



SLoCaT Work Program 2018 – 2019

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I. Background

The [Partnership on Sustainable, Low Carbon Transport \(SLoCaT\)](#) promotes the integration of sustainable transport in global policies on sustainable development and climate change and leveraging action in support of the implementation of the global policies.

SLoCaT is a multi-stakeholder partnership of over 90 organizations (representing UN organizations, Multilateral and Bilateral development organizations, NGOs and Foundations, Academe and the Business Sector). The SLoCaT Foundation (officially “Stichting Partnership on Sustainable, Low Carbon Transport (SLoCaT) Foundation”) was established in July 2014 in The Hague, the Netherlands to enable, facilitate and support the SLoCaT Partnership in promoting sustainable, low carbon transport.

The activities of the SLoCaT Partnership are guided by the SLoCaT Work Program. The Work Program for 2018-2019 is based on major developments and recent trends of sustainable, low carbon transport in 2018 and expected issues for 2019 which are outlined in this section.

A. Major Developments on Sustainable, Low Carbon Transport in 2018

To meet the mitigation targets set out in the [Paris Agreement](#) that was adopted at COP 21, national governments (i.e. Parties) are required to commit to shift towards low-carbon development. Under the Fijian COP 23 presidency the [Talanoa Dialogues](#) were introduced as the first opportunity for Parties and non-Party stakeholders to come together and to discuss climate action. The main Talanoa Dialogues are held in two rounds; the first phase was completed in April-May and the second phase will be from October to December. In addition, UNFCCC encourages organizations to hold independent Cities and Regions Talanoa Dialogues throughout 2018, a series of in-country climate consultations designed to kick off a collaborative process involving all levels of government. The Talanoa Dialogues are planned as a bottom-up, proactive and immediate response by local and regional governments to the global call for multi-stakeholder conversations on climate action worldwide. These Dialogues provide the transport community with a series of opportunities to show case and increase the impact of climate action taken by the transport sector.

Another opportunity for convening stakeholders in transport and related fields will be the [Global Climate Action Summit](#) (GCAS) to be held on September 12-14, 2018. The summit will bring together countries, cities, companies and civil society to step up action and to make new commitments on climate change, demonstrating the increasing importance of the private sector and stronger involvement of sub-national stakeholders in catalyzing deeper worldwide commitments and accelerated climate action. SLoCaT will organize side events on the forthcoming Transport and Climate Change Global Status Report (TCC-GSR) and the Transport Decarbonisation Alliance (TDA), with planned participation in other GCAS events.

This year’s global climate change conference, [COP24](#), will be held from December 3 – 14, 2018 in Katowice, Poland. A major topic at COP 24 will be the Paris rule book – guidelines for implementing the Paris agreement – and the preparation of the second generation of [Nationally Determined Contributions \(NDCs\)](#). This year SLoCaT will once again organize Transport Day 2018 together with Civitas, City of Katowice and Paris Process on Mobility and Climate. It is aimed that Transport Day 2018 to bring together the transport community to focus greater attention on transport's potential to contribute to Paris Agreement targets, and bring the sector’s key messages to the main conference.

B. Major Developments on Sustainable Transport and SDGs

The progress towards the [2030 Agenda for Sustainable Development](#), which is an action plan towards eradicating poverty by addressing the greatest global challenges, is reviewed annually at [High-Level Political Forum \(HLPF\)](#). The 2018 HLPF in July 2018 reviewed [Sustainable Development Goals](#) (SDGs) 6,

7, 11, 12 and 15. Since transport is a cross-cutting issue, there are direct and indirect linkages to several SDGs. SLoCaT tracks the reporting on transport by 47 countries through the analysis of Voluntary National Reviews (VNRs). The latest [SLoCaT analysis](#) finds that despite a slight improvement from 2016 and 2017, gaps remain in reporting on transport and its contribution to sustainable development in VNRs submitted in 2018; that there is a need to set more specific, quantified targets aligned with the transport-related SDGs; and that data to illustrate progress on transport-related SDGs are not always provided in the VNRs in a consistent format or level of detail. VNRs can create a more comprehensive vision of sustainable transport development if countries can emphasize more prominently - with proactive approaches and specific policy examples - that transport is a vital, cross-cutting sector which enables other sectors to implement the 2030 Agenda.

