



SLoCaT Partnership Work Program 2015-2016

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List of Abbreviations

ADP	Ad Hoc Working Group on the Durban Platform for Enhanced Action
AST	African Sustainable Transport
COP	Conference of Parties
EST	Environmentally Sustainable Transport
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HLAGST	United Nations Secretary General's High-level Advisory Group on Sustainable Transport
INDC	Intended Nationally Determined Contributions
ITF	International Transport Forum
LPAA	Lima Paris Action Agenda
KPIs	Key Performance Indicators
MCB	Michelin Challenge Bibendum
NAMA	Nationally Appropriate Mitigation Actions
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OWG-SDGs	Open Working Group on Sustainable Development Goals
PPMC	Paris Process on Mobility and Climate
SDG	Sustainable Development Goals
SG	Secretary General
SLoCaT	Partnership on Sustainable Low Carbon Transport
THE PEP	The Transport, Health and Environment Pan-European Programme
UN	United Nations
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
UN-HABITAT	United Nations Human Settlements Programme

Introduction

1. The 2015-2016 Work Program outlines the activities of the SLoCaT Partnership for the period July 2015 – June 2016. The Work Program incorporates comments and feedback from members of the SLoCaT Partnership and was discussed and endorsement by the SLoCaT Partnership Annual Meeting on January 12th 2015 in Washington DC.

SLoCaT Partnership focus in 2015-2016

2. 2015 is a key year for the SLoCaT Partnership. International agreements are likely to be reached on sustainable development with the adoption of 17 Sustainable Development Goals (SDGs) and on climate change through a new global agreement on climate change. Both agreements will provide a new impetus for sustainable, low carbon transport. Activities of the SLoCaT Partnership will move well beyond for advocacy on the integration of sustainable, low carbon transport in global policies to include greater emphasis on ensuring that the Means of Implementation being developed for the new agreements on sustainable development and climate change can incentivize action that will result in the scaling up of sustainable, low carbon transport. To aid this shift towards implementation the SLoCaT Partnership will:

3. **Consolidate and deepen global consensus on sustainable, low carbon transport.** The SLoCaT Partnership has been agenda setting through the development of the [Results Framework on Sustainable Transport](#), which brings together the developmental side of sustainable transport through proposed targets on improved rural, urban and national access/regional connectivity, and the sustainability agenda of SLoCaT through proposed targets on road safety, air pollution and human health; and climate change. There is, however, a continued need and scope to ensure that global policies on sustainable development and climate change reflect the specific contribution of the transport sector.

4. **Promote convergence between the infrastructure and sustainability agendas.** There is increased global and regional attention for the need to develop and maintain infrastructure, including transport infrastructure, in support of economic development, poverty alleviation and social development. This translates into new global, regional and national infrastructure facilities and initiatives. The SLoCaT Partnership will work to articulate the convergence of the infrastructure development agenda and the sustainability agenda.

5. **Translate global consensus to national- and local-level action.** For the past six years, the SLoCaT Partnership has focused on demonstrating the need for sustainable, low carbon transport; developing a consensus on the definition of sustainable transport as well as its associated global 2030 targets; and facilitating the development of large scale voluntary transport commitments on [sustainable development](#) and [climate change](#). To foster on-the-ground impacts; it is important that the proposed global targets (as well as the voluntary commitments on sustainable, low carbon transport) are translated into national- and local-level policies and action. This will require amongst others a greater emphasis on country involvement (especially from the global South) in the activities of the SLoCaT Partnership as well as on developing enabling funding and financing arrangements in support of rapid scaling up of sustainable, low carbon transport.

6. Build SLoCaT's capacity to serve the sustainable, low carbon transport community.

In August 2014, the SLoCaT Foundation was established with the sole objective to support the SLoCaT Partnership in realizing its objectives. Organizational processes and capacity are now being strengthened to operationalize the SLoCaT Foundation.

7. Much of the activities of the SLoCaT Partnership in 2015 and 2016 will be geared towards supporting sustainable development and climate change related global processes. To prepare itself for the future the SLoCaT Partnership will in 2015 – 2016 also consider its medium term (three to five years) role in promoting sustainable, low carbon transport and to consider what organizational structure fits best with such a medium term role. This will take into account how to best make use of the SLoCaT Foundation, created in August 2014.

Global Policy Processes on Sustainable Development and Climate Change Targeted by the SLoCaT Partnership

8. The mission of the SLoCaT Partnership is to promote the integration of sustainable, low carbon transport in global policies on sustainable development and climate change. For 2015-2016 there are five global processes that will dominate the work of the SLoCaT Partnership.

