



# SLoCaT Work Plan 2017 – 2018

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## I. Introduction

The SLoCaT Work Plan 2017-2018 is based on:

- Annotated outline presented and discussed in the 2017 SLoCaT annual meeting and the SLoCaT January Board meeting;
- Discussions at the SLoCaT Secretariat Retreat in March 2017;
- Discussions with the SLoCaT Board co-chairs in April 2017;
- Discussions at the SLoCaT Board Meeting in May 2017;
- Written feedback from members on updated annotated outline circulated in June.

The SLoCaT Work Plan was approved in the Board Meeting of 7<sup>th</sup> July 2017. In the same meeting the SLoCaT Board also approved a \$ 1,182,202 to implement the Work Plan 2017-2018.

### A. Global Processes driving SLoCaT's activities

In the last two years a number of global agreements on sustainable development, climate change, and sustainable urban development have been reached and transport is an important part of these global agreements. Thus, in 2017, SLoCaT can anchor its work on sustainable transport on at least seven global processes, including the Paris Agreement on climate change, the 2030 Sustainable Development Goals, the Habitat III Process, the Addis Ababa Action Plan, the UN Conference on Trade and Development process, the UN Global Decade of Action on Road Safety, and the Sendai Framework on Disaster Resilience. These seven global processes on sustainable development and climate change present transport sector with opportunities and responsibilities



The main focus of SLoCaT will be on the SDGs, the Paris Agreement on Climate Change and the New Urban Agenda (Habitat III), but where relevant SLoCaT will engage with the other global agreements to leverage greater action in support of sustainable transport.

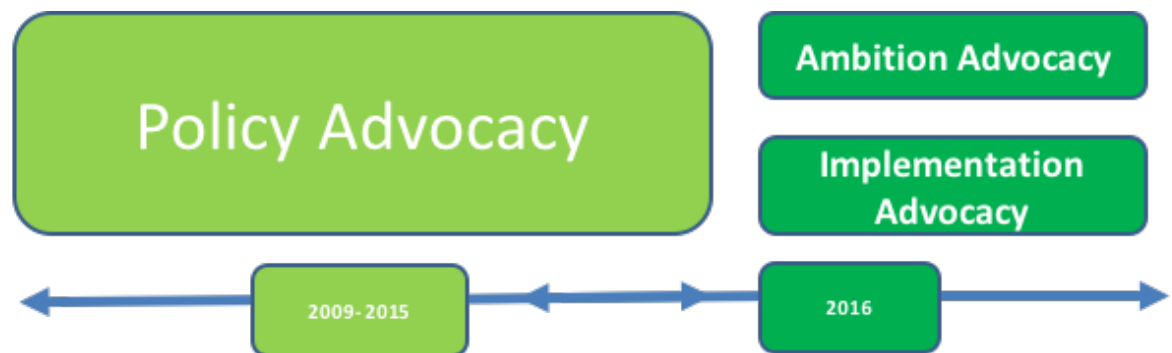
SLoCaT's work on Sustainable Transport is driven by both concerns on:

- *sustainable development* (1 billion without access to all season roads; the Urban population will grow by 2.3 billion up to 2050; 1.3 million people are annually killed in Road accidents; Million + people die annually from transport related air pollution, and
- *Climate Change*: Current Transport GHG emissions are **7.7 Gt**; 2050 BAU emissions possibly **13-15 Gt**; 2050 emission levels based on Paris Agreement well below 2 Degree Celsius target **2-3 Gt**

The SLoCaT Work Plan 2017-2018 contributes to the new Sustainable Urban Mobility for All Initiative (SUM4ALL), which is organized around four main objectives: universal access, safety, efficiency and green transport. Outputs described in this Work Plan are most directly linked to green transport but also contribute to the other three objectives.

## B. Overarching Principles driving SLoCaT Work Plan 2017 - 2018

Much progress has been achieved, as described above, since the establishment of SLoCaT in 2009, in integrating sustainable transport in global policies on sustainable development. It is now key to ensure that these global agreements demonstrate sufficient ambition in action on transport. SLoCaT in 2017-2018 through its agenda setting activities will promote greater ambition on transport in the different global agreements. The 2017-2018 Work Plan continues the transition towards greater emphasis on implementation and through its knowledge and networking activities will be leveraging scaled-up implementation of sustainable transport.



In summary, the SLoCaT 2017-2018 Work Plan is driven by the following overarching principles:

- **Transformational change** - *SLoCaT will maintain a dual but interlinked approach on sustainable development and climate change*
- **From Policy Advocacy to facilitating delivery** – *SLoCaT will help develop global operational strategies for transport related goals and targets set by the Paris Agreement, SDGs, NUA and other international agreements that reflect needed ambition and promote national and local implementation through SLoCaT members and other stakeholders*

- **Combined Short term action with long term policies** – SLoCaT in its efforts will call for combination of short term (pre-2020) actions to initiate change with medium-, and long term (2030-2050) transformation policies
- **Exploiting international policy process milestones** - the High Level Political Forum in July 2017 (review of SDG2, SDG 3 and SDG 9), High Level Political Forum in July 2018 (review of SDG 11) and the 2018 Facilitative Dialogue (UNFCCC) offer excellent opportunities to raise the importance of sustainable transport at the global level
- **Collaborative approaches** – SLoCaT will build partnerships with other sectors that are key to the realization of transport related goals.
- **SLoCaT's evolution** – SLoCaT is one of the leading initiatives on sustainable transport globally and has much to offer to a range of existing and emerging institutional structures (e.g. SUM4ALL).

