

Introducing the MobiliseYourCity Sustainable Urban Mobility Plans (SUMPs) Guidelines

08 March 2023

Training Developed By



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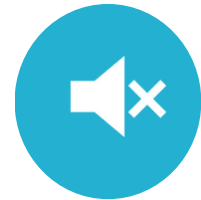
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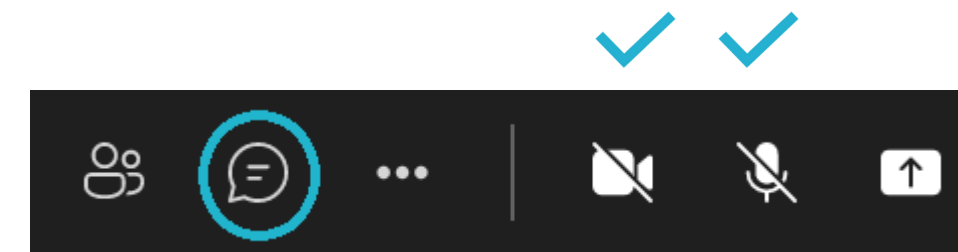
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<https://www.mobiliseyourcity.net/mobiliseyourcity-training-materials-catalogue>



Some General Notes on this session



Make sure your mic is muted and your camera is turned off



This session will be recorded. You will not appear in the recording if your camera is kept off



Include your questions in the chat, we will pose them in the Q&A at the end of the session



Contents

- 1 Welcome & Introduction
- 2 Sustainable mobility planning and the need for adapted guidelines
- 3 Introduction to MobiliseYourCity SUMP Guidelines
- 4 Questions and answers

Speakers



Aurélie Jehanno
Head of Mobility
Systra



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Sustainable Mobility Expert
MobiliseYourCity

Objectives of the training

- Present the specificities of urban mobility challenges for cities in the Global South
- Define the SUMP concept and why it supports sustainable mobility planning
- Describe the main phases and steps in preparing a SUMP

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Sustainable mobility planning and the need for adapted guidelines

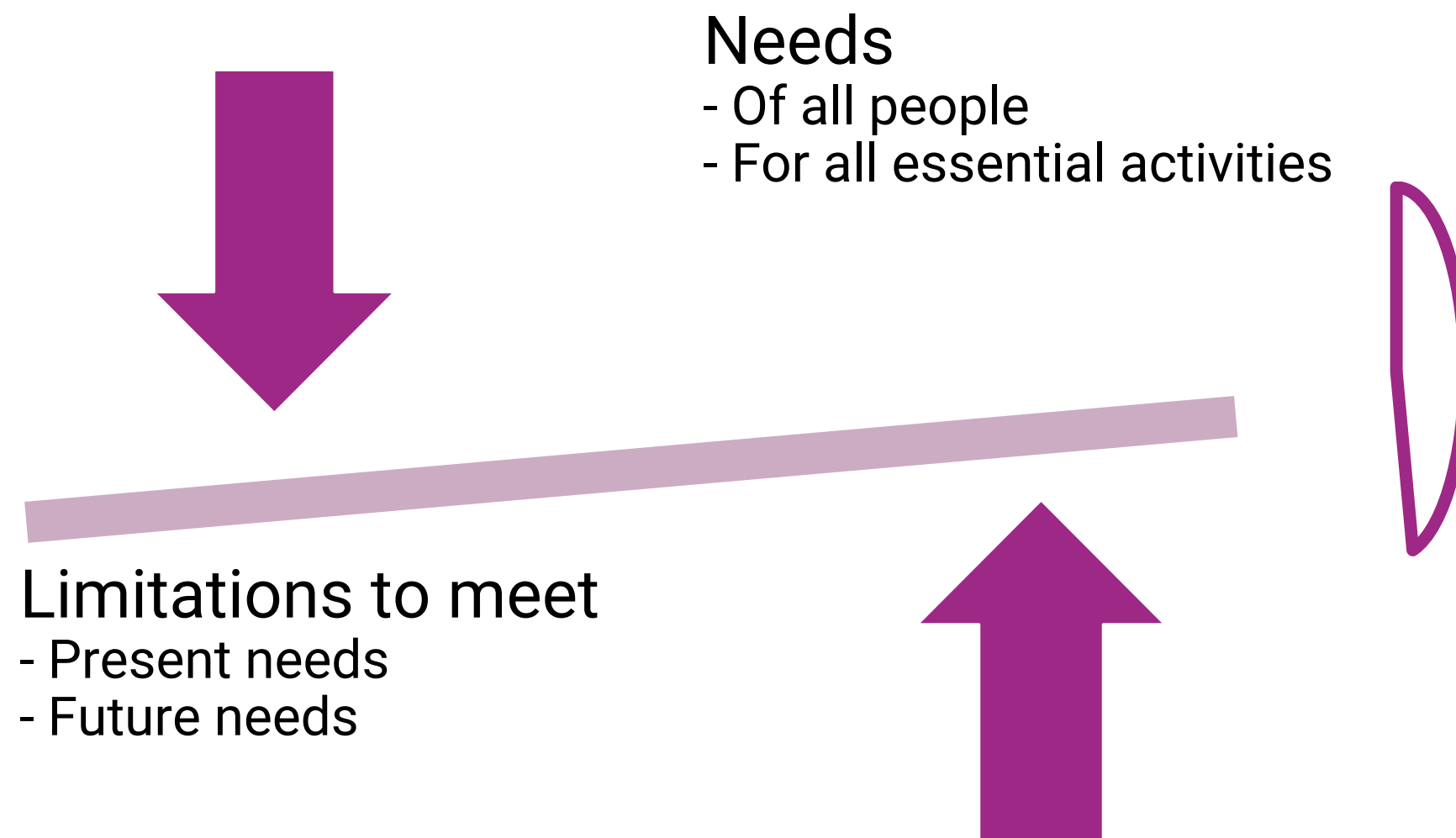
Sustainable Development

Sustainable Mobility

Sustainable Development

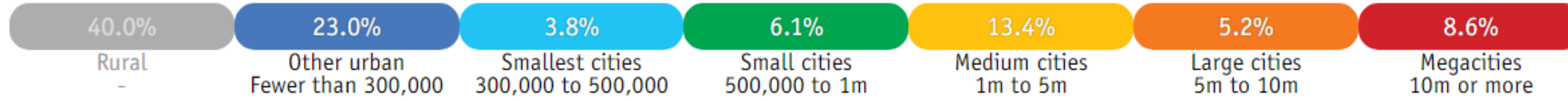
- “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”

Brundtland Commission Report (1987)



Urbanisation, 2030

GLOBAL CITY POPULATIONS*



1950
Source: UN

1960

1970

1980

1990

2000

2010

2020

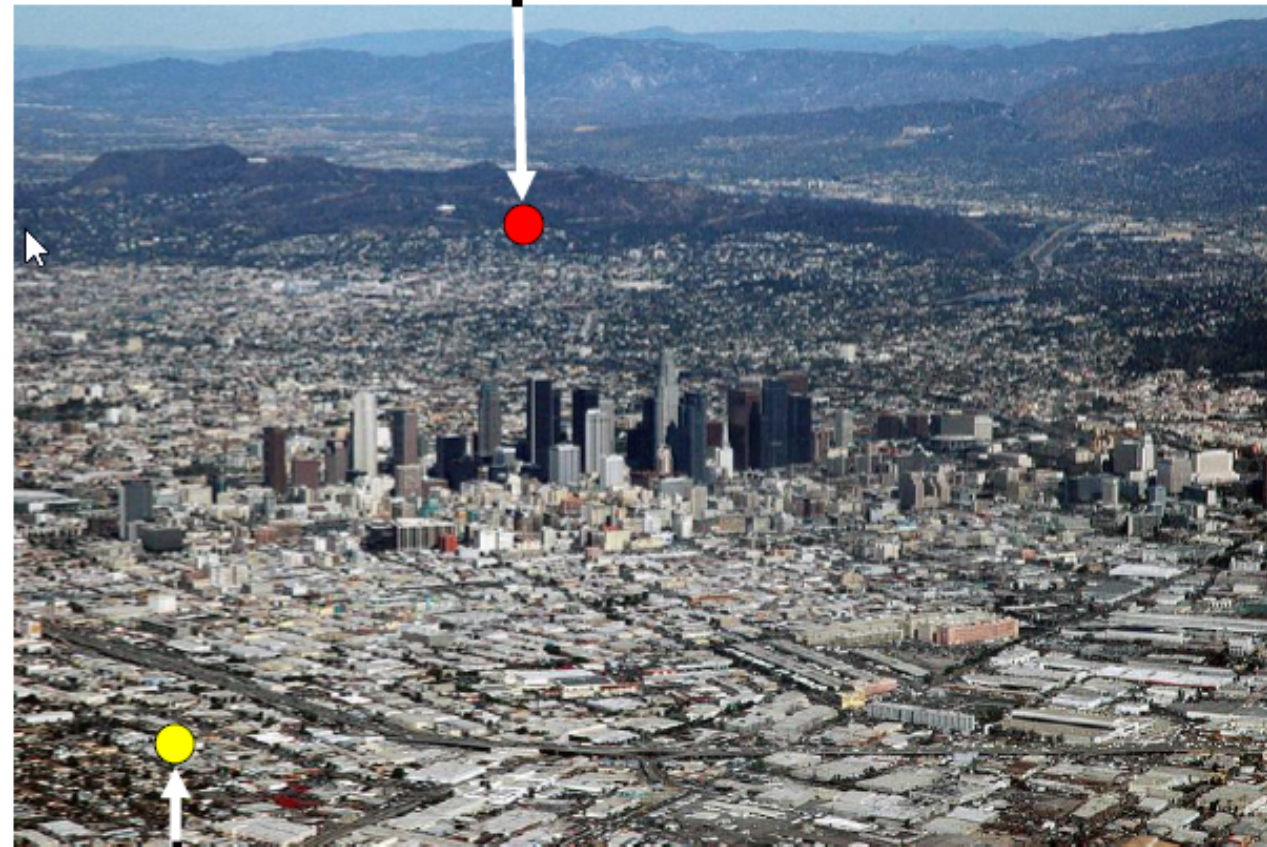
2030

<#> - Introducing

*Dataset comprises urban agglomerations with 300,000 inhabitants or more in 2014. Data are for countries existing in 2014, mapped on modern borders. Projections from 2014.

