriented meetings, these fall in two categories: (a) those that follow-up on the LPAA agenda on action by non-Party stakeholders; and (b) those that are more directly geared towards follow-up of the COP21 Decision and focusing on the UNFCCC process itself.

**Table 1 Global Transport Relevant Meetings in 2016 - 2017**

Date	Event	Location	Organizer(s)
Jul 10 – 15	<a href="#">World Conference on Transport Research</a>	Shanghai, China	WCTRS
July 21	Ministerial Round Table on Sustainable Freight as part of UNCTAD 14	Nairobi, Kenya	UNCTAD
July 25-27	Third Prep. Com. Habitat 3	Surabaya, Indonesia	Habitat 3 Secretariat
Mid Sep	Asian Development Bank Transport Forum	Manila	ADB
Oct 3 - 7	<a href="#">Walk21 Hong Kong</a>	Hong Kong	Civic Exchange, Walk21
Oct 17 - 20	<a href="#">Habitat III UN Conference on Housing and Sustainable Urban Development</a>	Quito, Ecuador	Habitat 3 Secretariat
Nov 7 - 18	COP22	Marrakech, Morocco	UNFCCC
October 6-7	Retreat on future institutional and governance arrangements in support of accelerated action on sustainable transport	Germany	SLoCaT Partnership
November 26 -27	Global Conference on Sustainable Transport	Ashgabat, Turkmenistan	SG-High Level Advisory Group on Sustainable Transport

<b>December (TBD)</b>	10 <sup>th</sup> Regional Environmentally Sustainable Transport Forum (EST)	Lao PDR	UNCRD
<b>January 2017</b>	SLoCaT Partnership Annual Meeting	Washington D.C	SLoCaT Partnership
<b>January 2017</b>	Transforming Transportation	Washington D.C.	World Bank – World Resource Institute
<b>May 2017</b>	International Transport Forum 2017	Leipzig (?) Germany	International Transport Forum

SLoCaT may be called upon to provide assistance to the Secretary General’s –Global Conference on Sustainable Transport in Ashgabat, Turkmenistan.

As part of its work on rural transport SLoCaT will also support a number of policy dialogs on rural transport. This would most likely be focused mainly on Asia and to a smaller extent on Africa;

Building on the success of Transport Days at COP 19,20 and 21 SLoCaT will in 2016 – 2017 organize three Transport Days. Two half day events in Surabaya and Quito as part of the Habitat 3 process and a full Transport Day in Marrakech as part of COP 22.



#### 4. Outreach

Outreach is in part about the messages SLoCaT is using to promote its objectives and in part about the channels it is using.

With respect to the messages to be used, SLoCaT will build on its experiences to develop a set of common messages used during COP21 and the Habitat III process. This worked well in mobilizing the sustainable transport community and increase the visibility of transport. We intend to make further use of #WeAreTransport on twitter and build this out further. In messaging SLoCaT intends to actively communicate the strong inter-linkages between the sustainable development and climate change agenda.

The main online outreach channels will continue to be the SLoCaT website and twitter. SLoCaT had very good experiences with the special PPMC campaign website during COP21 and will consider the use of such special campaign websites when appropriate. At the same time it will be important to ensure that relevant content is also migrated to the SLoCaT website to prevent fragmentation of information.

SLoCaT will update its website ([www.slocat.net](http://www.slocat.net)) in 2016 – 2017 to make it more visually appealing and to update its content management system.

It is expected that SLoCaT in 2016-2017 will make increased use of webinars to conduct its outreach.

## C. Delivery of SLoCaT Activities

The delivery of activities described in the previous section is carried out in part as core tasks of the SLoCaT Secretariat and in part through dedicated projects.

Projects are an important implementation mechanism for SLoCaT as core funding is far from sufficient to implement the SLoCaT Work Program. The SLoCaT By-laws make specific reference to the possibility of using project funding to implement the SLoCaT work program. Key consideration is that the projects need to be in line with the mandate of the SLoCaT Partnership (support global policies on sustainable development and climate change) and the results of such projects accrue to the wider sustainable transport community.