## II. SLoCaT Focus Areas 2017-2018

SLoCaT has four focus areas in its activities in 2017-2018: Rural Transport, Urban Transport, Transport and Climate Change, and Equity. Transport and Climate Change and Equity are stand alone focus areas resulting in dedicated activities for these two focus areas in the 2017-2018 SLoCaT Work Plan, but at the same time both have a direct impact on, and relevance for, Rural Transport and Urban Transport.

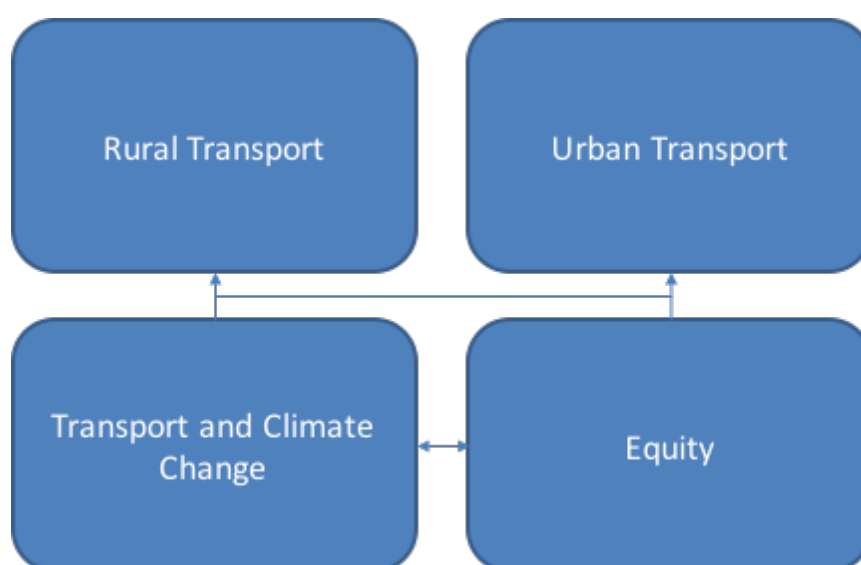


Figure 1: SLoCaT Focus Areas 2017-2018

The four focus areas are used to structure activities in SLoCaT (see next chapter) – they are in part a reflection of the manner in which SLoCaT organized its work previously. The four focus areas also reflect the interest of donor community who has shown particular interest in certain types of work of SLoCaT.

### A. Rural Transport

Rural communities are expected to represent 34% of the global population by 2050, and it is vital that they are not “left behind” in the 2030 Agenda for Sustainable Development. Most of

the world's poor live in rural areas isolated by distance, terrain and poverty from employment and economic opportunities, markets, and healthcare and education facilities.

Improved rural transport infrastructure and services are key enablers to increased rural resiliency, rural empowerment and rural socio-economic transformation through poverty eradication, increased food security and hunger elimination, social integration, and improved supply chain logistics. Rural transport plays an indispensable role in achieving more than half of the Sustainable Development Goals (SDGs).

SLoCaT's objective on rural transport in 2017-2018 is to promote sustainable rural access as a viable component of the implementation strategies for achieving the SDGs and to ensure its inclusion in the high-level, multi-lateral development discourse on sustainable transport and rural development.

SLoCaT's activities on rural transport are structured in three main components: Advocacy and Outreach; Global and Regional dialogues; and activities in support of the operationalization of SDGs. These contribute mostly the SLoCaT outcome on Agenda setting.

## B. Urban Transport

Urban transport systems are under pressure with growing congestion in most urban areas. To cope with the additional 2.3 billion people expected to be living in urban areas by 2050 and the rising demand for transport per person we need a rapid transformation in urban mobility systems and investment. SDG 11.2 is specifically focused on the improvement of urban public transport. The New Urban Agenda, the outcome document of the Habitat III conference, contains a large number of transport related recommendations. There is wide consensus on what needs to be done to improve urban transport. Dramatically improved, mixed use urban planning can ensure people are close to the things they need, stimulate vibrant local communities and therefore AVOID the need to travel. A widespread SHIFT of transport to more sustainable modes, including walking and cycling has multiple benefits including improvement of health. High quality public transport can move people safely and cheaply – and make much better use of road space at peak times. New technologies, fuels and business models can IMPROVE the performance (faster, quieter, safer, cheaper) of the individual transport modes and help reduce their environmental impacts in terms of climate change and air quality.

Sustainable Urban Mobility has been identified as a focus area in the draft SLoCaT 2017/2018 work plan for a number of reasons:

- High impact of urban mobility on global/regional scale on climate change and sustainable development agenda;
- Rapid developments in urban transport, e.g. shared mobility;
- High added value of SLoCaT engagement;
- Scope for joint action with existing SLoCaT members and new strategic partners;
- Opportunity to engage more with developing countries;
- High interest of SLoCaT members in urban development;
- High level of interest from city networks.

SLoCaT in its 2017-2018 work program will support the tracking of progress in realizing sustainable urban mobility. SLoCaT will not engage in direct implementation oriented activities by the SLoCaT Partnership but rather proposes to add value to the work of its members by providing a facilitative – networking role for existing city networks.