The [New Urban Agenda](#) was adopted at [Habitat III](#) in Quito in October 2016 to set “standards and principles for the planning, construction, development, management, and improvement of urban areas.”¹ On the topic of sustainable development and transport, the [World Urban Forum 9 \(WUF9\)](#), which was held in February 2018, was an important follow-up event on the [New Urban Agenda](#) (NUA). These events encouraged more cities to embrace sustainable transport and expand its portfolio to include new technologies (e.g., dock-less bike-sharing systems, new mobility services). With the new Executive Director and leadership in UN-Habitat, however, it is still unclear about momentum of NUA as there has been more global attention to the SDGs.

C. Current Sectoral Challenges

In recent years, several milestones were achieved with the Paris Agreement, 2030 Agenda for Sustainable Development and the New Urban Agenda. These global agreements give a framework and opportunities for ambitious action. However, the transport sector is trailing behind other sectors in emission reductions and will become the most polluting energy sector in many countries (e.g., USA).

Thus, major challenges that the transport sector faces in meeting the goals of the global agreements are; lack of sectoral GHG targets, coupled with lack of political will and technical capacity. In addition, transport as a sector is not always a high policy priority for many governments. Therefore, there is a need **to develop roadmaps such as the Global Macro Roadmap developed by PPMC and other tools** that offer guidance towards developing targets to decarbonize the sector and implementing of sustainable transport policies on the international, regional and subnational scales. Further, the progress towards the achievement of the transport goals expressed in these global agreements has to be tracked, analyzed and discussed.

A recent trend is the strong focus on electric vehicles but it is important to note that they only achieve some aspects of sustainable urban transport. Electric vehicles, if coupled with renewable energy, do reduce pollution emissions and fossil-fuel consumption but do not other negative externalities of transport such as congestion, road safety and affordability issues. A more balanced approach of avoid, shift and improve actions on sustainable, low carbon transport is necessary. These approaches and measures need to be affordable and have sustainable development co-benefits.

II. SLoCaT Focus Areas 2018 – 2019

In determining the focus and scope of its work for 2018-2019, the SLoCaT Secretariat has taken into consideration the five main recommendations from the January 2018 Annual Membership Meeting & January SLoCaT Board Meeting .

¹ UN Habitat (2016). *New Urban Agenda*. <http://habitat3.org/wp-content/uploads/NUA-English.pdf>

1. Focus on 2 primary action streams due to their strong connection to major global processes and SLoCaT’s core strengths: For the past few years, SLoCaT had a range of workstreams including climate change, urban transport, rural transport, and poverty/equity and transport. In January, both SLoCaT Members and the SLoCaT Board emphasized the importance of focusing on two central workstreams where SLoCaT’s expertise lies and global processes have also created a momentum. Hence it was recommended that SLoCaT’s primary focus would become climate change and transport with a secondary focus on urban transport.

2. Better align SLoCaT’s ambition with resources; current funding better matches with low carbon and urban mobility related work: In the previous year, SLoCaT Secretariat faced some financial challenges which in part was due to spreading its resources too thin in conducting numerous activities and working on several unfunded projects. The recommendation from the SLoCaT Board was to better align SLoCaT’s ambition and work with available funding which are mostly on the issues around low carbon and urban mobility.

3. Select a few cross-cutting activities: In addition to the separate activities under the climate change and urban mobility workstreams, there will be a number of activities cross-cutting both, such facilitation of the 21 Transport Initiatives under the Marrakech Partnership for Global Climate Action, Multilateral Development Bank Working Group on Sustainable Transport and Sustainable Mobility for All (SuM4All) . In SuM4All, SLoCaT is a member of the Steering Committee and also co-lead of the of the Green Goal Working group.

4. Maintain a global/regional focus: SLoCaT Partnership has been focusing on global and regional level work since its inception. In 2018-2019, global and regional level focus will be maintained and SLoCaT’s involvement in national or city level activities will be through its members.

A. Climate Change Action Stream

In 2018-2019 SLoCaT’s work in different focus areas will be organized in three key categories; Catalogue, Connect and Catalyze.