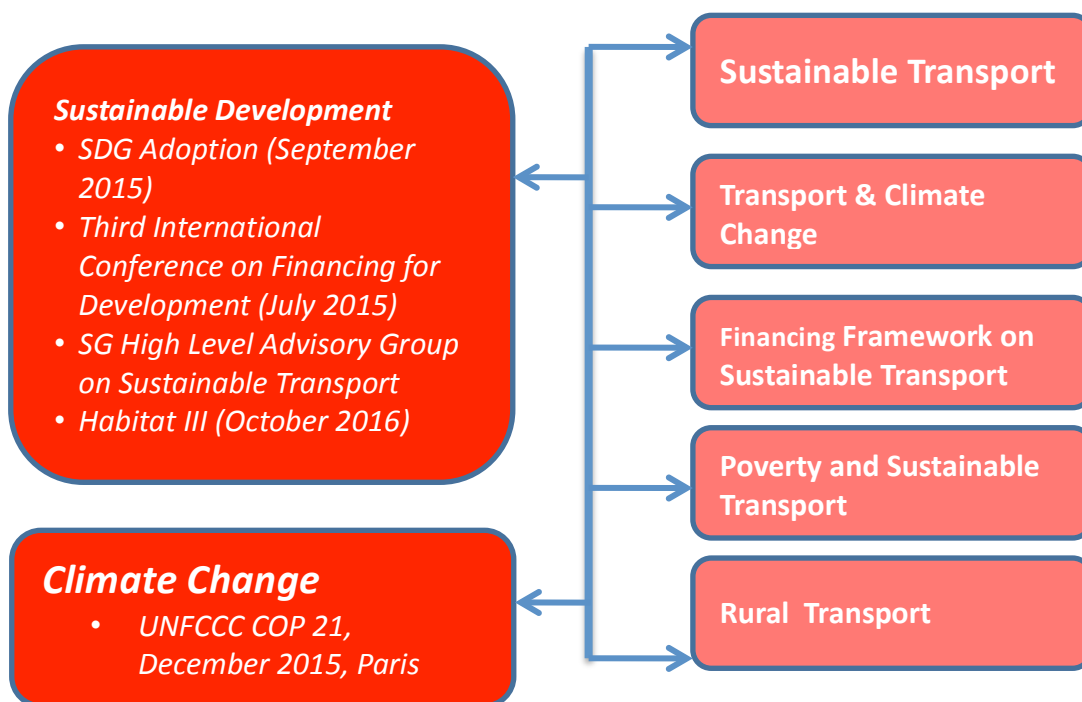
- a) One of the main outcomes of the Rio+20 Conference was the agreement by UN member States to launch a process to develop a set of **Sustainable Development Goals (SDGs)**, which will build upon the Millennium Development Goals and converge with the post 2015 development agenda. A special Open Working Group developed 17 proposed SDGs backed up by a range of 2030 targets. In September 2015 a summit of Heads of State will adopt the Sustainable Development Goals (SDGs) at the United Nations in New York. (<http://sustainabledevelopment.un.org/?menu=1300>).
- b) **The third International Conference on Financing for Development** will be held on 13-16 July 2015, in Addis Ababa, Ethiopia. The Conference will result in an inter-governmentally negotiated and agreed outcome, which should constitute an important contribution to and support the implementation of the post-2015 development agenda. This conference is therefore an important step towards the operationalization of the transport related targets under the Sustainable Development Goals. (<http://www.un.org/esa/ffd/third-conference-ffd/index.htm>).
- c) Discussions are underway under the United Nations Framework Convention on Climate Change (UNFCCC) that should result in a protocol, another legal instrument or an agreed outcome with legal force under the Convention applicable to all Parties, which is to be completed no later than 2015. **This new global agreement on climate change** is to be adopted at the twenty-first session of the Conference of the Parties (COP21), in December 2015 in Paris and to come into effect and be implemented from 2020. Linked to this is the discussion on **enhancing pre-2020 mitigation ambition** and to identify and explore options for a range of actions that can close the ambition gap by ensuring the highest possible mitigation efforts by all Parties. (<http://unfccc.int/bodies/body/6645.php>).
- d) **Habitat III** is the United Nations Conference on Housing and Sustainable Urban Development, which will take place in October 2016 in Quito, Ecuador. The Habitat III Conference, which takes place every 20 years, should reinvigorate the global commitment to sustainable urbanization and will focus on the implementation of a “New Urban Agenda”, building on the Habitat Agenda of Istanbul in 1996. Habitat III will be the first UN global summit after the adoption of the Post-2015 Sustainable Development

Agenda and, hopefully, a new climate change agreement. It therefore offers a unique opportunity to discuss how the implementation of new agreements on sustainable development and climate change can aid cities, towns and villages to fulfill their role as drivers of sustainable development. (<http://unhabitat.org/habitat-iii/>).

- e) United Nations Secretary-General Ban Ki-moon has set up a **High-level Advisory Group on Sustainable Transport (HLAGST)** to provide recommendations on sustainable transport actionable at global, national, local and sector levels. The Advisory Group, established for a period of three years, will work with governments, transport providers (aviation, marine, ferry, rail, road, and urban public transport), businesses, financial institutions, civil society and other stakeholders to promote sustainable transport systems and their integration into development strategies and policies, including climate action. (<http://sustainabledevelopment.un.org/index.php?menu=1843>). It is foreseen that the HLAGST will deliver in 2016 a Global Report on Sustainable Transport and that it will aid the UN Secretary General in hosting a global conference on sustainable transport.

5 SLoCaT work streams in 2015-2016

9. The figure below gives an overview of the key global processes on Sustainable Development and Climate Change and how they related to the associated SLoCaT work streams for 2015-2016 on Sustainable Transport; Climate Change; Financing; Poverty and Rural Transport.