## C. Transport and Climate Change

The need to mitigate climate change and to adapt to its impacts was a major reason for the establishment of SLoCaT. The Paris Agreement on climate change sets an overall long-term direction for climate change policy; it sends a clear message to all economic sectors including the transport sector that there is need for disruptive change, as incremental approaches will be insufficient to achieve the necessary reductions in greenhouse gas (GHG) emissions, in line with the ambitious target of limiting temperature increases ('well below 2°C above pre-industrial levels, and to aim for a temperature increase of not more than 1.5°C'). Therefore, each sector of human activity, including the Transport sector, must define its course of action whilst taking into account:

- a decarbonization timeline of 2050-2060 for the most developed, and 2060-2080 for less developed economies;
- the development and implementation of a transformation pathway that acknowledges the specific characteristics imposed by transport specific industrial investment and innovation cycles, that run from 5 to 40 years; and
- the need to adapt transport systems and services to the demands of a changing climate;

Adaptation in the transport sector is necessary for both developed and developing countries. Crucially, sustainable passenger and freight transport systems must adapt to climate change to maintain reliability and increase market share, in order to achieve their full mitigation potential. Transport systems worldwide are vulnerable to the increasing impacts of a changing climate and this increases the potential for catastrophic impacts. Resilient transport is important in disaster recovery. Transport systems and services are already being severely disrupted by climate related events with an ever-growing number of incidents in both the developed and developing world. The systemic nature of transport means that disruption in one mode can severely impact another.

Climate change has shaped the activities of SLoCaT to a considerable extent in the past and it is expected that also in 2017-2018, climate change related activities will form a large part of the work of SLoCaT. This will cut across all three strategic functions of SLoCaT: Agenda Setting, organizing and applying knowledge and networking.

## D. Equity

Sustainable transport has the potential to provide more equitable transport choices and thus can be an important tool to help lift people out of poverty. An inequitable or unjust distribution of the benefits of transport is strongly associated with an inability to access the goods and services necessary to live one's daily life, and the consequences range from ill-health, maternal mortality, high infant mortality rates; unemployment, poverty or inability to earn a living wage; time spent away from home, exposure to crime, noise, pollutants, poor education achievement; poor access to healthy, affordable food, scholar fatigue, casualties and injury; to social segregation, and social alienation and disengagement.

SLoCaT over the past year has undertaken some work on equity and transport. This has made it clear that there is a need to raise awareness on poverty, equity and inclusiveness in the context of the SDGs as well as other global agreements, including the Paris Agreement on Climate Change. To support such mainstreaming of equity in global processes, SLoCaT in 2017-2018 will help to develop further the evidence base and narrative on poverty, equity and inclusiveness for several types of sustainable transport interventions. It will also help support the development of improved planning and evaluation methodologies for

comprehensive treatment of poverty, equity and inclusiveness concerns in design of sustainable transport policies, strategies, programs and projects through a number of knowledge related activities.

### III. Impacts and Outcomes SLoCaT Work Program 2017 - 2018

#### A. Impacts that SLoCaT helps to realize

Transport is a wide field and SLoCaT is a small organization. In developing its Work Plan it is important therefore to have a clear understanding of the desired medium to long term impact of its activities. These medium to long term impacts are something that SLoCaT contributes to but for which it is not always solely responsible.

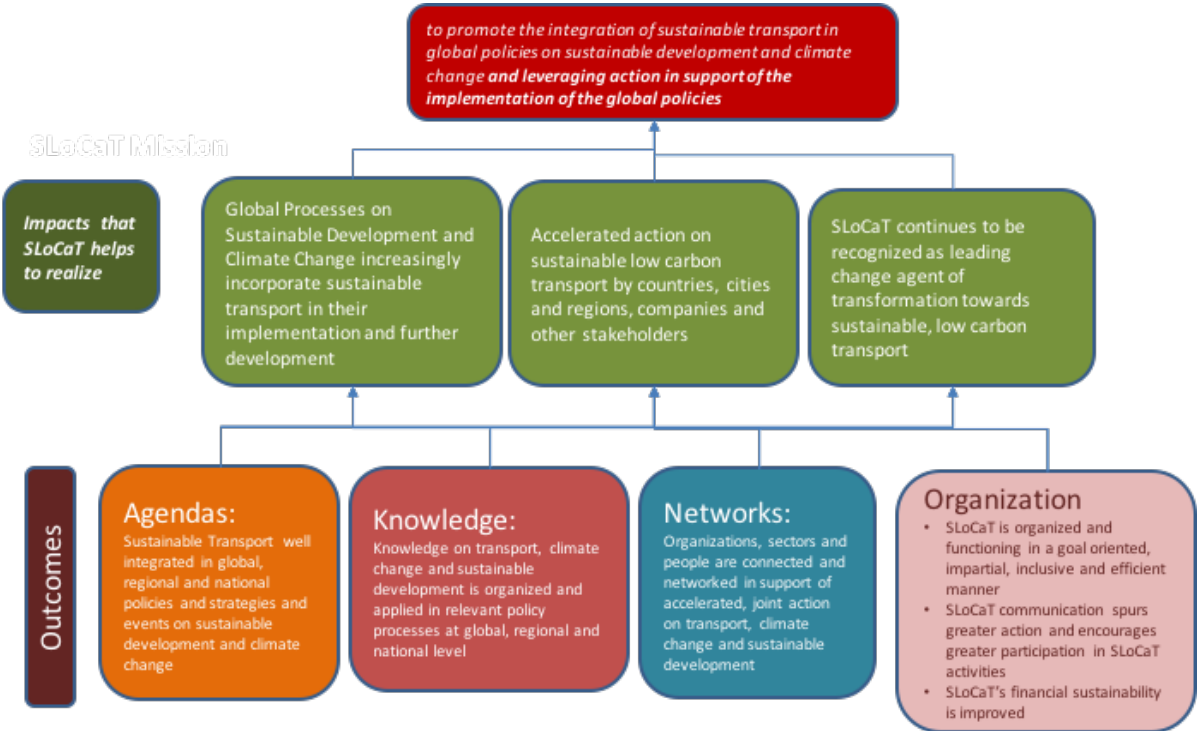


Figure 2: SLoCaT 2017-2018 Impacts and Outcomes

The medium-, to long term impacts of SLoCaT’s work should in turn make a substantial contribution to the Mission of SLoCaT, which reads: “To promote 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”.