CATALOGUE	CONNECT	CATALYZE
<ul style="list-style-type: none"> Track and analyze progress of transport in major global agreements 	<ul style="list-style-type: none"> Sustainable transport community, decision makers and peer sectors 	<ul style="list-style-type: none"> Facilitating coordinated action on activities of transport organizations
<ul style="list-style-type: none"> Report results, insights and guide to more action 	<ul style="list-style-type: none"> Global processes to local realities 	<ul style="list-style-type: none"> Increased ambition on transport
<ul style="list-style-type: none"> Create knowledge products, synthesize data and info streams 	<ul style="list-style-type: none"> Transport sector with global and regional processes 	<ul style="list-style-type: none"> Accelerated implementation of sustainable transport policies and measures

Catalogue

Among “Catalogue” actions, SLoCaT is leading development the Transport and Climate Change Global Status Report (TCC-GSR), a flagship report whose objectives are to illustrate transport and climate change market trends and policy targets/measures, to provide a resource for policy-makers

to increase transport ambition in national and sub-national mitigation and adaptation plans, and to provide a central knowledge base to facilitate action on low carbon transport in the context of global agreements.

The TCC-GSR is supported by the Transport Knowledge Base (TraKB), a data repository which gives users one-click access to all major datasets compiled by SLoCaT (e.g. NDCs, Voluntary National Reviews, climate-finance instrument projects), as well as publicly-accessible data from various external sources (e.g. transport activity, emissions, air quality, road safety). All major mobility modes (e.g. aviation, high-speed rail, bus rapid transit, urban rail, cars, cycling, walking) are included, and expansion is ongoing.

SLoCaT has also been selected to lead the Low Carbon Transport theme of the Applied Research Programme in High Volume Transport developed by the Department for International Development of the United Kingdom (DFID). Objectives of this project include exploring the current state of knowledge and capacity of low carbon transport in low income countries (LICs) in Africa and South Asia; providing a review of the technological and non-technological options for priority countries to move towards low carbon passenger and freight transport; and evaluating the feasibility of supportive capacity building and knowledge management strategies for a subsequent phase of the project.

During 2018-2019, SLoCaT will also consider options for updating its existing research on the treatment of transport in Nationally-Determined Contributions (NDCs), as well as quantifying current progress toward pledged pre-2020 action in the transport sector in the context of a projected emissions gap. Further, synergies between NDC and Voluntary National Reviews (VNR) development, implementation, reporting are currently underdeveloped, and a three-pronged strategy (led by SLoCaT and key partners) can help to incorporate sustainable transport more fully in these processes.

This would involve *research* to map and highlight examples of/opportunities for coordinated treatment of transport in NDCs and VNRs and to conduct synergy/gap analysis at regional and global levels; adding a transport- specific *guidance* to the [VNR handbook](#) and adding parallel transport sector recommendations to NDC guidance (following earlier [INDC guidance](#)); and conducting *workshops* in regional conferences. In October there will be two main regional conferences where SLoCaT will work to organize the workshops on transport sector recommendations for NDCs and VNR Handbook. The first of the workshops will be the Regional Environmentally Sustainable Transport Forum in Asia which will take place in Ulaanbaatar in Mongolia in the beginning of October. Around mid-October the Cities Conference II: Towards Safe, Affordable and Sustainable Urban Mobility in Latin America and the Caribbean will take place in Santiago, Chile.

Connect

Among “**Connect**” actions, SLoCaT is participating in global events, contributing to regional dialogues; and coordinating UNFCCC submissions with the input of SLoCaT members and other partners.

SLoCaT is organizing events to promote the TCC-GSR (see above) and the TDA at the Global Climate Action Summit in September 2018.

SLoCaT, also in its capacity as the co-founder of PPMC, has participated in the Asia –Pacific Climate Week organized by the UNFCCC, in Singapore in July 2018. SLoCaT was the lead organizer of the High Level Transport Session on Transport together with a number of SLoCaT Members including International Association of Public Transport (UITP) to focus the efforts of the global sustainable transport community.

SLoCaT is building upon two transport-focused submissions to the Talanoa Dialogue in May 2018 (on behalf of PPMC and the [SLoCaT members](#) and TDA members) to create a new submission for October 2018, to answer three questions (i.e. Where are we? Where do we want to go? How do we get there?)

The Talanoa Dialogue inputs will feed into broader dialogue opportunities at COP24 in Katowice in December 2018. SLoCaT as part of its activities under the PPMC is cooperating with CIVITAS to organize Transport Day 2018 at the City Hall in Katowice. The programming for the event will be jointly done by CIVITAS and SLoCaT, with inputs from SLoCaT members and funders. SLoCaT will organize, participate in, and support other events at COP24. And as noted above, SLoCaT is exploring regional workshops in Asia and Latin America in late 2018 to strengthen the nexus between NDC and SDG development and enhancement.