In 2015-2016 the priorities of the SLoCaT Partnership for these 5 work streams are:

A. Sustainable Transport

10. SLoCaT activities on sustainable transport in 2015 – 2016 will largely focus on the implementation of the SDG Framework. The SLoCaT [Results Framework on Sustainable Transport](#) will continue to guide SLoCaT's efforts in terms of outreach on sustainable, low carbon transport. We intend to focus on:

- a. **Promote the adoption** of the Results Framework as part of SLoCaT members monitoring and reporting frameworks on sustainable transport;
- b. **Continued SDG focused advocacy** up to September 2015 (when SDGs are to be adopted) to ensure that (a) key focuses on road safety, urban transport and energy efficiency in transport are maintained as part of the proposed SDGs; (b) to continue emphasizing the need for a (stronger) rural transport related target; and (c) the need to develop sustainable transport services to complement infrastructure development;¹
- c. Building on the 2015 [review of existing and potential indicators on transport](#) promote the **adoption of appropriate indicators** for sustainable transport related targets under relevant SDGs;
- d. Contribute towards development of a **periodic, thematic review of transport** related targets in SDGs; possibly linked to the Global Report on sustainable transport, which is being prepared under the auspices of the HLAGST;
- e. **Facilitate the engagement** of members of the SLoCaT Partnership in the HLAGST;

11. SLoCaT under the current 2014 –2015 Work Program is starting its second review of Transport Commitments made at the 2012 United Nations Conference on Sustainable Development. This review, which will also include commitments on climate change made at the UN Secretary General's Climate Summit. This review will also include an overview of other commitments on sustainable transport and climate change made by cities.

12. While the Habitat III Conference will only take place in October 2016 it will be important to initiate work on SLoCaT's engagement with this important conference well before that. SLoCaT will in January 2016 assess how successful and effective the PPMC approach (see Climate Change work stream for details) has been and whether it should be replicated, in part or in full, to give voice to sustainable transport at Habitat III.

B. Transport and Climate Change

13. SLoCaT's work stream on Transport and Climate Change in 2015-2016 will be dominated by activities in support of the Paris COP21 in December 2015. In fact these will take up a considerable part of SLoCaT's activities in the period July – December 2016. The efforts of the SLoCaT Partnership will focus on the UNFCCC process but will also continue to highlight the transport related commitments made at the Secretary General's Climate Summit in September 2014.

14. SLoCaT's efforts on Transport and Climate Change will be channeled through the Paris Process on Mobility and Climate (PPMC); a joint initiative of SLoCaT together with Michelin Challenge Bibendum (MCB). The PPMC is an open and inclusive platform open to all organizations working on transport and climate change was created to strengthen the voice of

¹See http://www.slocat.net/sites/default/files/slocatfiles/000slocat_assessment_of_final_owg-sdg_document-july_19- final.pdf for an assessment of the integration of transport in the draft SDGs.

the sustainable transport community in the UNFCCC process. By bringing together different actors and stakeholders in the sustainable transport community it will be possible for the transport sector to have its voice heard at COP21 and speak with one voice on the important contribution that sustainable mobility can make to the mitigation of, and adaptation to climate change.

15. Key activities under the PPMC will include:

- a. The development of **a set of common messages** that outline: (a) the importance of sustainable mobility for achieving the 2 Degree Scenario that underpins the discussion on a new Global Climate Agreement; (b) the importance of action to be taken by the transport sector as part of the pre-2020 ambition level on action on climate change; (c) the need to acknowledge sustainable development co-benefits of action by the transport sector on climate change; (d) the need for an integrate approach that combines measures that promote modal shift with technological measures; and (d) the need for a balanced approach between activities to mitigate GHG emissions from transport and activities that strengthen the resilience of the transport sector to climate change;
- b. The development of a **series of knowledge products** and disseminate these to stakeholders in the global agreement on climate change, that: (a) improve the understanding of transport's contribution to climate change as well as the mitigation potential of transport; (b) analyze country reporting (e.g. National Communications and Biennial Update Reports) and country commitments (i.e. Intended Nationally Determined Contributions); and (c) synthesize policy and financing scenarios and recommendations;
- c. Conducting **a series of national and regional dialogues** in the second half of 2015, prior to COP21. This will give a voice to those stakeholders that are not participating in COP21 and will help to ensure that PPMC recommendations fully reflect the views of the transport and climate change community.
- d. Organizing **a series of official and unofficial side events** on sustainable mobility and climate change during COP21. This includes a series of side events at Le Bourget, the COP21 venue, as well as Transport Day 2015 on December 6th. The PPMC will give its full support to other key events like the Train to Paris organized by International Union of Railways (UIC). The PPMC will also coordinate with other events and activities on transport and climate change during COP21.

16. The SLoCaT Partnership will continue to liaise with the UNFCCC Secretariat and provide inputs to various relevant UNFCCC mechanisms and processes, including Ad Hoc Working Group on the Durban Platform for Enhanced Action (*ADP*); Technology Executive Committee and Climate Technology Center and Network; and the Financing Committee.

17. The SLoCaT Partnership, together with interested members will continue to [track the climate change negotiations](#).² These tracking activities will focus on COP21, when daily updates will be prepared on the negotiations as well as a summary report.

18. The SLoCaT Partnership helped to facilitate the [transport action area](#) of Secretary General Ban Ki-moon's Climate Summit in September 2014. It will, where appropriate, provide

²This will build on SLoCaT's reporting at COP 20 in Lima, Peru, which resulted in a joint report with the Bridging the Gap Initiative: "[Transport at COP20: Despite Limited Leaps, Lima Limp](#)"

support to the Lima Paris Action Agenda, which was created to provide a follow up to the outcomes of the SG's Climate Summit especially in the context of COP21. SLoCaT will assist organizations that made transport related commitments under the SG Climate Summit in operationalizing their commitments and help to communicate the transport related mitigation efforts made under the to parties under the UNFCCC. It will also assist in periodic reporting on the transport related mitigation efforts under the SG Climate Summit.