The traditional transport approach

My home



My work

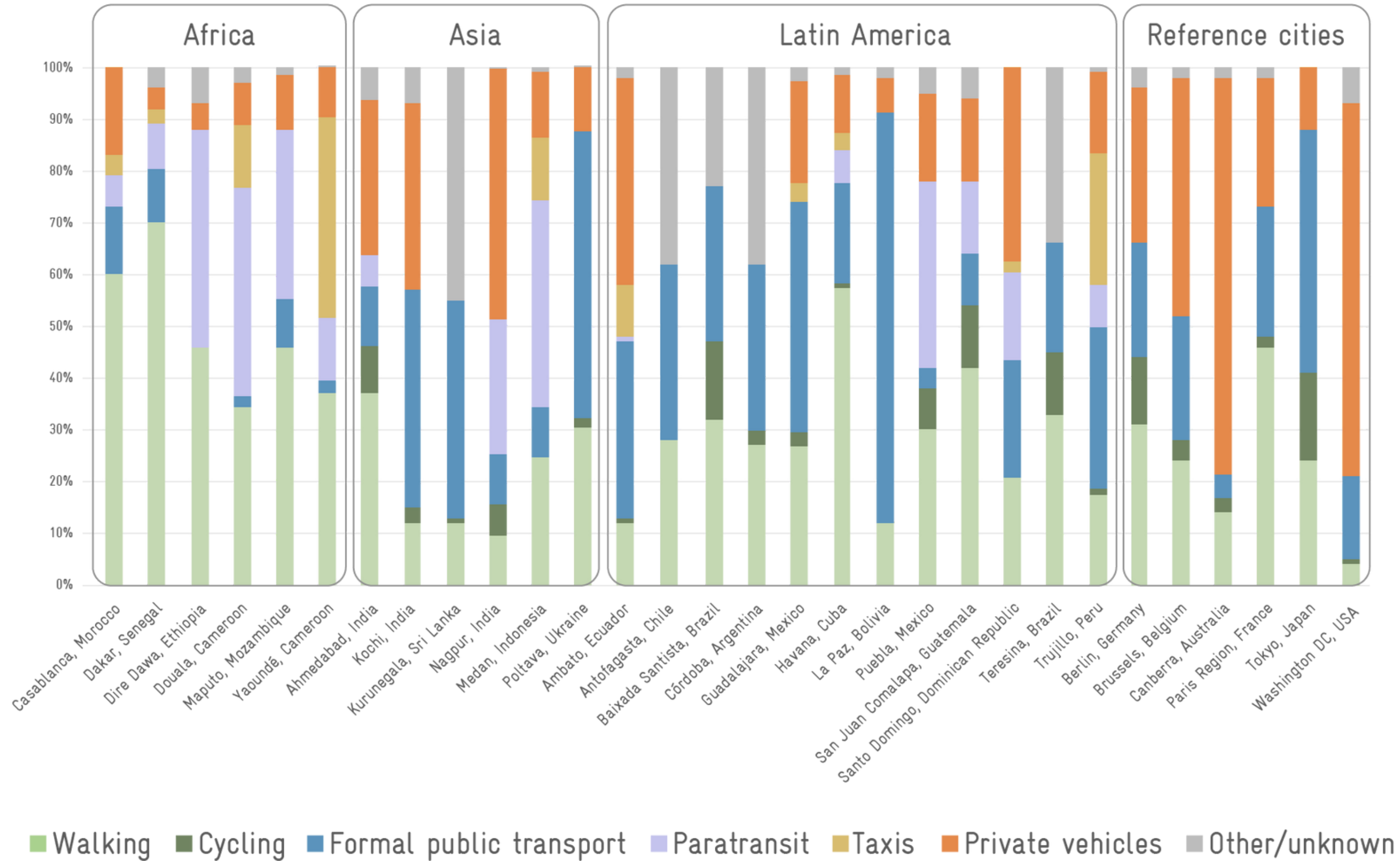
Fortunately...



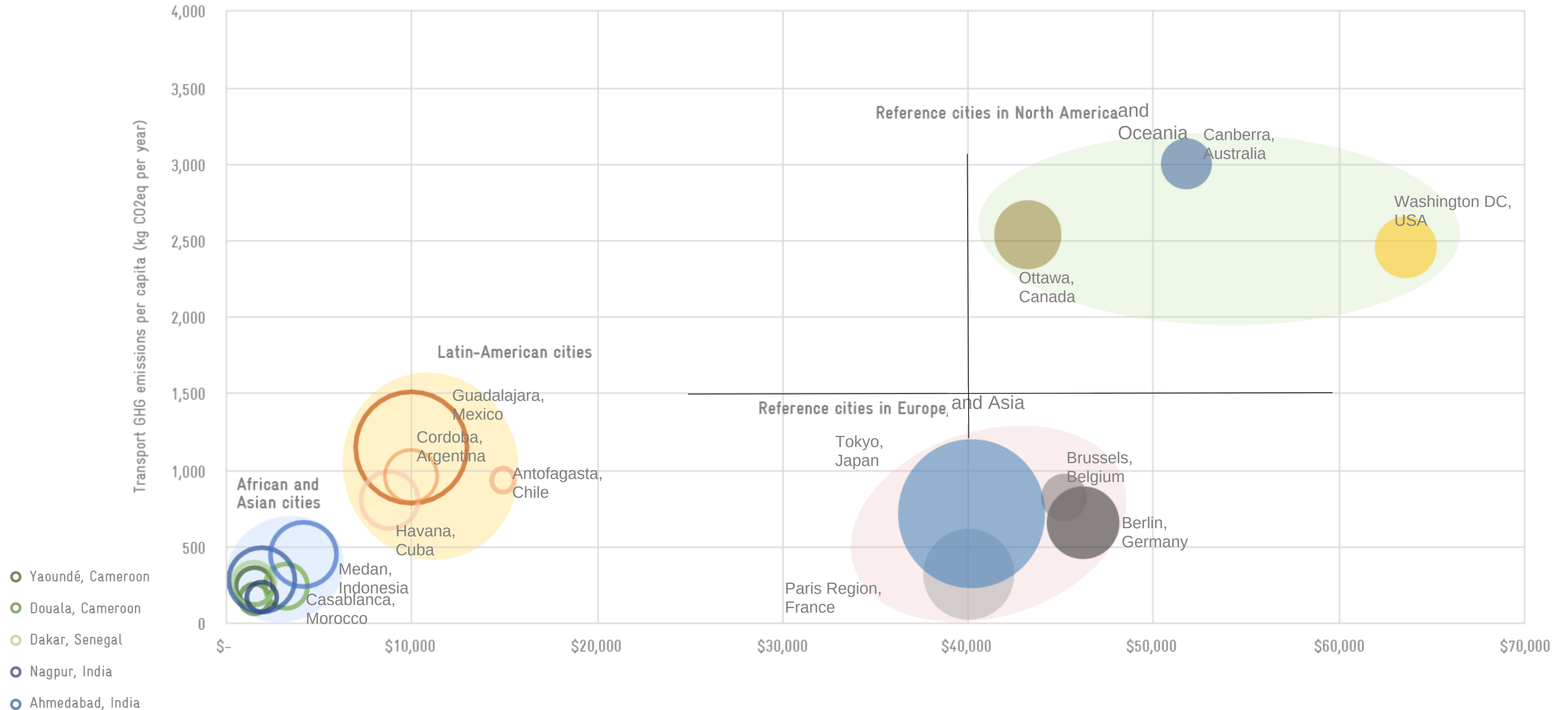
I have a car!

Modal split in MobiliseYourCity member cities

and reference cities



Transport related GHG emissions in MobiliseYourCity member cities and reference cities



The area of the circle is proportionate to the total GHG annual emissions

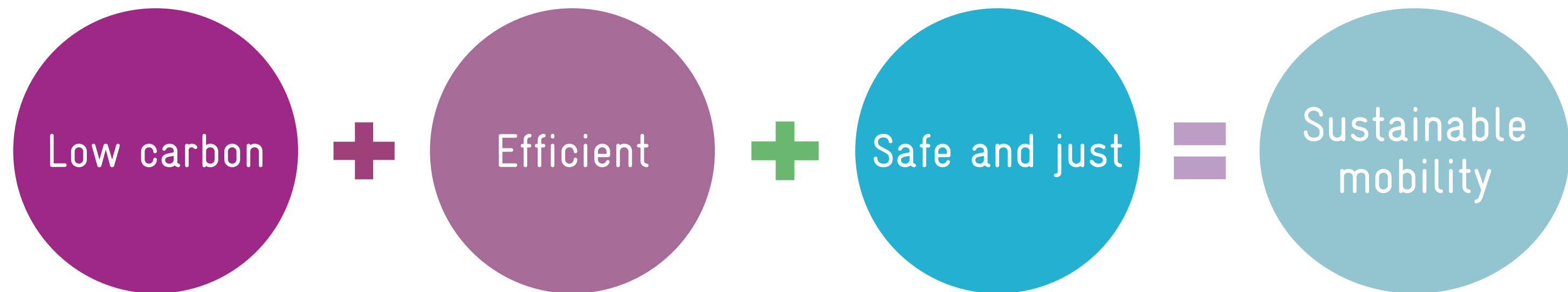
Figure 1: Differences between traditional transport planning and Sustainable Urban Mobility Planning

Traditional Transport Planning		Sustainable Urban Mobility Planning
Focus on traffic	→	Focus on people
Primary objectives: Traffic flow capacity and speed	→	Primary objectives: Accessibility and quality of life , including social equity, health and environmental quality, and economic viability
Mode-focussed	→	Integrated development of all transport modes and shift towards sustainable mobility
Infrastructure as the main topic	→	Combination of infrastructure, market, regulation, information and promotion
Sectoral planning document	→	Planning document consistent with related policy areas
Short and medium-term delivery plan	→	Short and medium-term delivery plan embedded in a long-term vision and strategy
Covering an administrative area	→	Covering a functional urban area based on travel-to-work flows
Domain of traffic engineers	→	Interdisciplinary planning teams
Planning by experts	→	Planning with the involvement of stakeholders and citizens using a transparent and participatory approach
Limited impact assessment	→	Systematic evaluation of impacts to facilitate learning and improvement

SUMP concept and comparison with traditional approach

The MobiliseYourCity vision for sustainable mobility

- People is the key
- All modes and all services contribute to the same goals
- At the scale of the functional area





IMPLEMENTATION AND MONITORING

- ⑩ Manage implementation
- ⑪ Monitor, adapt and communicate
- ⑫ Review and learn lessons