Catalyze

Among “**Catalyze**” actions, SLoCaT is organizing collaborative initiatives and offering process support to initiatives on transport and climate change.

, TDA was officially launched in May 2018 with 17 members; including 6 countries, 5 cities and 6 companies. TDA members are starting to form “Communities of Interest” (CoI) working groups focusing on topics including [urban] freight issues, [electrification/renewable energy] and fast tracking the decarbonization of transport. SLoCaT is serving as the Interim Secretariat of the TDA until the end of 2018.

In addition, SLoCaT (in cooperation with PPMC) is supporting the development and expansion of the current 21 Marrakech Partnership for Global Climate Action (MPGCA) Transport Initiatives, by highlighting initiatives in the TDA and other processes, and by creating a planned Third Progress Report on MPGCA Initiatives in late 2018.

B. Urban Transport

With the implementation of the SDG’s, the New Urban Agenda and the Paris Agreement there is considerable global policy interest in urban development however these different global processes are (i) rather unconnected, (ii) as these are UN led processes cities are rather left out in decision making process and (iii) rather unconnected to the reality of cities.

SLoCaT’s work on urban mobility is designed to address these weaknesses. In 2018-2019 we will **Catalogue** what is happening on urban mobility, **Connect** these global processes to the reality of urban development and **Catalyze** action by cities.

Catalogue

Cataloguing action through e.g. the review on VNRs submitted annually to the UNHLPF and the NDCs submitted in the UNFCCC process not only disseminates understanding of what is happening but importantly allows us to identify best practices and identify gaps and weaknesses to be addressed. Having an up to date global perspective of what is happening on urban mobility along with our global partner network puts SLoCaT in a very good position to contribute to global initiatives such as TUMI, SuM4ALL, World Urban Forum and the Shared Mobility Principles.

Connect

Cities need clear and integrated global policy messages in order to translate these multiple global agendas into action on the ground. By understanding and **connecting** these different processes and the realities of city development we can foster integrated and meaningful, pragmatic policy

messages for cities in our work and contribute to regional events such as the UN ECLAC Cities Conference, EST Asia Forum and EU POLIS conference.

Catalyze

The unique insights we have from our work on global sustainable development processes allows us to develop and contribute to different initiatives to **catalyze** action on urban mobility. Through contributing to TUMI activities;, developing training courses, integrating cities into TDA and supporting our city network Members (POLIS, WWF, C40) etc., SLoCaT can catalyze more widespread action.

C. Cross-cutting initiatives

SLoCaT is contributing to various cross-cutting activities between climate change and urban transport.

SLoCaT is supporting the many MPGCA initiatives with an urban focus (e.g. public transport, walking, cycling, ITS, urban mobility plans), contributing to common goals of urban mobility and climate action.

SLoCaT is continuing its contribution to the Green Mobility Group under the SuM4ALL (in addition to previous contributions to the Urban Access) and the Global Roadmap of Action, which is currently under revision in preparation for a consultation phase starting in September 2018. SLoCaT has also been an active member of the SuM4All Steering Committee since the beginning and in June 2018, SLoCaT has been elected as one of the two Civil Society Representatives in the Steering Committee.

SLoCaT plans continued support of the MDB Working Group on Sustainable Transport, including supporting the 2017-2018 Progress Report in addition to other activities to be confirmed. In addition, SLoCaT aims to build upon previous MDB bilateral contracts (e.g. CAF quick wins analysis, Islamic Development Bank climate/urban report) by expanding these contracts to subsequent phases (pending further discussion).

D. Activities for Further Exploration

In 2018-2019, SLoCaT will explore further involvement in the following areas.

First, SLoCaT will explore options to support climate adaptation efforts in the transport sector, building upon the released at COP22 Marrakech. SLoCaT is interested in continuing to support the Global Centre of Excellence Climate Adaptation (GCECA) as an expert advisor in transport, one of three initial focus areas of the Centre.

Second, SLoCaT is a founding coalition member to the [Shared Mobility Principles for Livable Cities](#), which represent a collaborative initiative to channel disruption in the mobility sector to build cities that are more sustainable, livable, and just, through more efficient patterns of shared mobility systems and use. These principles can be promoted through TDA activities, regional workshops, and other channels to accelerate balanced implementation of sustainable transport measures.