19. The activities in the SLoCaT work program on Climate Change are closely linked to the work stream on Financing. SLoCaT will continue to promote the integration of sustainable low carbon transport in financial mechanisms under the convention, as well in other related financial mechanisms: Green Climate Fund; Global Environment Facility; Adaptation Fund; Clean Investment and Technology Fund; and the NAMA Facility.

C. Financing Framework for Sustainable Transport

20. Funding and financing of sustainable transport is a key element in scaling up sustainable, low carbon transport and successfully implement the 2015 global agreements on sustainable development and climate change. Activities under this work program will be closely linked to other work programs on Sustainable Transport, Climate Change and Rural Transport.

21. The success of the SLoCaT Results Framework on Sustainable Transport, which has helped in building a consensus on sustainable transport, SLoCaT will develop a Financing Framework on Sustainable Transport. This will build on current efforts of the SLoCaT Partnership on funding and financing of sustainable transport. Funding and financing of Sustainable Transport is an area in which many of the members of the SLoCaT Partnership are actively engaged and we aim to build on these activities, rather than duplicating these. The Financing Framework will present an integrated approach to the funding and financing of sustainable transport and will incorporate Public Sector, Private Sector, ODA and Climate Finance. The Financing Framework will subsequently be used to promote the better integration of a transport sector perspective in global processes on sustainable development and climate change.

22. As inputs to the development of the Financing Framework the SLoCaT Partnership will:

- a. Continue the dialog process on financing it has started in 2015³. It is anticipated that additional **Round Tables on private sector financing** will be organized in Latin America and possibly also in Africa. It is considered to also conduct Round Tables on Public Sector Financing of Sustainable Transport with interested parties;
- b. Continue to facilitate the GIZ's TRANSfer Project **Expert group on promoting climate finance for sustainable transport**.⁴The expert group is expected to develop a discussion paper in preparation of COP21 that details the possible use of Climate Finance for Transport;
- c. Maintain and further develop relevant **databases** on the funding and financing of sustainable, low carbon transport;

³Two Roundtables on Private Sector Financing for Sustainable Transport were organized in London (March 2015) hosted by the European Bank of Reconstruction and Development; and in Hong Kong (June 2015) together with the Konrad Adenauer Stiftung.

⁴<http://transport-namas.org/expertgroup/expert-group-on-climate-finance-for-sustainable-transport/>

- d. Conduct a review of Infrastructure Financing Facilities and Project Preparatory Facilities and assess the extent to which they are oriented towards sustainable, low carbon transport.

23. The SLoCaT Partnership will continue to document and assess relevant global discussions on financing for development. This will include the Finance for Development Conference and its outcome.

24. Financing related activities can also be found under the work stream on Transport and Climate Change as well as under the work stream on Rural Transport.

D. Collaborative Work Program on Sustainable Transport and Poverty

25. SLoCaT's main effort on poverty related issues has been the development of the [SLoCaT Collaborative Work Program on Transport and Poverty](#) in 2014. The Collaborative Work Program combines three elements; (a) tracking of progress in addressing poverty through sustainable transport; (b) awareness raising on the importance of the topic; and (c) sharing of knowledge and information on projects, assessment tools, capacity building programs, targeting mechanisms.

26. The current status quo is that poverty has still a relatively low standing in the SLoCaT work program. This current status quo is not satisfactory. The elimination of poverty underpins the new post-2015 development framework and is a key part of the mandate and objectives of many of the members of the SLoCaT Partnership. It will be important for SLoCaT to strengthen its activities in this area. Possibilities where poverty related issues could play a larger role in SLoCaT's activities include:

- a. There is a possibility to introduce poverty related work in the further development of indicators for transport targets under the SDGs⁵;
- b. In the translation of 2015 global outcomes of COP21 and SDGs to the national level, which is expected to be part of SLoCaT's shift towards enabling implementation, there is potential to raise poverty related issues;
- c. The HABITAT III (October 2016) process offers considerable opportunities to raise poverty related issues, for example in connection with informal/para transit.

27. SLoCaT can also follow up on its current efforts on sustainable transport and poverty (see: <http://www.slocat.net/poverty-and-transport>) through a periodic follow-up to the SLoCaT Collaborative Work Program on Transport and Poverty.

28. In order to SLoCaT to become more effective in addressing transport and poverty it is important to identify specific funding sources (which has proven difficult so far), build capacity in the SLoCaT Secretariat and match up SLoCaT with an external organization that would take the lead with developing the actual knowledge on transport and poverty.

E. Rural Transport

29. Rural Transport is a new field of work for the SLoCaT Partnership. In February 2015, SLoCaT Partnership together with the Africa/Asia Community Access Partnership (AFCAP-

⁵See [Draft- Proposed SDG Indicators on Sustainable Transport](#) and [Review of Existing and Potential Indicators on Transport to Support the SDGs-DRAFT In Progress](#) for an overview of SLoCaT's work on indicators so far.

ASCAP) launched the project [“Promotion of sustainable rural access in the post 2015 Sustainable Development Agenda”](#) to systematically pursue opportunities to ensure a better integration of rural transport in the post-2015 development framework. SLoCaT agreed to start up work on rural transport as it considered an integral part of transport by decision makers on sustainable transport.