### Box: Examples of Recent and Ongoing SLoCaT Projects

- **Inclusive Sustainable Transport in support of action on Equity and Poverty (i-STEP)** (*Funders: CAF Development Bank of Latin America, Ford Foundation, and Hewlett Foundation*). Sustainable transport is an important enabler of poverty alleviation and reducing inequality if done right. The SLoCaT Partnership on Sustainable, Low Carbon Transport (SLoCaT) has initiated the i-STEP program to safeguard that growing support for sustainable transport in global processes and sustainable development fully acknowledges the importance of, and support for, the role of both urban and rural transport in the alleviation of poverty, as well as the promotion of inclusive development and equality. The first phase of the i-STEP program includes: (a) a literature review on transport and poverty focusing on urban poverty; (b) a consultation process among SLoCaT members on level of interest in, and dedicated capacity for, transport and equity as an area of activity, and (c) a White Paper to present options for future work on transport, poverty and equity, including the future role of the SLoCaT Partnership for such accelerated work on transport, poverty and equity.
- **Promotion of Sustainable Rural Access in the implementation of the 2030 Global Agenda on Sustainable Development (Phase 2).** (*Funder: Research for Community Access Partnership (ReCAP)*). Phase I of the project, enabled SLoCaT, to gain familiarity with the topic; build rapport with key stakeholders on rural transport; develop and pilot an outreach strategy; and establish a knowledge base on rural transport indicators and financing of rural transport services. The overall project objective is to promote rural transport infrastructure and services as a viable component of the implementation strategies for achieving the SDGs. The intended outcome is for governments and multi-lateral agencies, in particular development banks and UN agencies, to be aware of the role of rural transport and rural accessibility in contributing to achieving the SDGs. This in turn should translate into a higher priority for rural transport and infrastructure related investments in their policies, project portfolios and long-term objectives. The intended impact is increased rural access in Africa and Asia, contributing to improving livelihoods, economic growth and reducing poverty and isolation.
- **Institutional strengthening of the Partnership on Sustainable, Low Carbon Transport (SLoCaT)** (*Funder: The German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) through the GIZ TRANSfer Program*) German support to the SLoCaT Partnership will enable SLoCaT to promote sustainable, low carbon transport at

the global level. It is anticipated that German support will encourage other organizations to consider supporting the SLoCaT Partnership as well

- The overall Project to which this project will contribute significantly is: *“The institutional capacity of the SLoCaT Foundation is strengthened”*. The planned Outputs for 2015 and 2016 include three main areas: Procedures and internal organization of the SLoCaT Foundation are improved and reflect best international practice for small non-profit organizations, SLoCaT elaborates substantive contribution to the 2015 COP21 and its follow-up process in 2016, and SLoCaT organizes transport activities during COP21 and COP 22.

In 2016-2017 SLoCaT will implement a series of projects like in the previous years. In 2016-2017 SLoCaT will continue existing efforts to consolidate project activities into larger programs, often with multiple funders. The development of projects, will take account ongoing and planned work by SLoCaT members to avoid overlap. As much as possible, projects will reflect broad agenda (climate change and sustainable development), this to avoid fragmentation in the work of SLoCaT

## D. Institutional Issues

### 1. Organizational Development

Transport is increasingly being integrated in global policy processes and agreements (e.g. Financing for Development, Global Decade of Action on Road Safety, 2030 Agenda on Sustainable Development and associated SDGs, Paris Agreement on Climate Change, New Urban Agenda – Habitat III, and UNCTAD 14).

Now that the integration of transport in these global policy processes appears to be assured the emphasis in discussions on sustainable transport is increasingly shifting towards how to best implement transport’s contribution to these global agreements. In that context there is also renewed interest in institutional and governance arrangements to structure the interaction between different types of stakeholders in the transport sector. An underlying assumption in many of these discussions is the need for a stronger buy-in, in global institutional arrangements on sustainable transport, especially from senior government officials and private sector CEOs. There are concerns as well that such discussions on new global institutional and governance arrangements might either duplicate existing arrangements or that these are not sufficiently building on existing arrangements.