The SLoCaT 2017-2018 Work Plan identifies the following impacts, driving the more detail planning on SLoCaT in the coming year:

- Global Processes on Sustainable Development and Climate Change increasingly incorporate sustainable transport in their implementation and further development. This goes back to the “ambition advocacy” mentioned earlier. This builds strongly on

earlier work of SLoCaT related to global processes. This also involves a certain amount of tracking of progress;

- Accelerated action on sustainable low carbon transport by countries, cities and regions, companies and other stakeholders. This goes back to the evolution of SLoCaT towards leveraging of implementation in support of global policies and the stated need for implementation advocacy;
- SLoCaT continues to be recognized as leading change agent of transformation towards sustainable, low carbon transport. This is more an internally related impact, but one that is key for the success of the SLoCaT Partnership and its activities.

## B. Outcomes - Outputs

Outcomes describe the strategic functions of SLoCaT. The 2017-2018 SLoCaT Work Plan includes Program outcomes: Agendas, Knowledge and Networking, which are overarching in terms of the 4 Focus areas in which SLoCaT is active. In addition, one Organizational Outcome is included, which brings together outputs in support of the institutional development of the organization.

The outcomes on Agendas-Knowledge-Networks are mutually supportive and in part dependent on each other for their success.

For each of the outcomes a number of outputs are listed below. These outputs best describe what SLoCaT will be doing in the coming year. The outputs listed in many cases also form deliverables under projects that the SLoCaT Secretariat implements. As indicated in the By-laws of SLoCaT, the Secretariat will aim to combine multiple funders in support of specific outputs. Individual outputs can be associated with one or more focus areas.

### 1. Agendas

**Outcome:** Sustainable Transport well integrated in global, regional and national policies and strategies and events on sustainable development and climate change.

#### Outputs

*Core/Flagship SLoCaT Agenda setting "Products:*

- SUM4ALL Narrative + Global Tracking Framework (Green Transport Objective) – SLoCaT is one of the conveners of a Working Group for the Green Objective of SUM4ALL and as such is making proposals in support of the integration of green transport in the overall SUM4ALL narrative on sustainable transport;
- Global Macro-Roadmap + regional versions – The Roadmap is a phased action process, covering a 2020-2050+ timeline and thereby covering both short as well as mid- to long-term actions to achieve the necessary reductions in greenhouse gas (GHG) emissions from transport, in line with the ambitious target of limiting temperature increases ('well below 2°C above pre-industrial levels, and to aim for a temperature increase of not more than 1.5°C');

*Key Global Processes and Events targeted in terms of agenda setting:*

- COP23 - Marrakech Partnership Global Climate Action (MP-GCA) – COP23 is the key UNFCCC event in policy setting on climate change. There are a number of events that lead up to the COP itself. Global Climate Policy is the outcome of negotiations in the COP. One way to influence policy discussions in the COP is through the Impact and Priority Tracker which has been developed by the MP-GCA for eight Thematic areas including transport. SLoCaT is able to influence policy



making through its role as coordinator the Transport Action Area under the MP-GCA, a role which SLoCaT has had since 2015;

- HLPF 2017 – HLPF 2018 – the annual High Level Political Forum takes stock of the implementation of the SDGs and offers good opportunities to communicate progress in scaling up of sustainable transport and to outline gaps where more needs to be done to realize sustainable transport. HLPF 2017, has an infrastructure focus (SDG11) and will also review SDG2 (Zero hunger), as such it is important for the rural transport focus area of SLoCaT. The 2018 HLPF will have a special emphasis on SDG 11 (cities) and as such will be a key event for the urban transport focus area. SLoCaT will highlight the contribution of sustainable transport to the SDGs, and aims to shape the outcomes of the 2017 and 2018 HLPF;
- Implementation Agenda NUA – The NUA sets out the direction for urban development up to 2036, when the next Habitat Conference will be convened. Transport is well represented in the NUA adopted in Quito, Ecuador in 2016 and overall most principles of sustainable transport are included. Yet, there is a need to translate these general references to sustainable transport into more concrete implementation plans at the global, regional, national and local level. SLoCaT is planning an active involvement in the February 2018 World Urban Forum, which is expected to have a strong orientation towards discussing implementation arrangements for the NUA;

#### *Contribution towards agenda setting*

- Regional and national climate policies, urban transport and rural and national transport policies and agendas – While Global Policy Agreements on sustainable development and climate change now generally acknowledge and embrace sustainable transport this is not always the case with regional and national policies guiding the development of transport and climate change activities as well as national, urban and rural transport policies. SLoCaT's activities towards agenda setting at the regional and national level will be mostly be indirect and based on the understanding that more direct involvement would be provided by SLoCaT members.

Equity will be a cross-cutting dimension in all Agenda setting activities by SLoCaT in 2017-2018. Transport will not be sustainable, whether at a national, urban or rural level if its benefits are not felt by all groups in society. To underscore the importance of equity this topic will be called out in written submissions on different global processes, reporting as well events around the different global processes.

## 2. Knowledge

**Outcome:** Knowledge on transport, climate change and sustainable development is organized and applied in relevant policy processes at global, regional and national level

### **Outputs**

#### *Core/Flagship SLoCaT Knowledge Products*

- Transport and Climate Change – Global Status Report (TCC-GSR) - The TCC-GSR will track status of a series of relevant *quantitative* indicators (e.g. fuel consumption, Greenhouse Gas (GHG) emissions), and will also describe pathways toward sustainable transport in *qualitative* terms, based on existing programs, policies, and standards (e.g. national fuel economy policies, registered modal shift projects). The proposed GSR is envisioned to follow a bottom-up, distributed

partnership approach, to better channel the efforts of the many SLoCaT members and other strategic partners working on various aspects of sustainable transport. SLoCaT members will be involved as members of the Strategy Team, as contributing author or as Peer reviewer.