30. As part of its work on Rural Transport the SLoCaT Partnership will:
- a. Continue advocacy on Rural Transport aimed at better integrating sustainable transport in SDG process through preparation and dissemination of advocacy materials aiming to secure and achieve specific rural transport target(s) and advocacy on rural transport at key fora and through online channels;
 - b. Strengthen the global Rural Transport Community through setting up and implementation of a global Dialogue process on Rural Transport bringing together global and regional stakeholders on rural development and rural transport;
 - c. Detail indicators on Rural Transport and their reporting mechanisms as inputs for SLoCaT’s advocacy on appropriate indicators for sustainable transport and the 2016 SLoCaT report on status of sustainable transport;
 - d. Contribute to SLoCaT Financing Framework on Sustainable Transport by identifying the main challenges and priorities for funding and financing of sustainable rural transport services.

Linkages SLoCaT Work Streams and Global Processes targeted by the SLoCaT Partnership

31. The figure below shows the linkages between the five work streams of the SLoCaT work program and their relationship with the 5-targeted global processes by the SLoCaT Partnership.

SLoCaT work stream	<i>Sustainable Transport</i>	<i>Transport and Climate Change</i>	<i>Financing Framework</i>	<i>Sustainable Transport and Poverty</i>	<i>Rural Transport</i>
Global Processes					
<i>SDG Process</i>	Strong Linkage	Medium Linkage	Medium Linkage	Medium Linkage	Strong Linkage
<i>Financing for Development Conference 2015</i>	Medium Linkage	Strong Linkage	Strong Linkage	Medium Linkage	Strong Linkage
<i>Habitat III Conference 2016</i>	Strong Linkage	Strong Linkage	Strong Linkage	Medium Linkage	Medium Linkage
<i>Global 2015 Climate Change Agreement</i>	Medium Linkage	Medium Linkage	Medium Linkage	Medium Linkage	Medium Linkage
<i>SG High Level Advisory Group</i>	Strong Linkage	Strong Linkage	Strong Linkage	Strong Linkage	Medium Linkage

Strong Linkage	Medium Linkage	Limited Linkage
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32. Explicit efforts are made to strengthen linkages between the different global processes as well as the individual work streams in the SLoCaT Partnership. For example by pursuing a focus on efforts made by cities on transport and climate change under the PPMC, this creates the basis for relevant SLoCaT activities under the Habitat III process. Or, by having finance specific activities under the Climate Change work stream as well as under the Rural Transport work stream it will become easier for SLoCaT to implement the Financing work stream. Another thread that runs across the overall SLoCaT Work Program is work on indicators.

Moving beyond a focus on global processes towards building national support for sustainable, low carbon transport?

33. Over the past 6 years the SLoCaT Partnership has had a very clear focus on global processes on sustainable development and climate change and has largely ruled out involvement in national level activities on sustainable, low carbon transport. Now that the global discussion on sustainable transport is shifting from defining sustainable transport towards the implementation of sustainable transport there is a case to be made for the SLoCaT Partnership to have a stronger focus on fostering national level support for the integration of sustainable, low carbon transport in global policies on sustainable development and climate change.

34. Pursuing such increased national level activities in support of the integration of sustainable, low carbon transport in global policies on sustainable development and climate change could have profound implications for the SLoCaT Partnership Secretariat depending on the manner in which it would engage itself in such national level activities.

35. Apart from the implications for the required organizational capacity of the SLoCaT Partnership there is also the issue of potential overlap with activities of members of the SLoCaT Partnership, some of whom are also directly working with national governments on policies related to transport, sustainable development and climate change. It is clear therefore that such a shift in focus needs to be well considered and that it should not be rushed.

36. It appears that there are two possible ways forward to build up stronger country support for the integration of sustainable transport in global policies on sustainable development and climate change. These are:

- a) Make more effective use of existing global and regional intergovernmental processes on transport. This includes for example: the African Sustainable Transport (AST) Forum (hosted by the African Union with Secretariat provided by United Nations Environment Program and UN-Habitat), the regional Environmentally Sustainable Transport (EST) Forum in Asia (hosted by the United National Center for Regional Development); the Asian Transport Ministers Forum (facilitated by the United Nations Economic and Social Commission for Asia and the Pacific); the International Transport Forum (consisting of transport ministers of OECD and selected larger non OECD countries, facilitated by ITF); The Transport, Health and Environment Pan-European Programme (THE PEP) (under the auspices of the United Nations Economic Commission for Europe (UNECE) and the World Health Organization Regional Office for Europe (this in addition to a range of other similar forums and networks);
- b) Work with countries that have a shared interest in sustainable, low carbon transport and who are willing to be recognized as such at the international level. Ideally this would be a group of 6-10 countries, with a strong national level track record on sustainable transport.(This would fit in well with the Friends of Sustainable Transport Group that is being convened under the leadership of the Netherlands Mission to the United Nations).

These two options are not necessarily mutually exclusive and could be implemented side by side.

37. As part of its activities under the PPMC, the SLoCaT Partnership will be involved in the second half of 2015 in a number of national and regional dialogues on transport and climate change. This experience should help SLoCaT Partnership in mapping out its strategy in what is acknowledged as an important area for the Partnership but which is also still to a large extent uncharted territory .

Building the organization

38. The SLoCaT Partnership, and especially the SLoCaT Foundation (established in August 2014) is a relatively young organization and additional efforts are required to ensure its organizational effectiveness.

Governance

39. The governance of the SLoCaT Partnership and the Foundation, established to support its functioning, is defined in the [Constitution](#) and the [By-laws](#) of the SLoCaT Foundation. Considering that the SLoCaT Foundation has been functioning less than one year it is to be expected that further additions and revisions to especially the By-Laws of the SLoCaT Foundation will be required in 2015-2016.