Third, SLoCaT is taking steps to strengthen its engagement in Africa to achieve greater geographical balance with current projects and experience in Asia and Latin America. This is to be pursued through the forthcoming DFID-funded HVT Low Carbon Transport project, as described above, and through engagement with the Africa Transport Policy Program (SSATP).

III. Institutional Development

A. Changes in SLoCaT during 2018-2019

In the first half of 2018-2019, SLoCaT Secretariat will go through a series of transitions in leadership, office location, operational procedures and staff composition. These changes will be implemented in a balanced and coordinated way to ensure continuity and stability in SLoCaT's projects and its services to its members and funders.

Change in Leadership

The founding Secretary General of SLoCaT Partnership has left his position in mid-April 2018 after nine years of service to the organization. The SLoCaT Board has formed a special Board Committee; Transition and Selection Committee to lead the search and recruitment process for a new Secretary General. The Transition and Selection Committee has been working since May 2018 to find the right leader for the SLoCaT Partnership and the process is soon coming to an end with the final decision and approval by the full SLoCaT Board. It is planned that the new Secretary General of the SLoCaT Partnership will be announced in September 2018. The change in the leadership will bring differences in the operational procedures, new processes for finance and administration and changes in the responsibilities of some of the staff members. It is expected that the Secretariat will go through a transitional period in the first months of the new Secretary General, and will be full operating mode by COP 24 in December 2018 and the Annual SLoCaT Meeting in January 2019.

New Location for the SLoCaT Secretariat

The SLoCaT Secretariat had been located in Shanghai, China since its establishment in 2009. At the time, the headquarters of the SLoCaT Secretariat had been selected based on the location of the founding SLoCaT Secretary General. The change in the top leadership of the organization will also bring in a transition in the location of the Secretariat, providing an opportunity to move the headquarters to a more central location in Europe. It is expected that the move to Europe will take place in fall 2018, and new administrative staff for finance and outreach will be recruited in this European location.

It is proposed that the new location of the Secretariat will become the permanent headquarters of the organization, and in the coming years new Secretary Generals and administrative staff will be based in this new location.

Strengthened Finance and Operations

In the past few years, SLoCaT Secretariat has steadily grown its research team and network of globally renowned consultants on sustainable, low carbon transport issues. The growth and strengthening of the research team has not been reflected in the finance and administrative team and systems of the organization. The finance and administrative team has seen a rapid turnover in staff and relatively ad-hoc operational procedures rather than structural systems in financial management.

In preparation of the new fiscal year, SLoCaT Secretariat hired a financial and operational consultant in May 2018. In alignment with the recommendations of the consultant and guidance from the Board, the SLoCaT Secretariat will make a series of improvements in its financial and operational management. This will include the purchase and utilization of a new accounting software, improved financial and budgetary management tools and new project management processes. In addition, the finance and management team will be strengthened by the recruitment of additional team members which will be explained in the following section.

New Staff Members in 2018-2019

As a growing organization, it is important for capacity of the SLoCaT team to match the increasing number of projects and work load. Hence in 2018-2019, the SLoCaT Management expects to hire a number of new staff members to strengthen the Secretariat staff.

It is planned that three new staff members will join the SLoCaT team in September/October 2018:

- **Finance Manager** to strengthen the finance and administrative team of the organization. It is expected that this position will be based in the new location of the SLoCaT Secretariat and will be operational as of 1st of September.
- **Senior Associate for the research and project team** to strengthen the capacity of the existing team and enable SLoCaT to deliver its project in highest quality in a timely manner.
- **Outreach and Events Coordinator** to support the numerous high level events coming up such as Global Climate Action Summit in California in September, EST Forum in Mongolia in October and the many activities during COP 24 in December will be recruited in the first half of the new fiscal year.

Two of the three positions; Finance Manager and Outreach & Events Coordinator, are not new positions but rather replacement of team members who left the organization in the first half of 2018.

B. Institutional Identity Questions

The institutional landscape of the sustainable transport community has changed significantly since the establishment of the SLoCaT Partnership in 2009. In the last decade more and more initiatives have been formed by SLoCaT and other institutions, creating a strengthened yet a more populous network of organizations in the transport community.