MEASURE PLANNING

- ⑦ Select measure packages with stakeholders
- ⑧ Agree actions and responsibilities
- ⑨ Prepare for adoption and financing

START



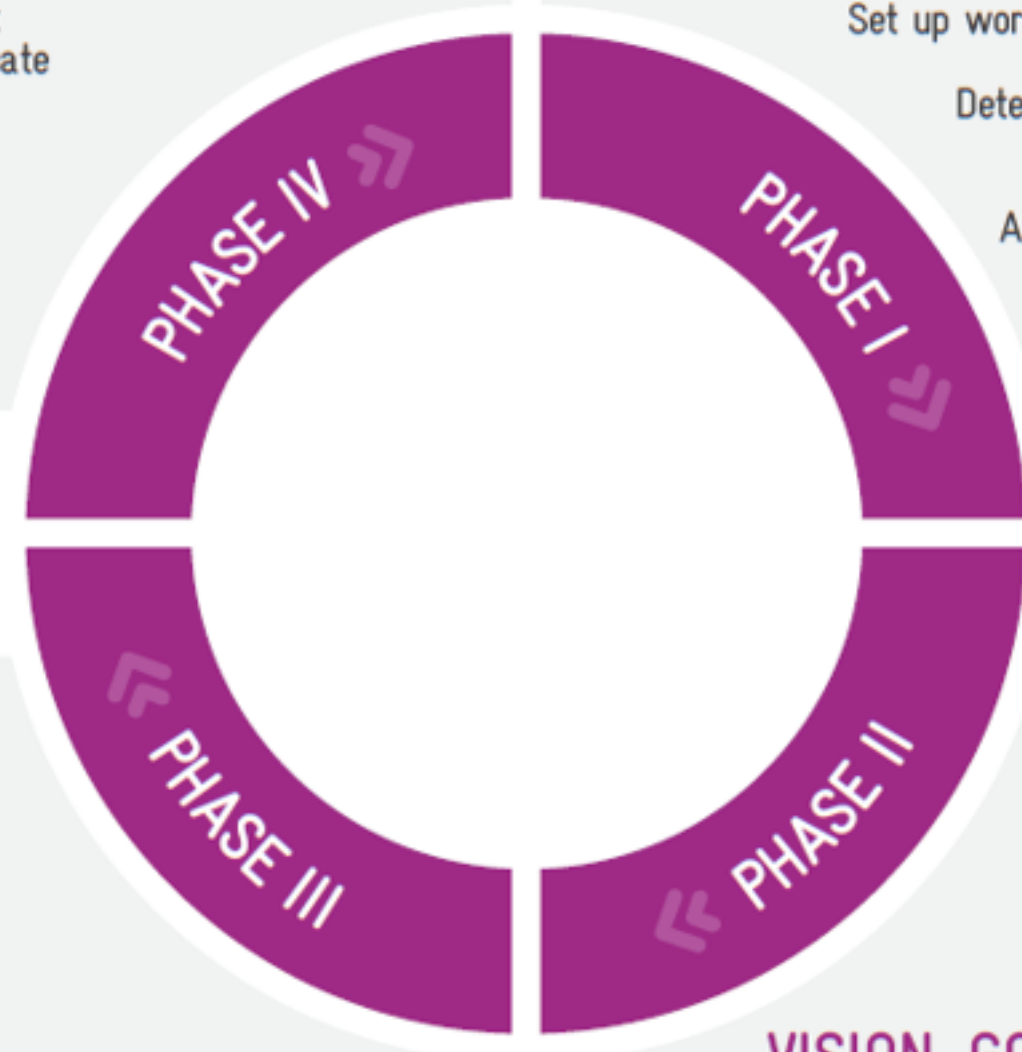
PREPARATION AND ANALYSIS

- Perform a readiness assessment ①
- Set up working structures ②
- Determine planning framework ③
- Analyse mobility situation ④



VISION, GOAL SETTING, AND SCENARIO BUILDING

- Build and jointly assess scenarios ⑤
- Develop vision and objectives with stakeholders ⑥
- Set indicators and targets ⑦



What is a Sustainable Urban Mobility Plan?

The SUMP Concept

A SUMP is a strategic plan developed in a participatory and integrated way to meet people's and businesses' mobility needs in cities and to harmonise and integrate existing planning approaches.

Why do we need a MobiliseYourCity SUMP Guidelines?

To leverage opportunities related to sustainable urban mobility development in Global South geographies:

- Need of increasing the technical capacities of local governments
- Opportunity to establish governance and institutional frameworks compatible with sustainability principles
- Chance to maintain low levels of private motorisation and a high modal share of walking
- Urgency to transform/regulate paratransit services which are the main, if not the only, mode of public transport in the Global South



The 8 SUMP Principles

- | | | |
|----------|---|--|
| 1 | Plan for sustainable mobility in the "functional urban area" | Rapid urbanisation |
| 2 | Cooperate accross institutional boundaries | National government required |
| 3 | Involve citizens and stakeholders | Atomised paratransit sector |
| 4 | Assess current and future performance | Climate action through SUMPs |
| 5 | Define a long-term vision and a clear implementation plan | Legitimacy for planning |
| 6 | Develop all transport modes in an integrated manner | Focus on paratransit reform and walking |
| 7 | Arrange for monitoring and evolution | Sustainable Mobility observatories |
| 8 | Assure quality | Partnership for development |

3

Introduction to the MobiliseYourCity SUMP Guidelines

Aurélie Jehanno

Head of Mobility
Systra

Outline

- 1 Why SUMP guidelines?
- 2 How is it structured?
- 3 Phase 1 - Preparation and analysis
- 4 Phase 2 - Strategy development
- 5 Phase 3 - Measure planning
- 6 Phase 4 - Implementation and monitoring

3.1

Why SUMP Guidelines?

What is a SUMP ?