There is general agreement that it will be helpful to clarify global institutional and governance arrangements in support of accelerated action on sustainable transport before the end of 2016 and that COP22 in Marrakesh and the Global Conference on Sustainable Transport hosted by SG Ban Ki-moon in Turkmenistan in late November are important milestones.

This discussion on institutional and governance arrangements is of direct relevance to the SLoCaT Partnership who is currently also considering its future role and mandate following the adoption of the SDGs and the Paris Agreement on Climate Change. Since the establishment of the SLoCaT Partnership in 2009 there have been changes in the institutional context on sustainable transport. New initiatives and processes have come forward and others have disappeared. The SLoCaT Partnership itself has also evolved and increased its organizational capacity. It will be important for the SLoCaT Partnership to consider what structure will be most effective to contribute towards the implementation of the post

2015 development agenda. A key feature in deliberations on this topic will also be the need to strengthen national level action on sustainable transport and how SLoCaT as an entity, within its limited resources, can best help its members in strengthening local level action.

The retreat planned by the SLoCaT Partnership for Autumn 2016 can therefore play an important role in building consensus on future institutional and governance arrangements in support of accelerated action on sustainable transport. SLoCaT's active role in organizing the discussion on global institutional and governance arrangements should help to secure clarity on SLoCaT's role in such future arrangements.

To inform thinking and help consensus building on the topic of institutional and governance arrangements in support of accelerated action on sustainable transport the SLoCaT Partnership plans to undertake a detailed stakeholder mapping in the coming months.

## **2. Governance**

### **Impartiality Committee**

SLoCaT, in line with the provisions of its By-laws, commissioned an independent three-person expert Impartiality Committee in the first quarter of 2016. This Committee was charged to review and recommend changes to the governance structure of the SLoCaT Foundation. It was also charged with a review of the financing structure and functioning of the SLoCaT Secretariat, and the impartiality of overall governance and operations of the Foundation.

The Impartiality Committee's Report, based on 22 interviews with SLoCaT members, Board Members, and staff, provides valuable observations and recommendations. Taking into account the positive experiences from 2015-2016, a second Impartiality Committee will be set up. It is expected that the Impartiality Committee will conduct its review in the first quarter of 2017.

### **Expanded Board SLoCaT Foundation**

In 2016-2017 the SLoCaT Board will have been expanded to 13 members by adding four untied, independent Board members. This will allow SLoCaT to strive for greater diversity in terms of gender and regional representation in the Board. It can also facilitate a more inclusive discussion of new ideas on sustainable transport since the independent Board members will not be beholden to any specific organization or constituency.

Following the initial replacement of the first batch of members of the Board of the SLoCaT partnership in mid 2016, the other remaining members of the Board will be up for re-election as well in mid-2017 elections.

## **3. Strategic Alliances**

Taking into account the lessons learned from the PPMC, SLoCaT would put greater energy in building stronger strategic alliances with other groups and processes. These will be partly within the transport sector and partly outside the transport sector. Examples of such strategic alliances include SLoCaT's work with REN21, which is coordinating work on renewable energy and which has approached SLoCaT to

provide transport sector specific inputs in its work. Another example is the Climate Bonds Initiative, which is working on the development of guidance to various sectors on the use of climate bonds and where SLoCaT is helping to mobilize its members in support of developing transport sector specific guidance. A final example is the Regional Environmentally Sustainable Transport Forum in Asia, where SLoCaT is now in discussion to develop a formal partnership that will enable SLoCaT and its members to engage in a more pro-active manner in policy discussions on sustainable transport in Asia making use of the EST Forum institutional infrastructure.

In 2016 – 2017 SLoCaT will also complete the integration of the Bridging the Gap (BtG) initiative into the SLoCaT Partnership, incorporating the knowledge base of the BtG and by offering BtG partners to engage in a dedicated working group on transport and climate change.