- IPCC 1.5 Degree Transport Paper – The UNFCCC will in 2018 undertake a facilitative dialogue to encourage stakeholders to increase ambition in action to address climate change. This should result in more ambitious Nationally Determined Contributions (NDCs) and Long Term Emission Reduction Strategies that provide a viable pathway to the realization of the “well below 2 Degree Celsius” target of the Paris Agreement on Climate Change. The Intergovernmental Panel on Climate Change (IPCC) has been requested to develop a study that reviews literature on the viability of 1.5° Celsius scenario. To help ensure that transport is represented in such a paper SLoCaT is developing a peer reviewed paper that gives an overview of the mitigation potential in the transport sector.
- Equity: Tools and case studies – Building on earlier work under the Sustainable Transport in Support of Action on Equity and Poverty (i-STEP) programme in 2017-2018 SLoCaT will be working on: (a) an expanded evidence-base and narrative on poverty, equity and inclusiveness for several types of sustainable transport interventions, and (b) A comprehensive database documenting current tools and methods to audit accessibility and social impact. Knowledge generated in this manner will be used to support the integration of equity issues in the agenda setting component of SLoCaT’s work.

#### *SLoCaT Tracking Sustainable Development and Climate related reporting by countries*

- Voluntary National Reports (VNRs)– Reporting on the implementation of the SDGs is carried out through VNRs. SLoCaT is keeping an overview of the VNRs submitted and their coverage of transport. As the HLPF 2018 is focusing amongst others on target 11.2 (sustainable transport), the VNR review in 2018 will have a special focus on urban transport.
- NDCs -Long Term Emission Reduction Strategies – National Communications (NCs) – National Adaptation Plans (NAPs) – National Adaptation Programs of Action (NAPAs) – Climate Finance - Countries are expected to submit a number of periodic reports and documents to the UNFCCC on action taken in support of the UN Convention on Climate Change. SLoCaT has developed a range of databases to document these reports and documents and the attention given to transport.
- SLoCaT Integrated Transport Knowledge Base: In 2017 -2018 SLoCaT expects to develop an integrated database that will make it easier to track reporting for a given country across different sub-topics.

#### *Application knowledge in capacity building*

- Project Preparation Capacity Building –SLoCaT will, together with relevant members, promote and facilitate capacity building on project preparation. The existence of a healthy pipeline of sustainable transport projects is generally seen as key precondition for the scaling up of sustainable transport. SLoCaT’s role is in the convening of regional trainings and work with interested organizations to finance the participation of interested countries and cities.
- NDC Capacity Building – Acknowledging the importance of NDCs as a tool to promote ambitious action on transport and climate change SLoCaT intends to work

with the NDC Partnership Secretariat to develop and implement regional capacity building events to promote a better coverage of transport in the second generation of NDCs.

- Support training activities of individual SLoCaT members – SLoCaT will, where relevant and possible, contribute to training activities of SLoCaT members. The emphasis in such contributions will be on topics that are directly linked to SLoCaT's mandate on global policy advocacy.

### 3. Networks

**Outcome:** Organizations, sectors and people are connected and networked in support of accelerated, joint action on transport, climate change and sustainable development

#### Outputs

##### *Core/Flagship SLoCaT Networks*

- Transport Decarbonization Alliance (TDA) - The TDA, consisting of countries, cities – regions, and companies that are committed to ambitious action on Transport and Climate Change, is expected to provide political leadership, within the UNFCCC and other relevant processes to help secure the transformation to a low carbon transport system in the second half of the 21<sup>st</sup> Century” by meeting a series of ambitious milestones in 2020, 2030, and 2050 as part of a broader transition to an overall net-zero emission economy. The TDA is expected to be launched at COP23 and further expanded in 2018.
- MP-GCA Transport Initiatives – As part of its contribution to the Marrakech Partnership on Global Climate Action SLoCaT is helping to facilitate a series of multi-stakeholder initiatives on climate action. In 2017-2018 SLoCaT will foster the setting up of new transport initiatives on issues such as sustainable fuels, electric mobility, and urban transport planning as well as work with existing initiatives to strengthen their functioning and outreach to the UNFCCC.
- Cities Initiatives network - SLoCaT will work with existing national, regional and global city networks to: (a) Reinforce city networks' capacity to work on urban mobility systems through co-operation, capacity building and knowledge sharing, and (b) Expand geographic coverage of city networking activities on urban mobility to more countries and more cities. For example, through joint events in key target regions/countries.

##### *SLoCaT contribution towards other networking initiatives*

- Sustainable Mobility 4 All Initiative (SUM4ALL) - SLoCaT as member of the (interim) steering committee is expected to help to develop the overall development of SUM4ALL.
- Global Center of Excellence on Climate Adaptation - The Netherlands led GCECA builds excellence and convenes all stakeholders to accelerate climate adaptation. Transport and Infrastructure is one of the three focal areas of the GCECA and SLoCaT has been invited to help coordinate this focus area of the GCECA.
- Transformative Urban Mobility Initiative (TUMI)- the German funded TUMI initiative aims to help cities in developing countries to realise their potential to solve global challenges and to provide better living conditions for citizens, through the development of sustainable urban mobility systems. TUMI has a technical cooperation and a financial cooperation component. SLoCaT is a TUMI partner and will be focusing its activities that link up with its global policy advocacy mandate.