All transport modes developed in an integrated manner

Stakeholders engagement and citizens participation

Objectives in favor of climate change mitigation and adaptation

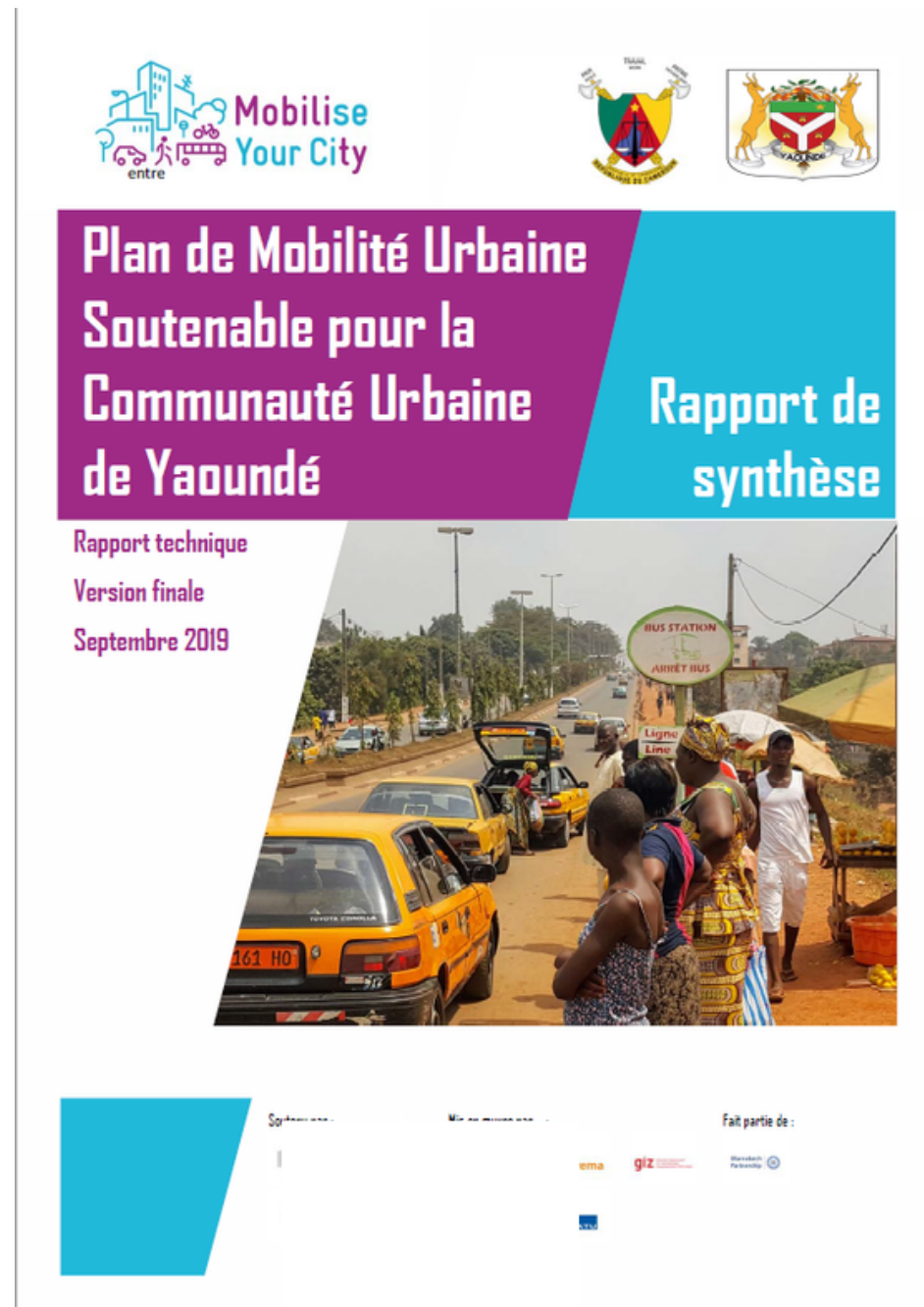
Long term vision

Functional urban area

Monitoring and evaluation
User-oriented approach

Cross sectoral cooperation
Use of the innovation and technologies' potential

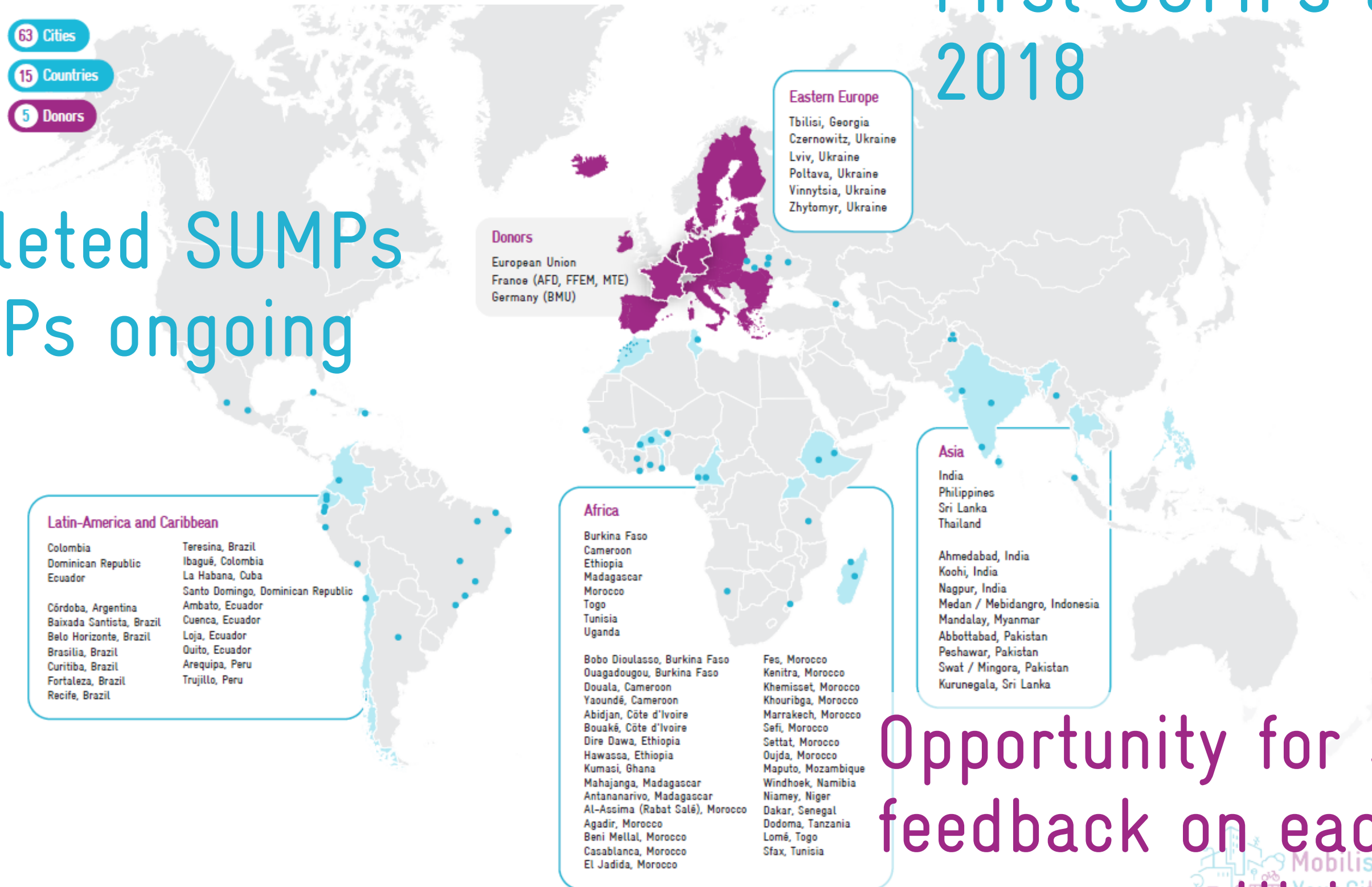
a strategic plan developed in a participatory and integrated way



Why SUMP Guidelines ?

First SUMPs launched in 2018

6 completed SUMPs
25 SUMPs ongoing

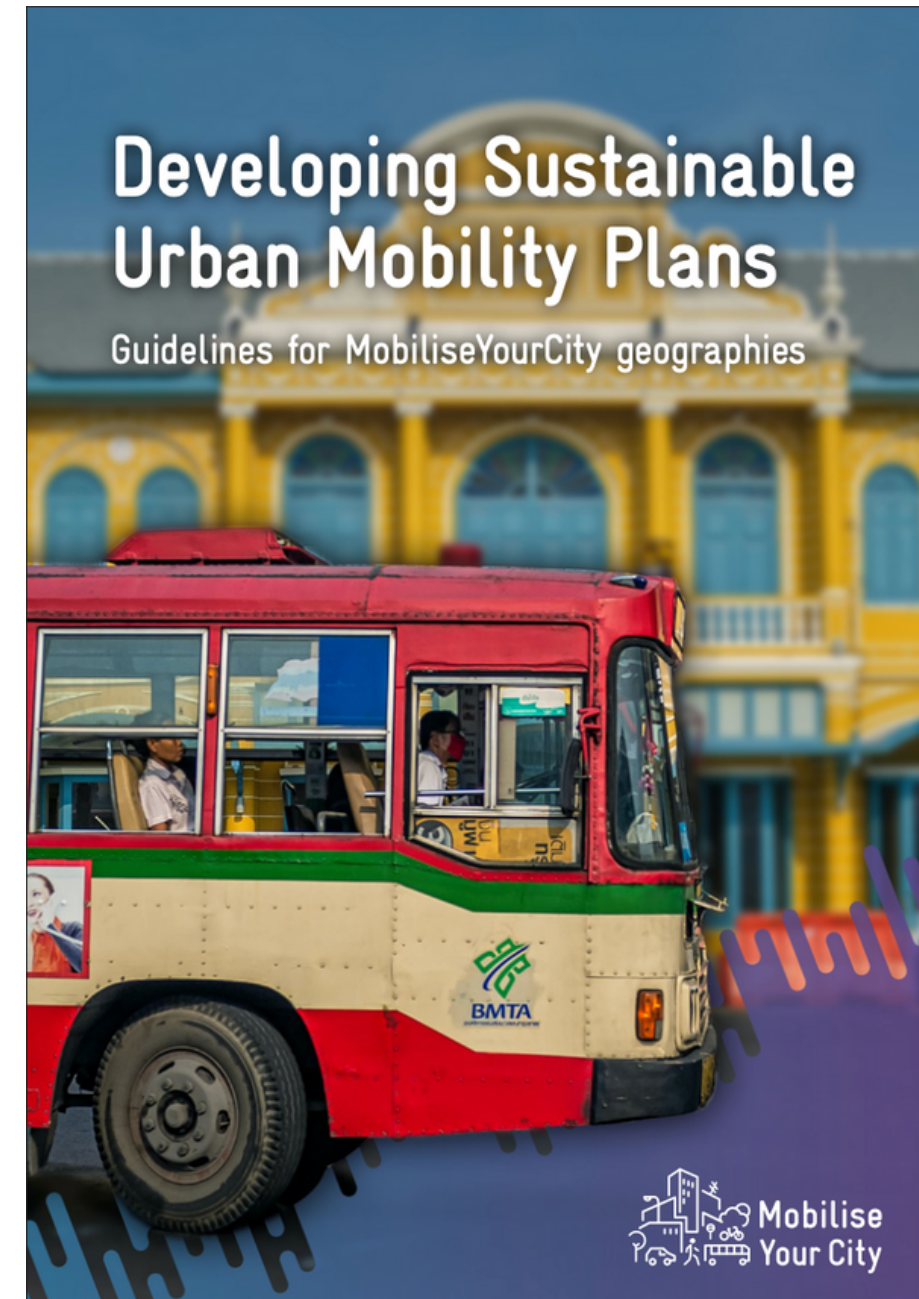


Opportunity for sharing feedback on each phase of the process, until implementation

Why SUMP Guidelines ?



A document well aligned with European guidelines



Although suited for the global south context

Predominance of paratransit, limited public capacities and financial resources, lack of planning culture

Why SUMP Guidelines ?

Necessity to address the "how to"

Change of paradigm compared to traditional transport planning



Cities from the global south or limited in their capacity to handle such intensive and multidimensional project

Why SUMP Guidelines ?

Opportunity to share good practices and strengthen the MobiliseYourCity communities of practice



How is it structured?

02.



The SUMP Cycle

The decision maker's overview



The SUMP Cycle – 4 Phases and 12 Steps

Source: own elaboration based on Rupprecht Consult, Guidelines for developing and implementing a sustainable urban mobility plan

A recap of main phases and steps, with related activities, tools and outputs

2 Phase 2: Strategy development

Step 4: Build and jointly assess scenarios

Synopsis of activities

- Develop scenarios of potential futures
- Highlight trends and scenarios
- Formulate and assess scenarios
- Review and assess scenarios
- Formulate a shared mobility vision
- Discuss scenarios with stakeholders
- Adjust the approach and learn lessons
- Review evaluation and select scenarios

Tools	Methods	Outputs
<ul style="list-style-type: none"> Demand forecast model MobiliseYourCity GHG Emissions Calculator SUMPs Use Manuals for Urban Mobility Selection MobiliseYourCity Engagement Tools 	<ul style="list-style-type: none"> Multicriteria analysis EU guidelines for Sustainable Urban Mobility 	<ul style="list-style-type: none"> Factual basis for the subsequent development of a vision, objectives, and targets EU guidelines for Sustainable Urban Mobility Broad ownership and acceptance of the process to select a common vision and objectives

Plan stakeholders and citizen engagement

Participation is a process rather than a methodology, to be adapted to the local context, practices and ambition of local authorities. Indeed, cities should assume the leadership of this process to build legitimacy and favour the SUMP's permanence through time.

Participation can thus pursue 3 different goals: communicate or advertise, collect information and collaborate. For each participatory activity, the goal is set according to the public's level of knowledge or involvement in the SUMP along with the ongoing step of the project. It is assumed that stakeholders get empowered throughout the SUMP elaboration and can then further participate, moving to co-construction.

The arrows on the illustration above represent the information flow.

Figure 13. Different engagement levels in participatory processes and interactions among stakeholders

The participatory process aims to address respectively the citizens and stakeholders, including public institutions, technical staff, operators, academics or representatives of the private sector. Depending on the level of awareness of each group, the participation process may be conducted separately, considering that participants shall present a fair and even level of knowledge about the topics to be discussed. For this reason, mixing the general public and the project stakeholders may result counterproductive.

Key success factors have been identified out of various SUMP's around the globe, carried out under the MobiliseYourCity initiative:

- Organise consultations with stakeholders continuously along the SUMP elaboration and implementation. The participatory process shall be introduced from the beginning and continuously maintained during the 4 phases of the project.
- Early stakeholder and citizen engagement should be planned early on, identifying adequate resources and precise milestones. As mentioned in previous chapters, responsibilities may be distributed between the city and an external consultant according to budget and capacities. In some cases, having a neutral facilitator to lead the process has been perceived as an advantage, whereas in others, the participation process was led by the local authorities themselves, sometimes counting with capacity-building activities to allow the city officials to effectively play this role. The social context and credibility of each party to act as facilitators are two other parameters to be considered when deciding upon the right approach.