#### 4. Internal Capacity Building

SLoCaT, especially the SLoCaT Foundation, remains a young organization and there will be continued need to strengthen the Partnership and its Secretariat. This includes a further professionalization of the Secretariat through the establishment of appropriate administrative and financial control systems. In preparation of a possible future relocation of the SLoCaT Secretariat, in about 2-3 years, the physical footprint of the organization in Shanghai will remain modest and the organization will continue to function to a considerable extent as a virtual organization. In order to ensure a minimum critical mass in the SLoCaT Secretariat in Shanghai one additional professional staff will be engaged.

A special point of attention in internal capacity building is also increasing the diversity (gender and regional) as recommended in the report of the 2016 Impartiality Committee.

#### 5. Membership engagement

The success of an organization like the SLoCaT Partnership largely depends on the active engagement of the members. SLoCaT will continue its efforts from 2015-2016 to raise the level of engagement of its members in its activities. The year 2016 – 2017 will start with a smaller number of SLoCaT members because of the removal of in-active members in 2015-2016.

All new members will be asked to endorse the Members Charter to ensure that there is a good fit between the SLoCaT members and the Secretariat.

#### Key Elements SLoCaT Partnership Members Charter

**Common Objectives:**

- Promote the integration of sustainable, low carbon transport in global policies on sustainable development and climate change

**Roles and Responsibilities SLoCaT Partnership:**

- Be transparent and accountable in the implementation of the governance structure of the SLoCaT Partnership and SLoCaT Foundation
- Manage the Finances of the SLoCaT Partnership in a responsible and transparent manner
- Be responsive to needs of SLoCaT members and make full use of SLoCaT's resources, including its online outreach tools, to support global and regional efforts of SLoCaT members to promote sustainable, low carbon transport
- Seek the active involvement of SLoCaT members in the implementation of its Work Program, e.g. the

- development of knowledge products and the organization of events
- Inform SLoCaT members on through periodic updates (at least once a month) on the implementation of the SLoCaT work program
- Roles and Responsibilities Members of the SLoCaT Partnership**
- Share relevant information on sustainable, low carbon transport with other members of the SLoCaT Partnership
  - Contribute actively to the development of SLoCaT knowledge products on sustainable, low carbon transport
  - Add their voice to advocacy activities of the SLoCaT Partnership through supporting submissions to international processes or by taking part in policy outreach activities and event
  - Contribute, to the functioning of the SLoCaT Partnership through an annual support fee determined by the Board of the SLoCaT Foundation unless a waiver for such payment is being extended
  - Contribute to the development and implementation of the SLoCaT work program either by providing conceptual inputs or through co-financing of activities in the approved SLoCaT work program
  - Contribute in kind to the implementation of the SLoCaT work program; this especially where it is not possible to pay an annual support fee.

SLoCaT Secretariat will continue to advocate the development of programs and projects in support of the SLoCaT work program that have active involvement of SLoCaT members. To do this in a transparent and accountable manner, especially when this involves financial support channeled to SLoCaT members through the SLoCaT Secretariat, an additional section will be added to the By-laws of the SLoCaT Partnership to help facilitate this. This also includes continued emphasis on convincing SLoCaT members to pay support fee or contribute in kind.

## E. Funding and Financing

### 1. Budget

In line with past policies there will be no attempts to substantially increase the size of the budget of SLoCaT in 2016-2017. The Work Program will start off with a budget of \$972,071 (which would be an increase of 12% over the expected annual budget performance for 2015-2016. This would allow the expansion of the Secretariat with one additional mid-level professional staff to strengthen the capacity of the Secretariat and reduce vulnerability in case of staff turn over.

	Original Approved Budget 2015-2016	Expected Actual Performance 2015-2016	Proposed Budget 2016-2017	Increase of 2016-2017 over Expected Actual Performance 2015-2016
A. Staff Costs	\$455,559	\$567,644	\$579,061	2%
B. Travel	\$60,500	\$78,992	\$104,050	32%
C. Hosting SLoCaT Foundation Office	\$70,300	\$84,568	\$155,260	84%
D. Event Costs	\$99,763	\$97,903	\$76,750	-22%
E. Marketing and Promotion	\$5,200	\$14,727	\$22,950	56%

<b>F. Outsourced Services</b>	\$23,500	\$21,471	\$34,000	58%
<b>TOTAL</b>	<b>\$714,822</b>	<b>\$865,304</b>	<b>\$972,071</b>	<b>12%</b>

A gradual expansion to about \$1.2 million might be considered later in the year if funding would be available from a number of projects that are currently still under discussion.