40. After, close to one year since the establishment of the SLoCaT Foundation, the time has come to activate the SLoCaT Impartiality Committee⁶. This committee is part of the SLoCaT governance structure and was included to ensure that the Partnership, the Foundation and its Board as well as the Secretariat function in a true multi-stakeholder and impartial fashion whereby different constituent parts of SLoCaT respect each other. It is intended that the first Impartiality Committee will prepare a report for consideration by the SLoCaT Annual Meeting in January 2016, following which the report and its recommendations will be taken up by the Board of the SLoCaT Foundation.

41. In line with the provisions of the Constitution, which provides for 2-year terms for Board membership, elections will have to be conducted for the Board. This is scheduled for April-June 2016.

Building Partnerships

42. A key objective for the SLoCaT Partnership is to help ensure the scaling up of the implementation of sustainable, low carbon transport. SLoCaT is contributing towards this by promoting the integration of sustainable transport in global policies on sustainable development and climate change. It is clear that the SLoCaT Partnership will need partners to help achieve its policy related objective and that the successful scaling up of sustainable, low carbon transport is a challenge that requires the full engagement of all stakeholders working on sustainable transport. It is important therefore to have effective partnerships with other global and regional initiatives on sustainable transport. This includes global and regionally focused

⁶ For more details on the SLoCaT Impartiality Committee, please see Chapter III of the SLoCaT Foundation Constitution and Section 6 of the SLoCaT Foundation By-Laws.

initiatives like the Asian EST Forum, the African Sustainable Transport Forum, the International Transport Forum as well as the PEP in Europe. As indicated this is a good way to build up more country support for sustainable transport in the global agendas on sustainable development and climate change.

43. The SLoCaT Partnership will in July –December 2015 continue to partner with the Bridging the Gap Initiative on activities on transport and climate change, especially those aimed at the UNFCCC process. However, as the Bridging the Gap initiative is expected to end its activities following COP21 in December 2015 it is expected that the SLoCaT Partnership will gradually take over the lead within joint activities with the Bridging the Gap initiative during 2015 as to ensure the sustainability of these activities on transport and climate change.

44. As mentioned in the Climate Change work stream, SLoCaT intends to actively contribute to the Lima Paris Action Agenda on Climate Change, which was established following SG Ban Ki-moon's Climate Summit. SLoCaT is dealing mainly with the Transport working group under the LPAA. It is at present not fully clear what the future, if any, is of the LPAA after COP21 in Paris. The LPAA currently plays an active role in coordinating the Transport related initiatives presented at the SG Climate Summit and it is in the active interest of the SLoCaT Partnership to see such coordination continue.

45. The SLoCaT Partnership will have an open perspective in coordinating and cooperating with new emerging partnerships like the International Road Union led Global Partnership on Sustainable Mobility, or the Zero Emissions Vehicle Alliance, led by California Environmental Protection Agency.

46. SLoCaT will evaluate in January 2016 the success of the PPMC, which it is implementing in partnership with Michelin Challenge Bibendum. Both SLoCaT and MCB see this as the beginning of long-term strategic cooperation and the lessons drawn from the implementation of the PPMC will guide the development of a more long-term partnership between MCB and SLoCaT.

Secretariat

47. It was agreed at when the SLoCaT Foundation was established to have a small but highly professional and efficient secretariat with active involvement of, and delegation of tasks to, members of the SLoCaT Partnership. In line with this vision the core staff of the SLoCaT Foundation will remain limited in 2015-2016 to 5 or 6 persons (assisted by part-time consultants where needed). All will be engaged on a consultancy basis, as is the case now, so that flexibility will be ensured. Staff of the Foundation will: (a) conduct outreach and build strong engagement of SLoCaT Partnership members; (b) take a lead role in the implementation of the 5 SLoCaT work streams.

48. To further enhance the effectiveness and efficiency of the SLoCaT Secretariat and to ensure that this operates in an accountable and transparent manner a SLoCaT Operations Manual will be developed. This will bundle all relevant and applicable administrative and financial procedures that are required by the Secretariat on a day-to-day basis. Where relevant, comparable procedures by SLoCaT members and other comparable organizations will be used.

Outreach

49. Part of the effectiveness of an advocacy organization like SLoCaT is the quality and intensity of outreach activities. The main SLoCaT outreach channels will continue to include:

- The SLoCaT website - If sufficient resources can be identified this will also include a comprehensive redesign of the website of the SLoCaT Partnership (the current structure has been largely in place since the start of the SLoCaT Partnership in 2009);
- SLoCaT Twitter accounts⁷ - Currently in English and Spanish. For the period September – December a French version is being considered in support of outreach on COP21;
- Fact Sheets – these consist of 4 page summaries of reports or other analytical work;
- Data bases – these can be on a wide range of topics. They have been proven to be popular and can be put together in several cases with a limited amount of effort. They can be easily updated and are a good tool to involve SLoCaT members;
- Quarterly SLoCaT newsletter, which currently goes out to over 7000 subscribers;
- SLoCaT member updates, which vary in frequency but are sent out usually every two weeks.

50. Outreach channels and activities have grown in an organic manner over the last 6 years and there is scope for streamlining and further professionalization. This is being considered for 2015-2016.

Membership and Member engagement

51. Members are the heart and soul of the SLoCaT Partnership. Without the active participation of members the Partnership loses its rationale and reason for existence. It is of great importance therefore that the SLoCaT Partnership serves its members well and members actively participate in, and contribute towards the activities of the SLoCaT Partnership.