Key messages based on lessons learned from other Cities that has been engaged into a SUMP development process

Illustrations and canvas from other SUMP's

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Name	Examples																								
Map of the functional area																									
Stakeholders and their involvement in the SUMP process	<table border="1"> <thead> <tr> <th rowspan="2">Involvement in SUMP process</th> <th colspan="4">Type of stakeholders</th> </tr> <tr> <th>Political support</th> <th>Transport network competence</th> <th>Technical expertise</th> <th>Public support</th> </tr> </thead> <tbody> <tr> <td>Strong involvement</td> <td>City mayor</td> <td>Public transport company</td> <td></td> <td></td> </tr> <tr> <td>Medium involvement</td> <td></td> <td></td> <td>University</td> <td></td> </tr> <tr> <td>Low involvement</td> <td></td> <td></td> <td></td> <td>Police</td> </tr> </tbody> </table>	Involvement in SUMP process	Type of stakeholders				Political support	Transport network competence	Technical expertise	Public support	Strong involvement	City mayor	Public transport company			Medium involvement			University		Low involvement				Police
Involvement in SUMP process	Type of stakeholders																								
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Strong involvement	City mayor	Public transport company																							
Medium involvement			University																						
Low involvement				Police																					

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BOX 16 Integrating the demands of civil society and the SUMP objectives, the example of Yaoundé, Cameroon

Air quality week in Yaoundé, Cameroon

In Yaoundé, a mobility plan was first issued in 2011 to smoothen the traffic with no perspective regarding GHG emissions or air quality. The civil society was mainly concerned about the traffic conditions and the possibility of increasing the transport infrastructure capacity. Indeed, sustainable mobility concepts had not been introduced before the elaboration of the SUMP in 2018. Consequently, the SUMP's objectives were perceived as somewhat disconnected from reality or even counterproductive when discussing reserving an exclusive bus lane for a Bus-Rapid-Transit system.

To trigger a change of mindset and favour the buy-in from the population, an air quality week was organised, during which air quality measures per district collected over one year were displayed in public places, with doctors explaining related health problems. The event contributed to public acceptance and larger political support afterwards.

Concrete examples or best practices experienced by partner Cities around the world

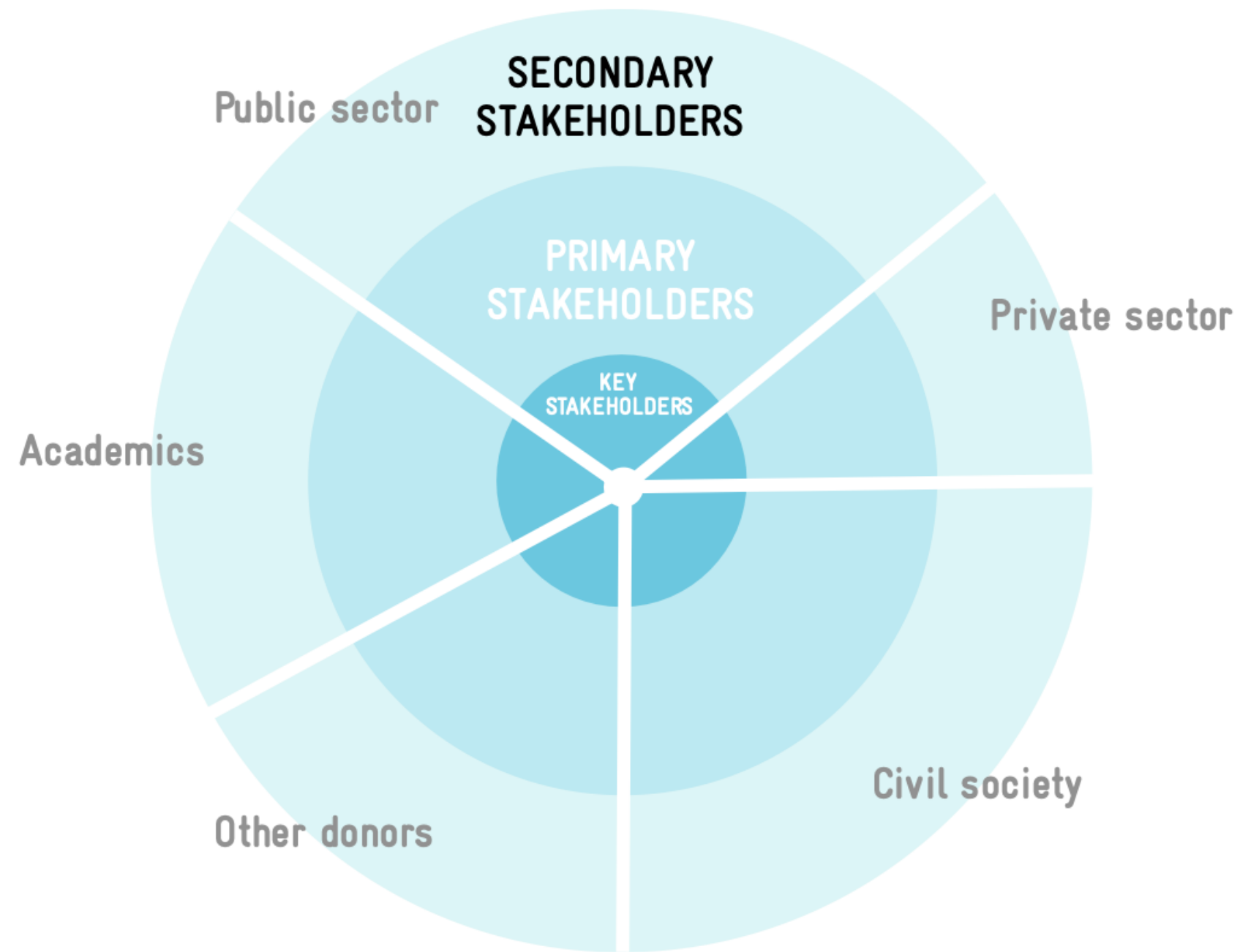
1. Preparation and analysis

*What are our resources? How to get ready?
Who should get involved?
What is our planning context?
What are our main problems and opportunities?*

1 - Preparation
and analysis

- Step 0 ● Preliminary assessment of capacities, resources and risks
- Step 1 ● Overall approach, methodology and budget
Operational working structures
Global awareness of the SUMP project /concepts
- Step 2 ● Refined methodology and strategy regarding participatory process and communication
Draft plan for capacity building
- Step 3 ● Comprehensive and shared diagnosis
Urban mobility problems and opportunities
Key issues to be addressed by the SUMP

1. Preparation and analysis: Establishment of local SUMP teams & road map

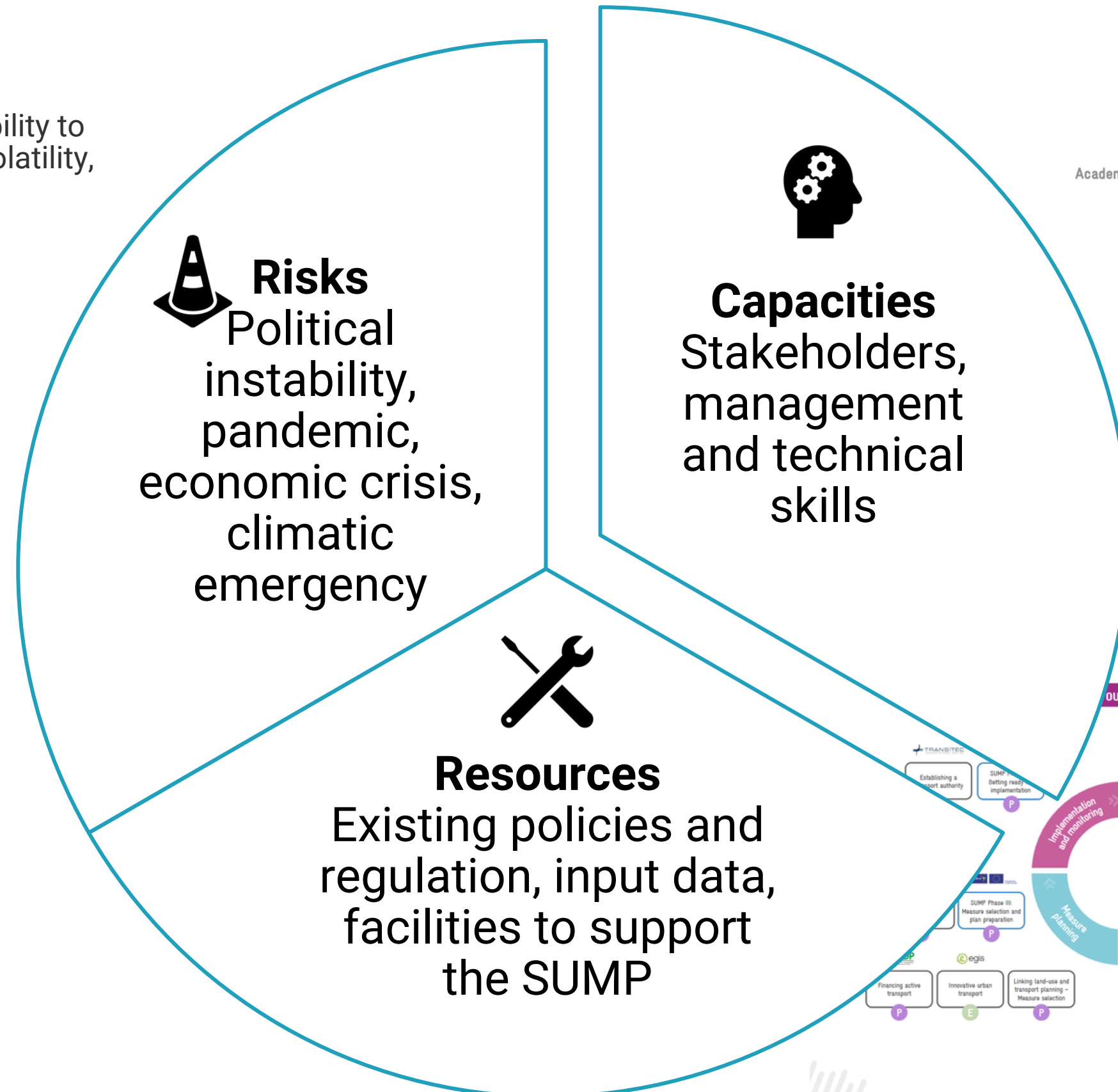


Example of stakeholder map. Source:
[MobiliseYourCity -Topic guide - Participatory processes in urban mobility planning](#)