SLoCaT has also made its contribution to the new landscape. PPMC was jointly founded by SLoCaT and Movin'On by Michelin in 2015 to provide a platform to strengthen the voice of transport in UNFCCC negotiations and other climate related events. In 2018, SLoCaT and Movin'On pioneered the establishment of TDA which brings together with champion countries, cities and companies on decarbonization of transport. TDA is a "coalition of the willing" which aims to accelerate the worldwide transformation of the transport sector towards a net-zero emission mobility system before 2050. In addition to PPMC and TDA, the Movin'On by Michelin and the Michelin Open Labs add to the institutional complexity within the proximity of SLoCaT Partnership. SLoCaT will work together with Michelin to clarify the role and relative strengths of these institutions and create a clearer image for the different initiatives.

Furthermore, the establishment of the SuM4All which SLoCaT is also part of, has added another level complexity to the institutional landscape of the transport community.

Another institutional identity question SLoCaT will need to tackle in 2018-2019 is the engagement of business sector in SLoCaT Partnership; either as members, partners or funders of the organization. In achieving the SDGs and the 1.5 target of the Paris Agreement, it will be critical for the non-state actors such as cities, civil society and companies to work together to succeed in establishing a more sustainable and low carbon future. In 2018-2019 The SLoCaT Secretariat will work together with the SLoCaT Board and the SLoCaT members to find the ideal way to engage the business sector.

C. Institutional Risks

In implementation of the Work Program 2018-2019, SLoCaT Secretariat foresees two types of risks; financial risks and organizational risks.

Financial Risks

SLoCaT Secretariat foresees two major risks; one long-term and one short term regarding SLoCaT's financial health.

Medium-long term financial sustainability of the organization

Since its establishment in 2014, the SLoCaT Foundation, the official registered institution on behalf of SLoCaT Partnership, has seen fluctuating financial success. In two of the last four years, SLoCaT ended the year with some net revenue, where as in the other two years the year end results showed a loss. There were a number of reasons behind the financial fluctuations including the small scale and short-term nature of many of our projects, lack of sufficient flexible funding to cover the overhead costs, and multiple projects with diverse demands, deliverables and requirements.

These problems indicate a risk for medium-long term financial sustainability of the organization. In order to address this risk; the SLoCaT Secretariat will focus on larger scale multiple year projects from major funders, create signature projects to be funded by funding consortiums where multiple funders support the same projects such as TCC-GSR and TDA and work on raising institutional core funding.

Organizational Risks

In addition to the potential financial risks, there are two organizational risks which may jeopardize the success of the SLoCaT Partnership if not addressed well.

Increasing number of projects and capacity constraints

In the last few years, there has been a substantial increase in the number of projects SLoCaT has been working on. However, the size of the staff has not expanded in the same rate which creates capacity constraints to deliver the projects in highest quality and a timely manner. This also brings a risk of potential overload of existing staff members.

In order to address the capacity constraints, the SLoCaT Secretariat management will work together with staff to identify priority tasks and projects and better distribute the workload among staff members. In addition, SLoCaT Secretariat will recruit additional capacity to support the existing team and explore involving members to directly contribute to SLoCaT's work and work together with the Secretariat more closely.

IV. Outreach and Communication

Effective outreach activities are essential to communicate the mission, agenda and achieved outputs of SLoCaT to relevant stakeholders within and beyond the sustainable transport community. The SLoCaT Work Program for 2018 – 2019 will focus its outreach and communication strategy in three areas.

A. Branding

In 2018 – 2019, SLoCaT will focus on reinforcing its advocacy and convening role in the sustainable transport community by developing a number of outputs which helps to enrich the understanding of transport's position in various global processes. This include conducting the analysis on the transport relevance of the Voluntary National Reviews submitted to the High Level Political Forum 2018, the annual report on transport relevance of COP 24, and the progress report on the MPGCA Transport Initiatives.

SLoCaT will also focus on establishing consistency in communication through the development of key

messages on major global processes. For example, key messages will be drawn from findings of the TCC-GSR and the set of messages will be used consistently for the Global Climate Action Summit, Talanoa Dialogue events, and COP24. In addition, special attention will be given to further clarify and distinguish respective PPMC and SLoCaT roles and identities. There are ongoing discussion with Michelin to continue the PPMC brand as it is until the end of 2018. In the first half of 2019, it is expected that there will be in depth assessment of PPMC as a partnership and a brand. SLoCaT Secretariat will keep all SLoCaT members and PPMC stakeholders updated on the process.

B. Website

SLoCaT is in the process of establishing a visitor-friendly hub to demonstrate SLoCaT's knowledge products, events, activities, and news. The new website is under development and will be released in mid-2019. The PPMC website will continue to be a separate website until the end of 2018 and the content will be updated to reflect the recent work and activities of the PPMC partners.