- Sustainable Freight Expert Group- As a follow-up to the UNCTAD 14 Conference the UNCTAD Secretariat is developing a Sustainable Freight Expert Group. SLoCaT will be helping to facilitate this expert group and make active efforts to promote the participation of SLoCaT members in the expert group.

## IV. Organizational Development SLoCaT Partnership

The 2017-2018 outputs related to the organizational development of SLoCaT are described in this chapter. Together these outputs will help to realize the following outcome: “ SLoCaT is organized and functioning in a goal oriented, impartial, inclusive and efficient manner”.

### **SLoCaT Future as an Organization**

It is important for a multi-stakeholder organization like SLoCaT to consider its continued relevance as the institutional context in which it operates continues to evolve and change.

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

The successes in raising the profile of sustainable transport in global policies on sustainable development and climate change is resulting in a greater number of organizations, initiatives and events on sustainable transport. This is a welcome development for which SLoCaT and its members and one that should be cherished and not considered a threat for the functioning of SLoCaT. An example of this growing interest is a possible “Sustainable Mobility 4 All” initiative that is increasingly expected to serve as an umbrella initiative for the sustainable transport community at large.

The growing number of organizational initiatives, including possibly SUM4ALL, as well as institutional changes around for example the UNFCCC, make it imperative though that SLoCaT continues to reflect on its future role and structure. SLoCaT has a solid track record which supports a continued active role in facilitating accelerated action on sustainable transport and for now it appears that there is a continued role for SLoCaT in accelerating the implementation of sustainable transport.

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

It is suggested that SLoCaT continues taking a pro-active approach in discussing future global institutional arrangements on sustainable transport and the possible role that SLoCaT can play in these. Such discussion on the future of the SLoCaT partnership can benefit from the outcomes of the SLoCaT retreat in October 2016, which discussed the overall global institutional arrangements in support of accelerated action on sustainable transport and the possible future role of the SLoCaT partnership in an evolving institutional landscape.

While SLoCaT will be represented mostly by its Secretariat in these discussions, several of the

SLoCaT Board members are also party in the discussions through the organizations they represent.

It will be important to inform and consult SLoCaT members on a regular basis on relevant developments. This can be aided by producing short notes on the current state of discussions and institutional options pursued by SLoCaT.

SLoCaT will continue its partnership with Michelin Challenge Bibendum in 2017-2018 in support of the Paris Process on Mobility and Climate (PPMC). The cooperation will be mainly focused on the Climate Change agenda and main components will be the Global Macro Roadmap, the Transport Decarbonization Alliance, and the engagement of transport in the Marrakech Partnership on Global Climate Action. The activities of the PPMC will be discussed and coordinated through periodic stakeholder meetings. SLoCaT's engagement in the PPMC will be overseen by the SLoCaT Board.

#### A. Governance

SLoCaT will start 2017 – 2018 with a reconstituted Board, following the June 2017 Board elections for 6 of the 13 Board seats. Members of the SLoCaT Board are elected on a rotating basis and based on this the position of those Board members elected in 2016 will be up for re-election in June 2018. The position of the four independent Board members appointed by the SLoCaT board will also be up for consideration.

The 2016 Impartiality Committee made an important contribution to the improved diversity of the SLoCaT Partnership Board and it made important recommendations to ensure the continued impartiality of SLoCaT. Progress is being made with the implementation of these recommendations and 2017-2018 will see the finalization of implementation of the 2016 Impartiality Committee.

As called for by the Constitution and the By-laws of the SLoCaT Partnership a new Impartiality Committee will be set up before or at the 2018 SLoCaT Annual meeting. The detailed scope of the ToR of the second SLoCaT Impartiality Committee will be set by the SLoCaT Board following consultation with interested SLoCaT members.

#### B. Membership Engagement Committee

Active engagement of SLoCaT members in the Partnership is key for its success and continued relevance. This has become an increasingly important topic for the SLoCaT Secretariat. A detailed assessment of engagement by SLoCaT members in 2016 was carried out and reported in the 2017 SLoCaT annual meeting. Although, the Key Performance Indicator of 75% members engaging in SLoCaT activities was surpassed and SLoCaT rated their membership experience with a 8.7 score (out of possible score of 10), this does not mean however that there is not scope for improvement. An area of special concern is the participation of SLoCaT members from developing countries. This is an area of special attention for a special Board Committee that oversees efforts to increase the number of SLoCaT members from the developing world as well as efforts to ensure that once they are members that they participate more actively.

#### C. Fundraising Board Committee

To secure the financial sustainability of the organization a Board Committee has been established on fundraising. It is intended that this committee will help to raise a greater share of programmatic funding for the organization.

#### D. SLoCaT Secretariat

The effectiveness of the SLoCaT Partnership is in a large part determined by the effectiveness of the Secretariat of the SLoCaT Partnership.

Internal capacity building in the Secretariat is allowing a growing number of SLoCaT staff taking on responsibilities for specific projects, tasks and events. This increases the implementation capacity of the organization and enables senior management of the organization to focus more on strategic issues. The creation of the position of Chief Operating Officer of the SLoCaT Secretariat in February 2017 has been a key step in the professionalization of the SLoCaT Secretariat.