- **Within the local authority in charge of the SUMP:** political and technical SUMP leaders, local expertise,
- **Stakeholders' involvement:** identification of relevant stakeholders
- at the scale of the functional area, public/private sectors and civil
- society, mobility/urbanismenergy/...,
- **Pre-status quo analysis:** list of available studies, important
- on-going projects, ...
- **Road map for the SUMP elaboration and implementation**
- **Kick off event:** to initiate cooperation and share ambition for the SUMP project
- **Decision of the local authority:** the legal start of the process, could include global objectives, road map, rough estimation of available funds,

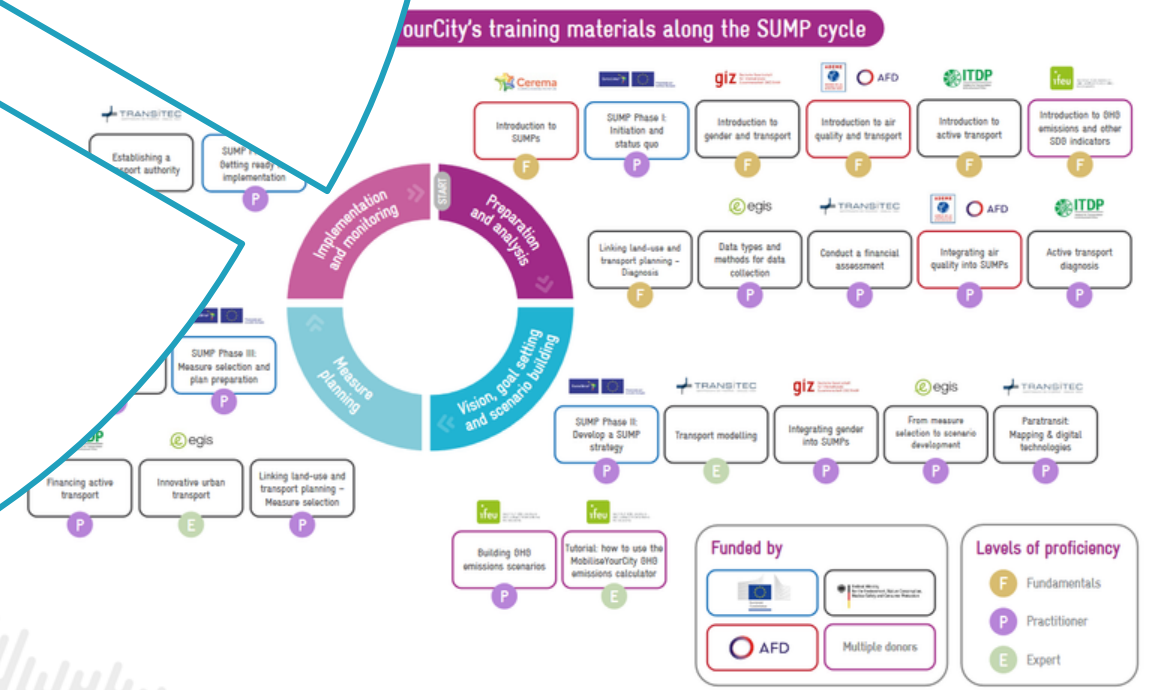
Step 0 – Perform a readiness assessment

Risk matrix : consider electoral cycle, vulnerability of human activities and mobility to pandemics, spending power and price volatility, nature and criticality of climate hazards

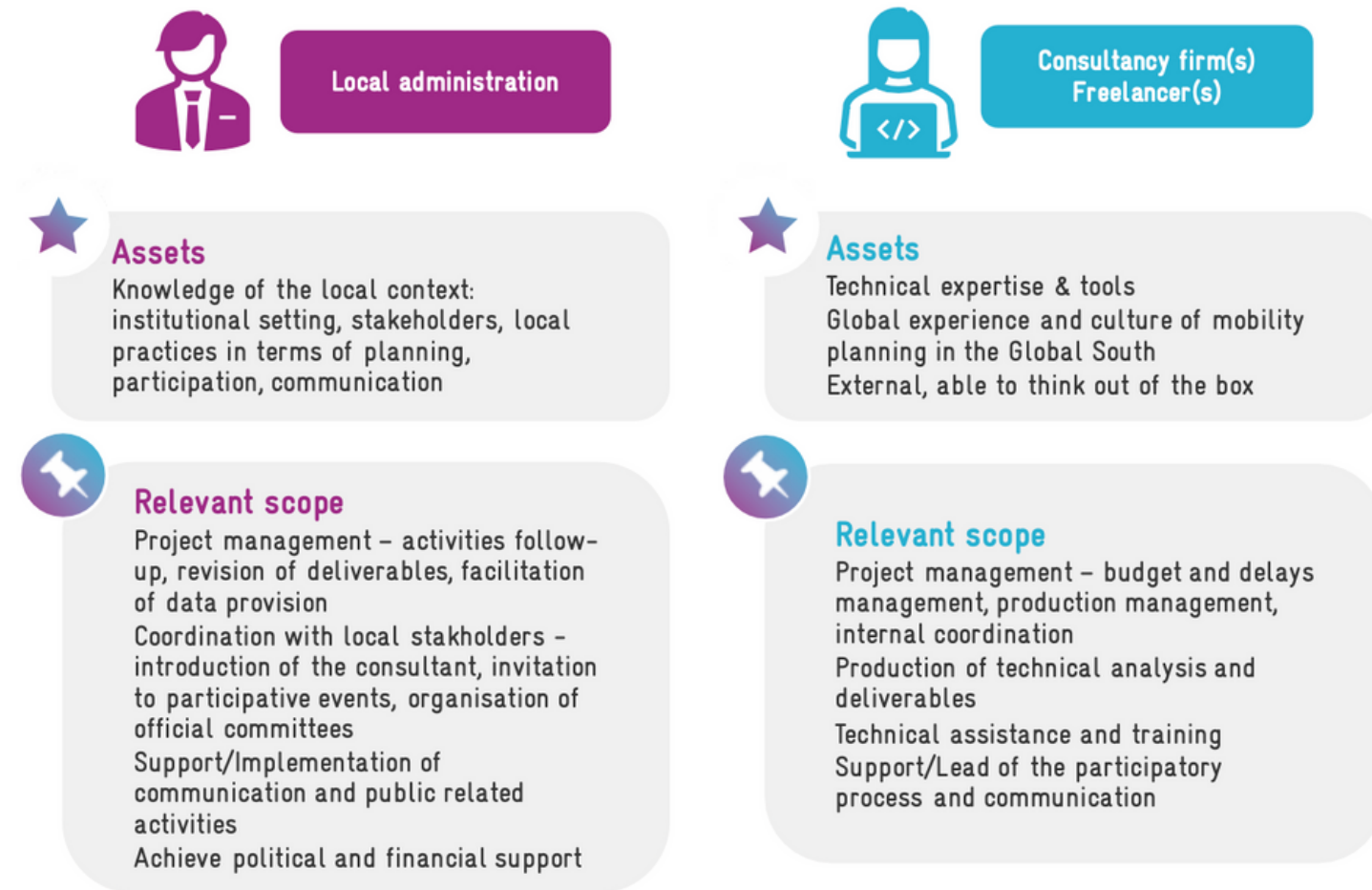


Management skills for project coordination
<ul style="list-style-type: none"> Project management (team building, process development, moderation and documentation) Financial management (budget planning) Staff management (incl. managing multidisciplinary teams made up of internal and external staff)
Technical skills of the team members
<ul style="list-style-type: none"> Urban planning and transport planning, including regulatory framework Expertise in important sectoral policies (economic, social, environmental) Moderation, mediation Data collection methods and empirical analysis (surveys, interviews and modelling) Knowledge of mobility measures and impact assessment Writing and design skills for public relations Economic analysis, funding and investment expertise Legal procurement expertise

Management and technical skills checklist
 Options for building capacities



Step 1 – Set up working structures



	Preparation and Analysis	Strategy development	Measure planning	Implementation and Monitoring
Inform	<p>Face-to-face: Information event, Press conference, Information booth/exhibition in public spaces, Information campaign, local citizens/stakeholders as communicators & multipliers for the Community Print: Poster, Flyer, Brochure</p> <p>Online: Social Media posts, Website, Informational App, Broadcast/Podcasts, Video Channel, Newsletter</p> <p>Mobilise Days</p>		Mobilise Days	
Consult	<p>Surveys: Online, on site, in household</p> <p>Crowdsourcing data: online map-based survey, problem reporting, OSM community</p>	<p>Interviews: Stakeholders, partners, key people, ...</p> <p>Focus groups: Stakeholders round table, Public discussion, follow-up groups</p>		<p>Evaluation questionnaires & surveys: Online/ on site</p> <p>Evaluation interviews (telephone, key persons...)</p> <p>Crowdsourcing data</p>
Collaborate	<p>Problem analysis workshop: brainstorming, Walk inspection</p>	<p>Scenario workshop: brainstorming, Walk inspection</p> <p>Shared-vision workshop</p>	<p>Measures workshop: hackathon</p> <p>Financing / planning workshop</p>	<p>Field trip to implementation site Co-maintenance</p>
Empower		<p>Social board: Follow-up of the plan by citizens</p>	<p>Participatory budgeting</p>	<p>Co-implementation, Co-maintenance</p> <p>Trainings, overviews on key subjects</p>

- If the City decides to seek external support, the TOR shall specify local practices, actual needs and City resources available, considering the capacities of the administration in charge
- Build-up a team that gather a large variety of profiles, encouraging connection with other departments
- Identify a political champion – political support – and a technical champion – follow-up and liaison with local partners

- Organize consultations with stakeholders continuously along the SUMP cycle
- Reach out to all kind of publics, not only connected ones
- Ensure that the results of the participatory process are highlighted and considered in the SUMP

Step 2 – Determine planning framework

Objectives of Phase 2, Strategy development and Phase 3, Measure planning

- Assess the social impact and inclusive character of mobility policy
- Develop a robust and detailed financial plan
- Have a clear understanding of modal share and a fair assessment of mode incidence on behaviours, possibly introducing new transport models
- Evaluate MRT projects accurately - as for demand, cost impacts, etc.
- Consider a new fare policy as part of the SUMP