## 2. Fund Raising

SLoCaT will maintain its general policy of limiting individual donors to a maximum of about 20% of the annual SLoCaT budget. Building on its strengths in 2015-2016, SLoCaT will intensify efforts to seek core support, develop repeat donors and build more substantive programs. This would allow SLoCaT to reduce the number of very small grants/projects (less than \$50,000), which often come with high transaction costs.

## F. Key Performance Indicators

Key performance indicators are used by the SLoCaT Secretariat to report progress to the SLoCaT Board.

<b>A. Impacts (3-5 year timeframe)</b>
<b>B. Outcomes</b>
<b>B1. Position of Sustainable Transport in Global Policies on Sustainable Development and Climate Change (Paris Agreement on Climate Change, the Sustainable Development Goals, the Decade of Action for Road Safety 2011-2020, the Addis Ababa Action Agenda on Financing for Development, Habitat III New Urban Agenda, and 14th United Nations Conference on Trade and Development) is further strengthened</b>
<b>B2.1. The SLoCaT Partnership is acknowledged as a leader in efforts to integrate sustainable, low carbon transport in global policies on sustainable development and</b>

<b>climate change</b>
<b>B2.2. SLoCaT Partnership has well defined role in future global institutional and governance arrangements in support of accelerated action on sustainable transport.</b>
<b>B3. Members of the SLoCaT Partnership continue to rate the performance and impact of the Partnership overall positive</b>
<b>C. Outputs</b>
1. Shaping Future Agendas
<b>C.1.a Common Framework, Global Road Map and Quick Wins successfully completed and disseminated to relevant stakeholders</b>
2. Building and Documenting Knowledge
<b>C.2.a SLoCaT completes a minimum of three research products in 2016-2017</b>
<b>C.2.b SLoCaT knowledge products are increasingly consulted and used by SLoCaT members and other stakeholders.</b>
3. Connecting Organizations and Individuals
<b>C.3.a SLoCaT events are successfully organized and rated positively by participants</b>
4. Outreach
<b>C.4.a SLoCaT Partnership reaches a growing number of stakeholders through a well thought out and implemented outreach strategy and tools</b>
<b>D. Delivery</b>
1. Key Projects
<b>D.1.a Key SLoCaT Projects are implemented according to implementation plans agreed with funders</b>

<b>E. Organizational</b>	
1. Governance	
<b>E.1.a Impartiality Committee in place that has delivered report, the recommendations of which are discussed in the Partnership and appropriately acted upon</b>	
<b>E.1.b SLoCaT Retreat has assessed the continued relevance of SLoCaT mission and resulted in agreement on SLoCaT's contribution to future institutional and governance arrangements in support of accelerated action on sustainable transport</b>	
2. Secretariat	
<b>E.2.a SLoCaT Secretariat operates in effectively and efficiently, aided by operations manual and in a manner that actively involves SLoCaT Members</b>	
3. Diversity Performance	
<b>E.3.a. SLoCaT successful in strengthening diversity (gender, regional) in its structure and operations.</b>	
4. Membership	
<b>E.4.a SLoCaT membership represents stakeholders on sustainable transport and is actively engaged in formulation and implementation of SLoCaT Partnership activities and the % of members that is directly or indirectly involved (through funding, participation, co-organizing events etc.) in SLoCaT activities is over 75% by the end of 2016-2017.</b>	
5. Financial Management	
<b>E.5.a SLoCaT Foundation receives a clean review of accounts for financial year 2014-2015</b>	
<b>E.5.b 75% of budget in place by end of First quarter (September); 85% of budget in place by end of Calendar year (December); 100% of budget in place by end of Third Quarter (March); 65 % of budget for next financial year in place by end of current financial year (June)</b>	