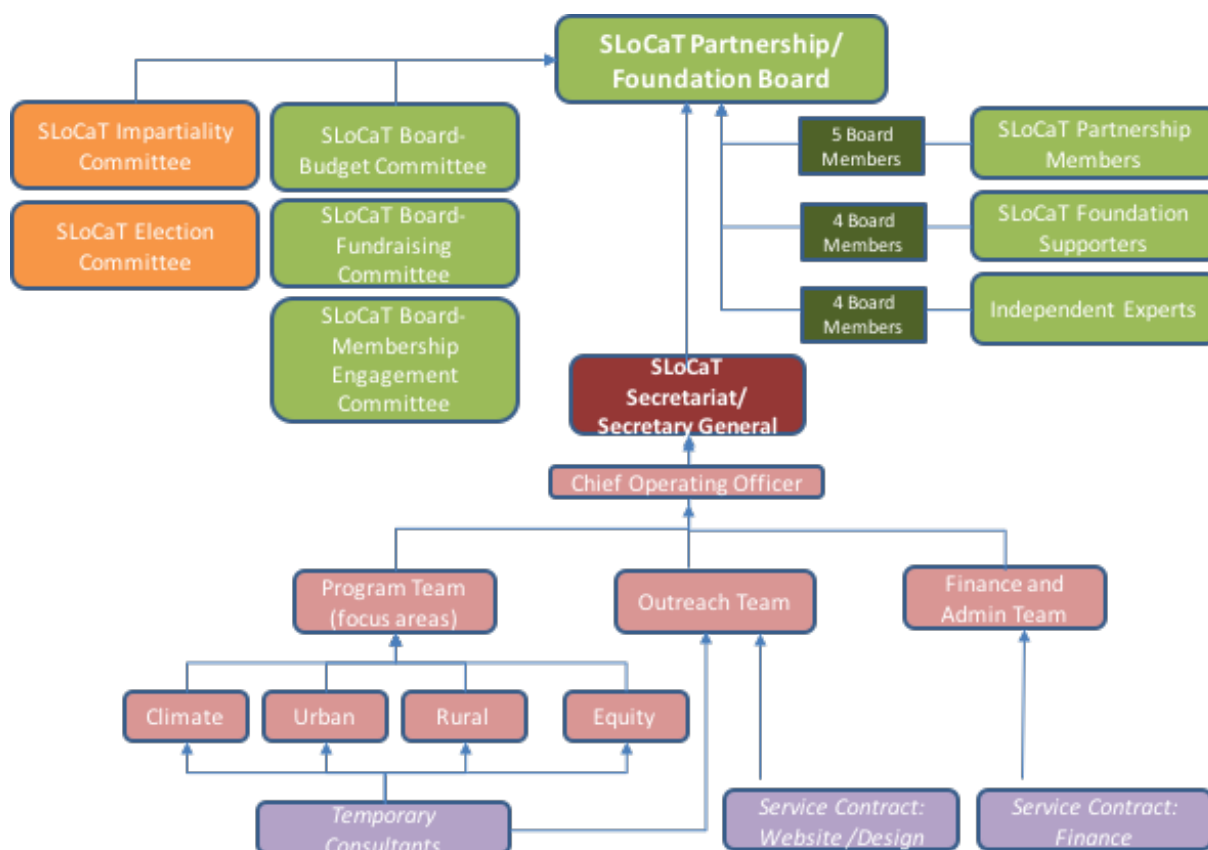


Figure 3: SLoCaT Organizational Structure 2017-2018

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

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

## E. Finances

### 1. Budget

The proposed budget to implement the 2017 – 2018 SLoCaT Work Plan is \$1,182,202. This is an increase of 31% over the financial year 2016-2017. The increase in budget is necessary to enable the SLoCaT Secretariat to follow through on initiatives developed in 2016-2017, e.g. the Transport Decarbonization Alliance and the Transport and Climate Change - Global Status Report and to continue contributing to the development of the SUM4ALL initiative.

SLOCAT FY2016-2017 vs FY 2017-2018 COMPARISON				
SLOCAT SECRETARIAT BUDGET CATEGORIES	FY 2016-2017 Actual Expenses	FY 2017-2018 Budgeted Cost	Expected Change	Change %
<b>A. STAFF COSTS</b>	<b>\$542,886</b>	<b>\$810,829</b>	<b>\$267,943</b>	<b>49%</b>
A.1 Regular Staff	\$323,984	\$429,360		
A.2 Temporary staff/consultants	\$218,902	\$381,469		
<b>B. Travel Expenses</b>	<b>\$87,410</b>	<b>\$114,931</b>	<b>\$27,521</b>	<b>31%</b>
B.1 SLoCaT Secretariat Travel	\$58,111	\$61,200		
B.2 SLoCaT Board Travel	\$823	\$4,500		
SP-PPMC-SLoCaT-B. Travel	\$25,014	\$33,231		
SP-RECAP-B. Travel	\$3,462	\$16,000		
<b>C. Hosting SLoCaT Foundation Office</b>	<b>\$65,676</b>	<b>\$106,097</b>	<b>\$40,421</b>	<b>62%</b>
C.1 Local Staff Costs	\$37,149	\$68,849		
C.2 Office Expenses	\$19,731	\$25,900		
C.3 Local outsourced Services	\$8,795	\$10,148		
SP-RECAP-C. Hosting SLoCaT Foundation Office		\$1,200		
<b>D. Event Costs</b>	<b>\$90,988</b>	<b>\$110,847</b>	<b>\$19,858</b>	<b>22%</b>
Costs minor events	\$5,947	\$5,000		
SP-PPMC-SLoCaT/MCB-D. Event Costs	\$80,788	\$85,847		
SP-RECAP-D. Event Costs	\$3,550	\$10,000		
SP-TUMI-D. Event Costs		\$10,000		
SP-PPMC Regional Dialogue	\$704			
<b>E. Marketing &amp; Promotion</b>	<b>\$6,874</b>	<b>\$11,070</b>	<b>\$4,196</b>	<b>61%</b>
E.1 (Quarterly) SLoCaT Newsletter	\$0	\$1,200		
E.2 Promotional materials (brochures, banners) (P)	\$55	\$1,000		
SP-PPMC-SLoCaT/MCB-E Print of promotional materials	\$2,865	\$4,985		
SP-PPMC Other	\$3,348			
SP-RECAP-E. Marketing & Promotion	\$131	\$3,885		
SP-BMUB Promotional services	\$475			
<b>F. Outsourced Services</b>	<b>\$18,799</b>	<b>\$28,429</b>	<b>\$9,629</b>	<b>51%</b>
F.1 Accounting	\$7,273	\$7,532		
F.2 Audit	\$3,000	\$3,048		
F.3 Website Restructuring and Management	\$0	\$5,000		
F.4 IT Support	\$0	\$1,250		
F.5 Other outsourced services	\$2,156	\$4,068		
F.6 Bank Charges	\$6	\$1,600		
SP-RECAP-F. Outsourced Services	\$0	\$5,931		
SP-BMUB Outsourced services	\$6,365			
<b>TOTAL Expenses</b>	<b>\$812,633</b>	<b>\$1,182,202</b>	<b>\$369,569</b>	<b>31%</b>