Incidence on workplan to be anticipated in Step 2, Determine planning framework

- Design the survey program in order to assess main resources and expenses of households
- Provide objective information accounting for direct and indirect beneficiaries of the transport system (e.g. origin and destination of trip, socio-economic profile of passengers, etc.)
- Ensure that the modal segmentation is adequate and well understood by respondents, collect qualitative information regarding mode attractiveness
- Design the zoning and survey sampling according to the foreseen rank/station layout
- Assess willingness to pay, according to the level of resources

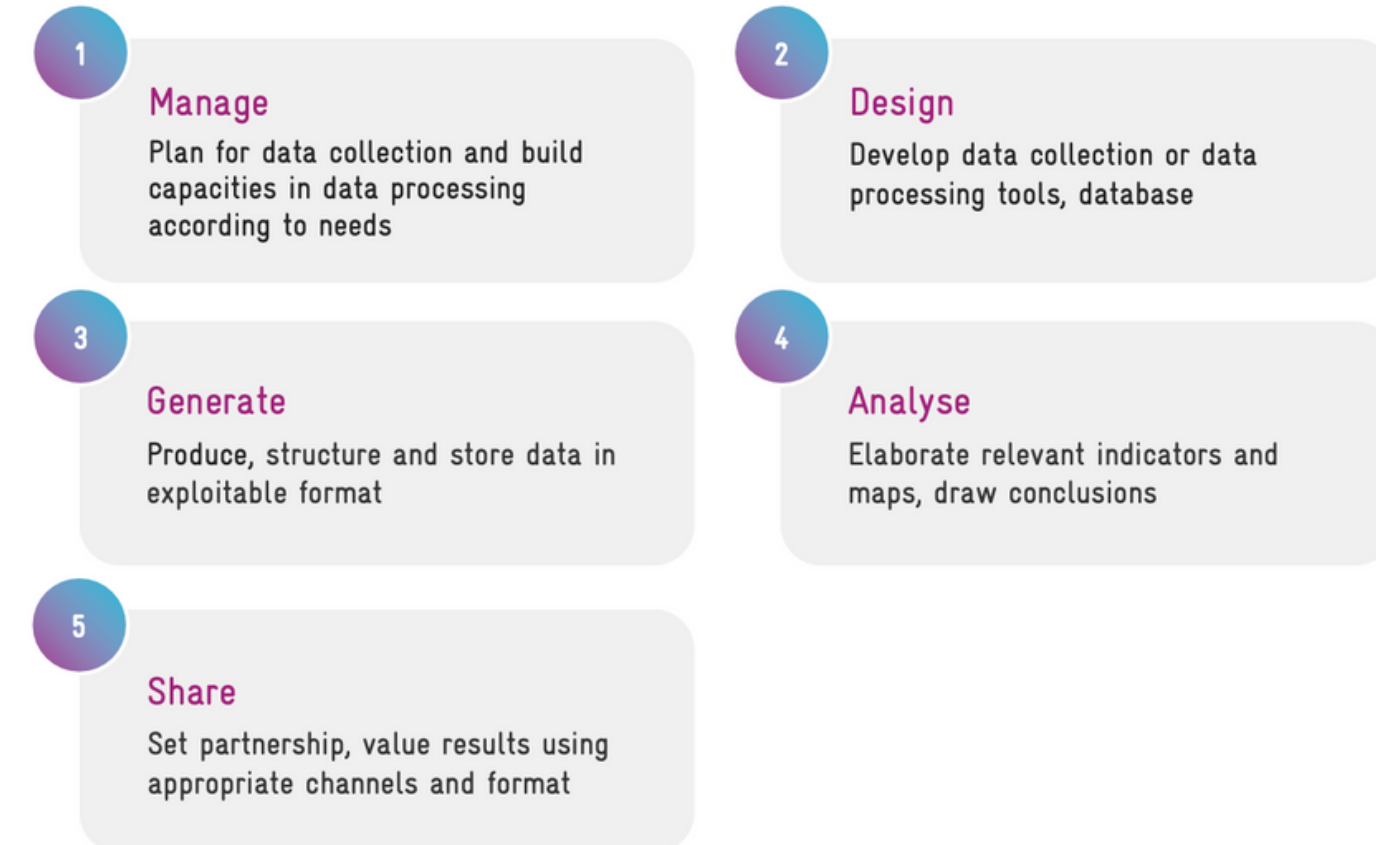
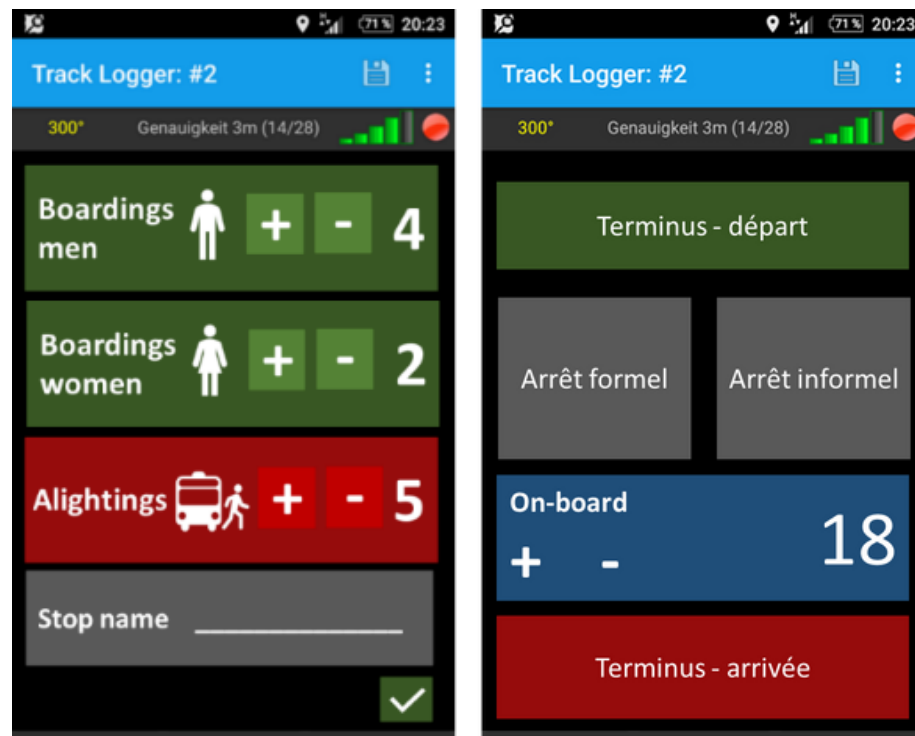
Fully embed the SUMP into development and implementation schedules of other existing policies and strategies

Objectives and needs for a demand forecast model shall be anticipated, according to the local context and priorities

Formalize the participation and capacity building of the technical committee all along the workplan

Step 3 - Analyse mobility situation

Data collection



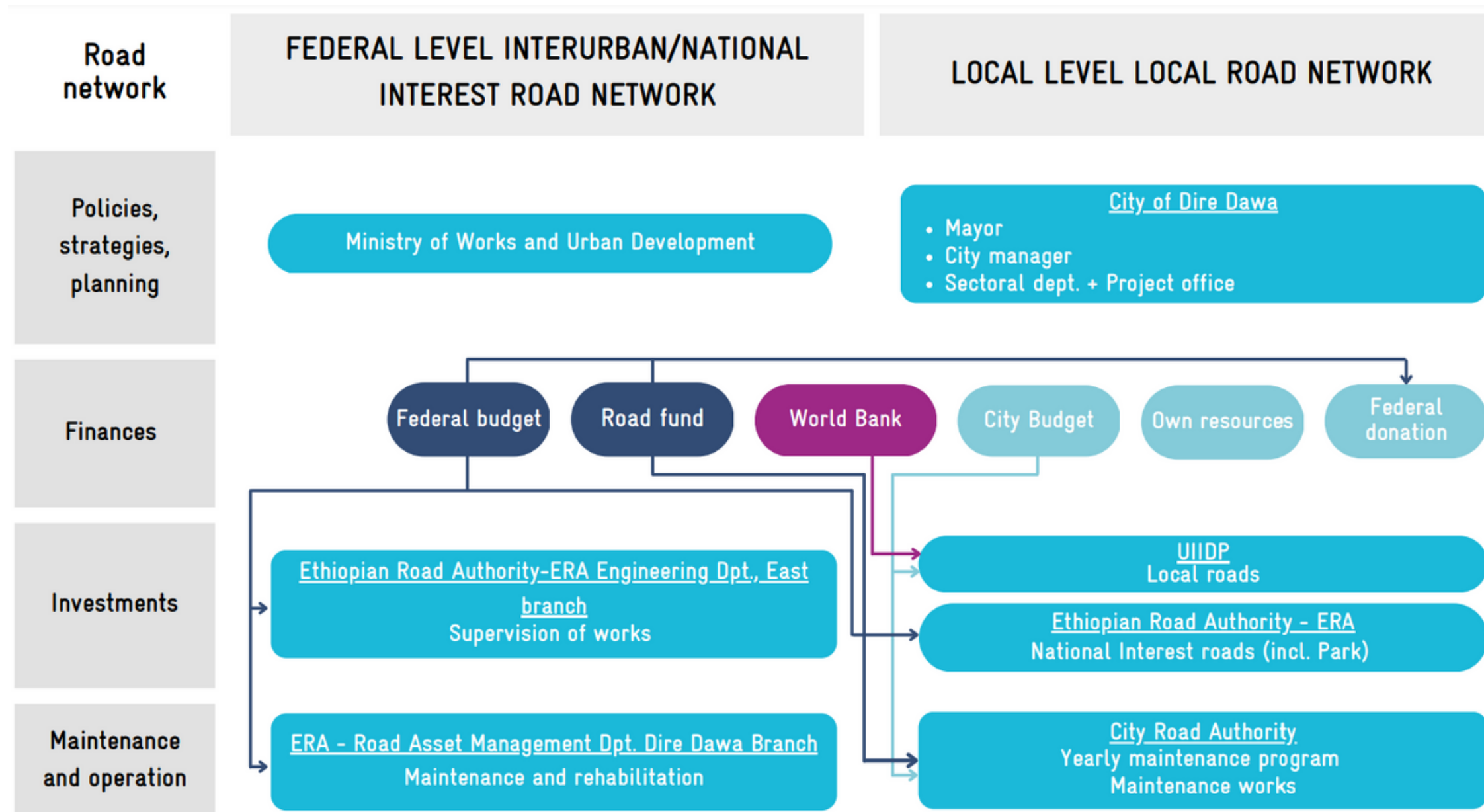
Balance qualitative and quantitative data collection, to enable social, environment and monitoring components of the SUMP

Household survey is the core element of the data collection and should be subject to careful preparation

Learn about local capacities to manage data and account for existing processes, in the perspective of forthcoming steps (evaluation and monitoring).