Membership

52. The SLoCaT Partnership currently has over 90 members and it continues to experience a slow and controlled growth. This will also be the policy for 2015-2016. There will be a continued preference for new members that consist of associations or alliances as this greatly enhances SLoCaT's impact. Individual organizations are only accepted if their activities are national in scale. To ensure a balanced representation among stakeholders in the Partnership there is a preference for additional members from the business sector. Likewise, in support of the emerging shift towards national implementation of global policy targets in sustainable development and climate change it is in the interest of the SLoCaT Partnership to have more members representing developing and emerging economies. This is where the Partnership is still relatively weak.

53. When the SLoCaT Foundation was established in August 2014 an annual support fee was introduced for members of the SLoCaT Partnership. As discussed in the January 2015 Annual Meeting the annual support fees will be more consistently enforced in 2015-2016, although the possibility of waivers will continue to exist in line with provisions of the By-laws.

⁷SLoCaT Annual meeting indicated that development of a Facebook account has low priority.

Member engagement

54. Membership participation in the SLoCaT Partnership is a two-way process and includes responsibilities for both the SLoCaT members and the SLoCaT Secretariat. Currently these mutual responsibilities are not well defined. It is proposed therefore to develop a “*Members’ Charter*”, which defines roles and responsibilities of both the members and the SLoCaT Partnership as an organization. Both SLoCaT Partnership and members would sign/endorse the document upon joining the SLoCaT Partnership.

55. This Members’ Charter is to be developed in July – December 2015, approved by the Board following consultation with membership and discussion in SLoCaT Annual Meeting in January 2016. The box below presents draft elements of a possible Members’ Charter.

Draft 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.

56. To ensure that the SLoCaT Partnership serves its members well an annual Membership satisfaction survey will be introduced. This will be implemented in December so that results can be presented and discussed at the SLoCaT Annual meeting in January of each year. By adopting a standardized approach it will become possible to assess trends over a longer period of time.

SLoCaT Partnership Finances

2015-2016 Budget

57. In 2014– 2015 the SLoCaT Foundation is operating with a budget of about \$460,000. It is expected that for 2015 - 2016 the budget will go up to about \$ 720,000. The increase for the 2015 – 2016 budget is explained by: (a) 2014-2015 was a budget for 11 months, while 2015 – 2016 is a full year's budget with 12 months; (b) special efforts on COP21; (c) a moderate increase in capacity of the Secretariat, as well as (d) general increase in cost levels. Overall the budget is still in line with the expectations at the time of the establishment of the SLoCaT Foundation.

SLoCaT Budget 2014-2015 & Proposed Budget July 2015-June 2016		
	Budget August 2014- June 2015*	Proposed Budget July 2015- June 2016
SLoCaT Secretariat Expense		
A. Staff Costs	\$329,322	\$440,559
B. Travel	\$45,077	\$50,000
C. Hosting SLoCaT Foundation Office	\$48,768	\$70,300
D. Event Costs	\$8,933	\$10,000
E. Marketing & Promotion	\$3,015	\$5,200
F. Outsourced Services	\$1,307	\$23,500
Total Expenses	\$436,422	\$599,559
Special Projects (Transport Day 2014)	\$25,165	--
Special Projects (COP 21)	--	\$119,1310
Grand Total	\$461,587	\$718,690

* based on May 16, 2015 estimates

Funding

58. The funding philosophy that underpins the SLoCaT Foundation, continues to be characterized by:

- a. Emphasis on diversification of funding base of the SLoCaT Partnership. Typically, one funder should not contribute more than 20% of the annual budget of the SLoCaT Partnership;

- b. There should be a healthy ratio of larger funders and smaller funders, this to keep work load in terms of contract management for the SLoCaT Secretariat within check;
- c. Multiyear funding arrangements should become the norm rather than the exception;
- d. Unrestricted funding contributions are preferred but programmatic or project based funding is acceptable provided this fits in well with one or more of the 5 work streams in the SLoCaT Partnership work program;
- e. SLoCaT membership should contribute actively to the funding of SLoCaT activities through annual support fee or measurable in-kind contributions.

Key Performance Indicators and Reporting

59. The proposed activities in the SLoCaT Work Program 2015 – 2016 under the 5 work streams and the activities on building the organization are summarized in a set of Key Performance Indicators (KPIs), which form the basis for quarterly reporting by the SLoCaT Secretariat to the Board of the SLoCaT Foundation as well as to the SLoCaT Annual Meeting.

	Proposed Key Performance Indicators
A. Overall	A1. Position of Sustainable Transport in Global Policies on Sustainable Development and Climate Change has improved
	A2. The SLoCaT Partnership is acknowledged as a leader in efforts to integrate sustainable, low carbon transport in global policies on sustainable development and climate change
	A2. Members of the SLoCaT Partnership rate the performance and impact of the Partnership at least at 7, on a scale from 1-10
B Work Streams	
<i>1. Sustainable Development</i>	B.1.a Well articulated strategy on the implementation of sustainable transport in the post 2015 development framework in place and communicated to relevant stakeholders
<i>2. Climate Change</i>	B.2.a Paris Process on Mobility and Climate successfully delivered and follow-through strategy that capitalizes on success of PPMC in place and under implementation
<i>3. Finance</i>	B.3.a Financing Framework for Sustainable, Low Carbon Transport developed and acknowledged by stakeholders as being relevant in aid of scaling up the implementation of sustainable, low carbon transport
<i>4. Poverty</i>	B.4.a Substantive start in implementing poverty oriented activities has been made
<i>5. Rural Transport</i>	B.5.a Effective integration of rural transport activities in the work program of SLoCaT has been accomplished
C. Organizational	
<i>1. Governance</i>	C.1.a Impartiality Committee in place that has delivered report, the