C. Social Media

Due to the transition, SLoCaT's Twitter account has been changed from @slocatcornie to @SLoCaTOfficial. The new official account has 4,532 followers as of June 2018. The new target is to reach 5,700+ followers by June 2019. SLoCaT will also focus on increasing presence on other social media channels such as Facebook, LinkedIn, and ResearchGate. In addition, SLoCaT will continue to use consistent hashtags for special social media campaigns at key international events and release of key SLoCaT outputs (e.g. #WeAreTransport, #Transport4Talanoa, #TransportClimateStatus). It will also increase the number of **live-streaming and live-tweeting** of SLoCaT and member events (e.g. ITF, Transport Day, GCAS, COP 24). Where possible, the secretariat will use multiple-languages in tweets.

V. Membership Engagement

As the largest independent multi-stakeholder partnership working on sustainable transport, SLoCaT Partnership's biggest strength comes from its 90+ member organizations. In 2018-2019, SLoCaT Secretariat will work on increasing engagement from SLoCaT Members through:

- **Regional events:** SLoCaT will work with active members in each region (e.g. UNCRD in Asia, CEPAL in LAC, and SSATP in Africa)
- **Contribution from members to SLoCaT activities:** SLoCaT will aim to identify opportunities where SLoCaT members can directly contribute to its projects. For example, there are more than 15 SLoCaT members who are contributing directly to the SLoCaT Flagship research report Transport and Climate Change Global Status Report by authoring or reviewing different sections.
- **Providing input and insights to SLoCaT work program:** SLoCaT members will be encouraged to help give inputs and insights to shape SLoCaT's work programs and activities in the future

VI. SLoCaT Board of Directors

In 2018-2019, the SLoCaT Secretariat will work together with the SLoCaT Board members to increase active contribution from the Board to SLoCaT's work streams and/or to its fundraising efforts. The support for fundraising could be through providing direct funds from the Board members' organizations or introducing the SLoCaT team to other funding institutions. In addition, SLoCaT Secretariat will try to engage its Board members by re-activating Board committees to increase Board member support for membership engagement, fundraising and budget supervision.

Another important development in the SLoCaT Board will be the SLoCaT Board elections which will be held in late 2018. There are several Board members whose terms will end in 2018 will need to be

replaced by new representatives from SLoCaT members and funders. Furthermore, new Independent Board Members will be recruited in late 2018.

VII. SLoCaT Finances

The proposed budget for the 2018-2019 SLoCaT Work Program is \$1,629,421. The current projected income is \$1,275,858; which covers 78% of the budget. As the SLoCaT financial year has just started, this projection is within the limits approved by the key performance indicators of the organization.

The detailed resources for income and the different categories of expenses are presented below.

SLoCaT FY 2018-2019 Expense Budget	
SLOCAT SECRETARIAT BUDGET CATEGORIES	Budgeted Cost
A. STAFF COSTS	
A. 1 Regular Staff	\$783,345
A. 2 Temporary staff/consultants	\$299,848
Sub-total A	\$1,083,193
B. Travel Expenses	\$234,396
C. Hosting SLoCaT Foundation Shanghai Office	\$24,022
D. Event Costs	\$98,551
E. Marketing & Promotion	\$16,348
F. Outsourced Services	\$71,261
H. SLoCaT New Office	\$107,750
Total Budgeted Expenses 2018-2019	\$1,629,421
% of Budget Covered by Projected Income	78%

SLoCaT FY 2018-2019 Budgeted Income	
A. Unrestricted Member & Supporter Contributions	\$64,000.00
A1. Annual Membership Support Fees	\$12,750.00
A2. Supporters SLoCaT Foundation	\$41,250.00
B1. General SLoCaT Projects	\$73,555.00
Inter American Development Bank	\$30,000.00
Michelin Challenge Bibendum Annual Contribution 2018	\$18,555.00
Islamic Development Bank	\$25,000.00
C. Special Project- PPMC	\$41,625.00
D. Special Project- GIZ- BMU	\$61,850.00
E. Special Project-DFID	\$376,200.00
F. Special Project GIZ-TUMI-BMZ	\$95,940.00
G. Special Project-TDA	\$171,113.00
H. Pipeline Projects	277,875.00
Total Income 2017-2018	\$1,275,858.00