### 2. Funding

SLoCaT funding comes from: (a) annual support fees members SLoCaT Partnership, (b) unrestricted contributions supporters of the SLoCaT Foundation, and (c) dedicated project or program funding. Since its establishment the latter category is by far the largest source of income for SLoCaT.

To avoid fragmentation of activities SLoCaT aims to organize funding by outputs as defined in the SLoCaT Work Plan. This means for example that multiple organizations contribute towards funding of the TCC-GSR or the TDA. In 2017 – 2018, SLoCaT with assistance of the Fundraising Committee will aim to further strengthen this approach and where possible organize clusters of funders around either specific SLoCaT focus areas or specific outputs

under one of these focus areas. Where possible such funding clusters will be asked to develop multi-year perspectives in their contribution to SLoCaT activities.

### 3. Financial Management

SLoCaT is still a young organization and as such is still working on its financial management procedures to ensure that they meet relevant accounting standards as well as specific requirements of individual donors. Further progress is planned on this in 2017-2018.

## V. Outreach

Effective outreach can greatly increase the return on investments by SLoCaT in its activities to shape agendas; organize and apply knowledge; and connect people and organizations.

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

To ensure that outreach activities will contribute more significantly to realizing SLoCaT's objectives the following measures will be taken:

- Strengthening of outreach capacity of SLoCaT Secretariat through more pro-active engagement of the entire SLoCaT secretariat staff in outreach coordinated by the Outreach and events officer;
- Redesign of the SLoCaT website, whereby the PPMC website will be integrated with the SLoCaT website to better align SLoCaT's online outreach with the strategic focus of the organization;
- Dedicated outreach campaigns around key international events – e.g. High Level Political Forum 2017, COP23, World Urban Forum;
- Experiment with live streaming of key events.

SLoCaT will also continue to actively support outreach around key events organized by SLoCaT members.

## VI. Key Performance Indicators

Important that KPIs are able to capture the overall performance of SLoCaT. It is not intended to capture everything that SLoCaT is doing.

### Overall

- Key Global Processes on Sustainable Development and Climate Change increasingly incorporate sustainable transport in their implementation and further development and are beginning to prioritize pro-poor sustainable transport
- Accelerated action on sustainable low carbon transport by countries, cities and regions, companies and other stakeholders
- SLoCaT continues to be recognized as leading change agent of transformation towards sustainable, low carbon transport



- Members of the SLoCaT Partnership continue to rate the performance and impact of the Partnership overall positive with an overall score of at least 7.5 (out of a maximum score of 10)

## **Outcomes**

### *Agendas*

- SLoCaT agenda on climate (mitigation as well as adaptation) broadly endorsed and taken up in relevant processes
- Equity issues increasingly highlighted in climate, urban and rural transport agenda developed and promoted by SLoCaT

### *Knowledge*

- At least 5 References pointing at the role of the Global Status Report on Transport and Climate Change as influencing policy making
- Enhanced capacity among key stakeholders through at least 3 capacity development activities coordinated by SLoCaT with active involvement of SLoCaT members

### *Networks*

- Growing critical mass of countries (at least 7), cities (at least 7), companies (at least 7) commit to decarbonization of transport through Transport Decarbonization Alliance
- Urban initiatives increasingly effective in launching, reinforcing and accelerating actions on sustainable urban transport through coordinated action

## **Outputs**

- Key SLoCaT Projects are implemented according to implementation plans agreed with funders

## **Organizational**

### *Governance*

- Second Impartiality committee set up and delivers report, the implementation of recommendations in the report have begun
- SLoCaT Secretariat operates effectively and efficiently, aided by improved operations manual and in a manner that actively involves SLoCaT Members
- SLoCaT successful in strengthening diversity (gender, regional) in its structure, operations and events.
- Membership engagement ration in SLoCaT activities continues to be over 75% by the end of 2017

### *Outreach*

- Pass the 5000 followers and 30% annual growth for key Twitter parameters (retweets, likes, and engagement rate)
- Restructured SLoCaT website up and running before December 31<sup>st</sup> 2017, and 20% more visitors than the combined SLoCaT and PPMC website on a monthly basis by June 2018

### *Funding*

- SLoCaT Foundation receives a clean review of accounts for financial year 2017-2018 and SLoCaT is ready for full audit of 2018-2019 accounts
- SLoCaT funding increasingly coming from repeat funders, larger average contract size and increasingly programmatic. Funding consortiums in place for at least 2 of 4 focus areas and at least 30% of project related funding is part of such funding consortiums
- 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)

- Operating reserve of 1 month in place