	Proposed Key Performance Indicators
	recommendations of which are discussed in the Partnership and appropriately acted upon
<i>2. Secretariat</i>	C.2.a SLoCaT Secretariat operates in effectively and efficiently, aided by operations manual and in a manner that actively involves SLoCaT Members
<i>3. Outreach</i>	C.3.a SLoCaT Partnership reaches a growing number of stakeholders through a well thought out and implemented outreach strategy and tools
<i>4. Membership</i>	C.4.a SLoCaT membership represents stakeholders on sustainable transport and is actively engaged in formulation and implementation of SLoCaT Partnership activities
<i>5. Financial Management</i>	C.5.a SLoCaT Foundation receives a clean review of accounts for financial year 2014-2015
	C.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)

Risk Assessment

60. It is important to consider the risks that the SLoCaT Partnership is exposed to and to manage such risks as best as possible. Currently the following risks (and their possible mitigation strategies) are flagged for the attention of the members of the SLoCaT Partnership.

Short term priorities versus medium term vision

61. Much of the attention in the development of the SLoCaT Partnership (and linked to that the SLoCaT Foundation) has been on the 2015 focused global policy processes on sustainable development and climate change. While there is resonance for the message that SLoCaT provides a much needed global voice on sustainable transport there has not yet been a clear discussion on what the detailed role of the SLoCaT Partnership could/should be in the post 2015 period and how this would affect the structure, size and mandate of the organization? There are different plausible scenarios that could apply for the future of the SLoCaT Partnership and failing to create clarity can result in different groupings having their own, possibly conflicting, expectations on what SLoCaT will be post 2015.

62. It will be important to document the different possible roles for the SLoCaT Partnership in the post-2015 period and have an open and participatory dialog with stakeholders within and outside the SLoCaT Partnership on these possible roles. Following an initial review by the Board of the SLoCaT Foundation this will be an important input to the 2016-2017 Work Program for the SLoCaT Partnership, which will be discussed during the annual meeting of the SLoCaT Partnership in January 2016.

Mission/Objectives Creep

63. Linked to the discussion on short-term priorities and medium term vision is the risk of Mission/Objectives Creep, which can be defined as a gradual shift in objectives during the course of a (military) campaign, often resulting in an unplanned long-term commitment. An organization like the SLoCaT Partnership is confronted with multiple requests or suggestions for activities that are useful for the promotion of sustainable transport. Taken together they can however take the organization in new, unplanned directions. The risk for Mission Creep is considerable for small organizations like the SLoCaT Partnership. It can be difficult in some cases for staff in the SLoCaT Secretariat to reject certain activities especially if they provide short-term financial gain or relief to the organization.
64. There are three lines of defense against Mission Creep in the SLoCaT Partnership:
- The mandate of the SLoCaT Partnership and Foundation, which limit the activities to promote the integration of sustainable transport in **global** policies on sustainable development and climate change. This will help prevent that the Partnership ventures into other non-core activities;
 - The organization of the activities of the SLoCaT Partnership in 5 work streams and the need for each of new projects to directly fit in/contribute towards one or more of these work streams;
 - The requirement that the Board of the SLoCaT Foundation needs to approve all projects with a value above US\$ 25,000, which gives the Board responsibility as well in preventing Mission Creep.

Organizational Sustainability

65. The SLoCaT Partnership (and Foundation) has developed in an organic manner since 2009 whereby the current organizational arrangements (location SLoCaT Secretariat in Shanghai and staffing of SLoCaT Secretariat – i.e. Secretary General) have been shaped by this. These, ad-hoc, arrangements can threaten the organizational sustainability of the SLoCaT Partnership. Shanghai as the location of the SLoCaT Secretariat is most likely a temporary one. It is important to consider what steps would be involved in case the location of the Secretariat would need to be changed, together with the Secretary General of the Partnership.
66. There are different options with respect to the future organizational arrangements for the SLoCaT Partnership. Most likely would be that a change in leadership of the organization would also result in a change of location of the Secretariat. Such a change in location could result in either a stand-alone office for the SLoCaT Partnership in a new location, or the relocated SLoCaT Secretariat could be hosted by another organization (SLoCaT Partnership member or not).
67. No major changes are expected in 2015 in the organizational arrangements for and leadership of the SLoCaT Partnership. It is suggested to be able to manage such changes properly these should be announced at least one year ahead of time. In the meantime it would be useful to give some thought to what organizational arrangements would fit best with the future role of the SLoCaT Partnership in the post-2015 period.

Financial Vulnerability

68. The financing of the SLoCaT Partnership is based on the following principles:

- a. Avoid financial dependence on small number of large funders. This has resulted in an unwritten rule that one funder should not contribute more than 20% of the annual budget of the SLoCaT Partnership;
- b. Aim for multi- year commitments. This helps to create financial predictability and stability;
- c. Only accept financial support that is unrestricted (preferred) or is tied on with one or more of the 5 work streams of the SLoCaT Partnership as to avoid undue reporting requirements towards individual funders;
- d. Encourage members of the SLoCaT Partnership to show financial solidarity by paying an annual support fee.

69. While all four principles are being followed the SLoCaT Partnership is still quite vulnerable financially and there is a continued risk that the activities of the SLoCaT Partnership, while being welcomed as being productive by all, are not financially sustainable. This makes the financial sustainability a topic of continued attention for the Board of the SLoCaT Foundation and of the members of the SLoCaT Partnership.