Step 3 - Analyse mobility situation

Problems and opportunity analysis



Conduct a financial assessment to get a clear and comprehensive overview of financing and funding mechanisms of the transport sector

Highlight mobility issues in a comprehensive manner, considering urban dynamics, social exclusion aspects and institutional framework

Share and consolidate conclusions jointly with stakeholders, for they will later support the identification of challenges to be addressed by the SUMP

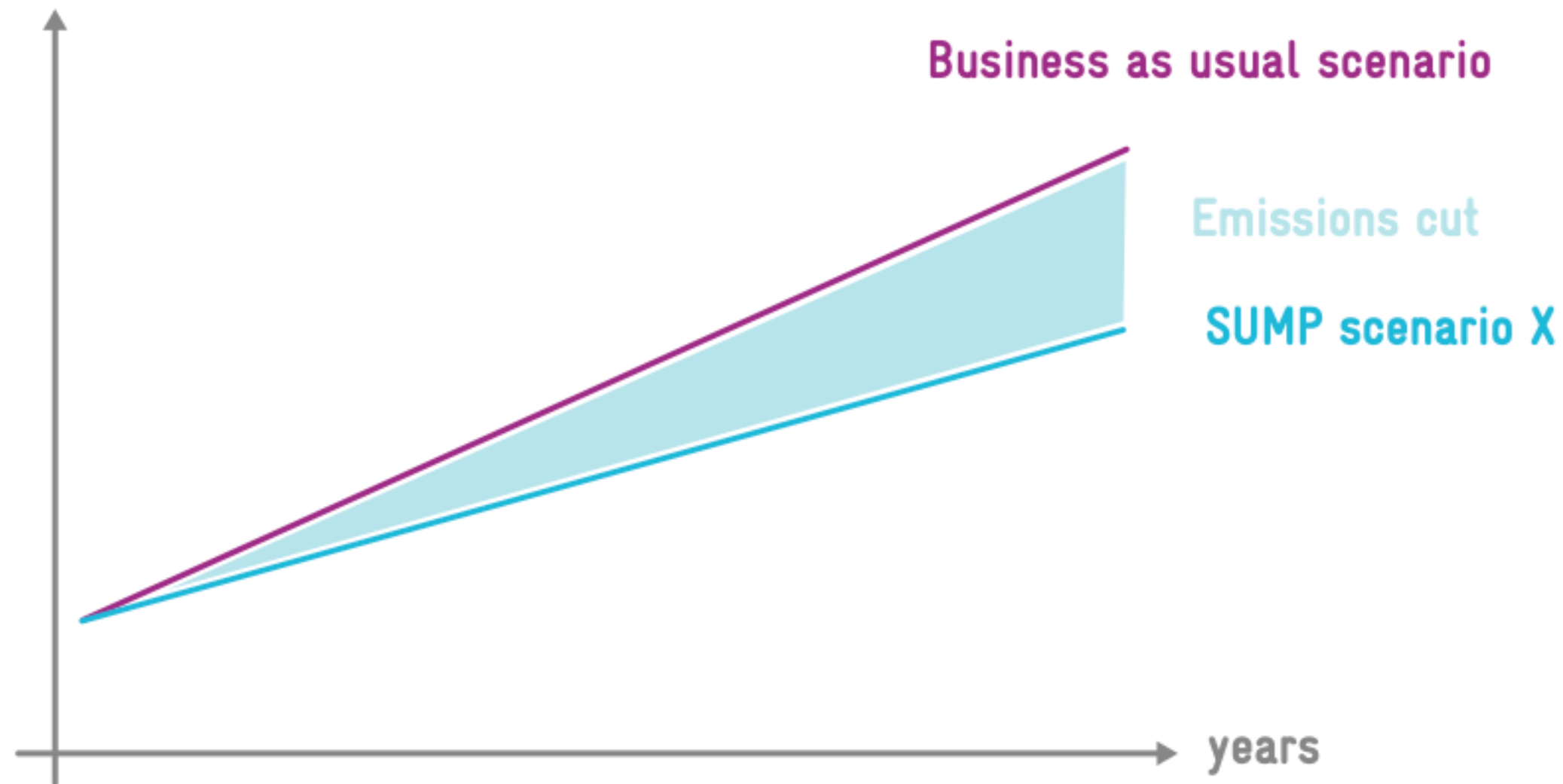
2. Vision, goal setting & scenario building

*What are our options for the future?
What kind of city do we want?
How to qualify our criteria for success?*

- Step 4 ● Factual basis for the development of a shared vision
Ownership and acceptance of the process
- Step 5 ● Widely supported vision, clear objectives and strategic priorities
- Step 6 ● Set of strategic monitoring indicators

Step 4 – Build and jointly assess scenarios

CO₂eq emissions
from the transport sector



Get inspired from other cities to appreciate different strategies considered to address same mobility issues as yours

Ensure that considered scenarios bring positive environmental and social impacts, when compared to the BAU scenario.

Step 5 – Develop vision and objectives with stakeholders

Step 6 – Set indicators and targets

Reduce and rationalise the use of car
Facilitate metropolitan trips
Provide accessibility to the mobility system and metropolitan opportunities to all citizens

Make walking and cycling safe and attractive

Enhance mobility within districts thanks to a meshed network

Value the natural assets and improve the quality of the urban environment

Provide high-quality and efficient public transports

Adapt the organizational and financial frameworks to implement a metropolitan sustainable mobility system

Make sure to connect local issues and population concerns with sustainable goals when developing the vision

Set objectives that are aligned with both sustainable mobility values and local concerns.

The 5 MobiliseYourCity Core indicators:

- Access to public transport
- Air pollution
- Road safety
- Modal split
- GHG emission from transport

3. Measures planning



*Are we ready to move forward implementation?
What will it take? Who will be in charge?
What will we do concretely?*

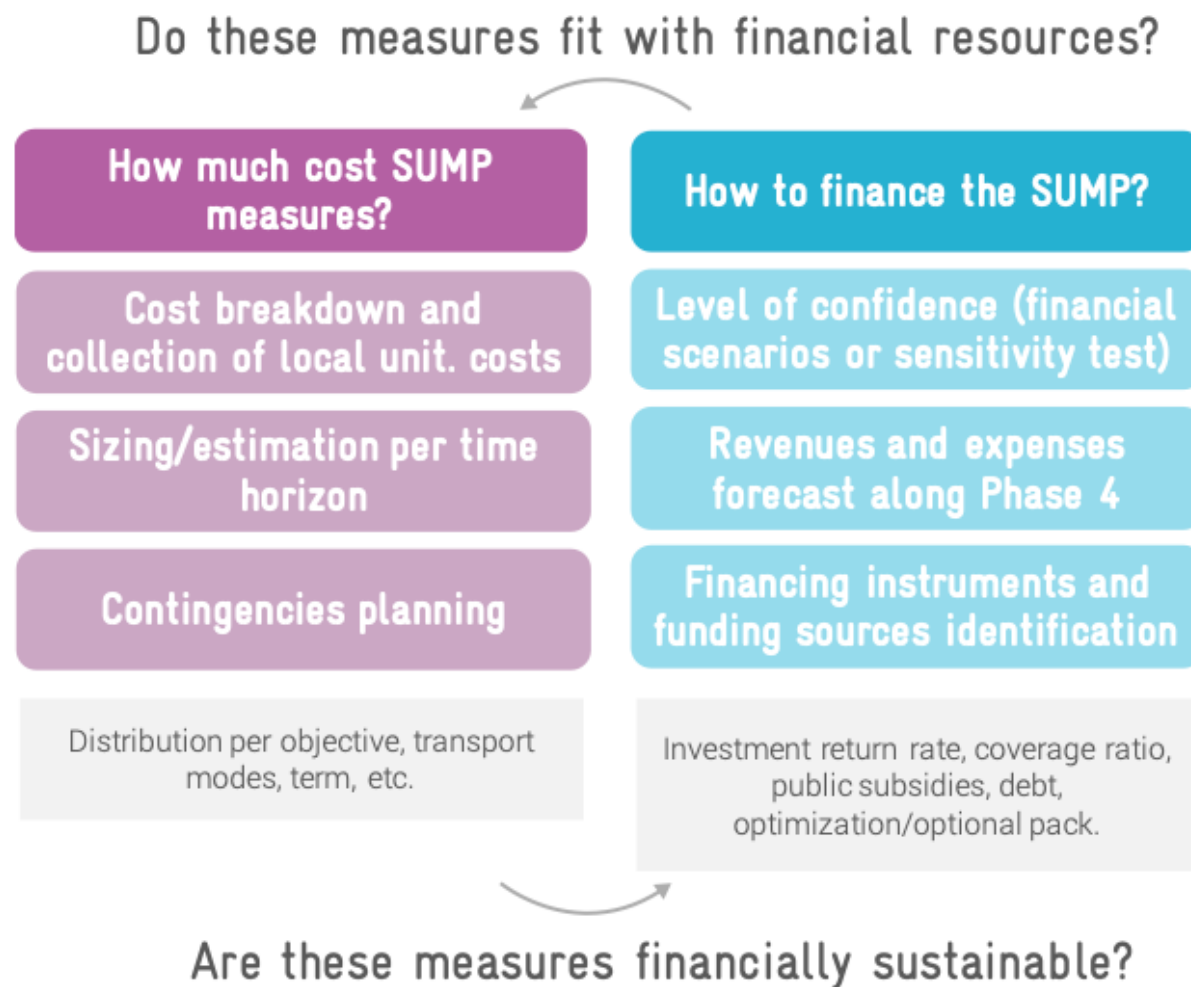
- Step 7 ● Package of measures tested and appraised against objectives
Costing per type of action, mode, time horizon and project owner

- Step 8 ● Finalized action plan

- Step 9 ● Sustainable Urban Mobility Plan

Step 7 – Select measure packages with stakeholders

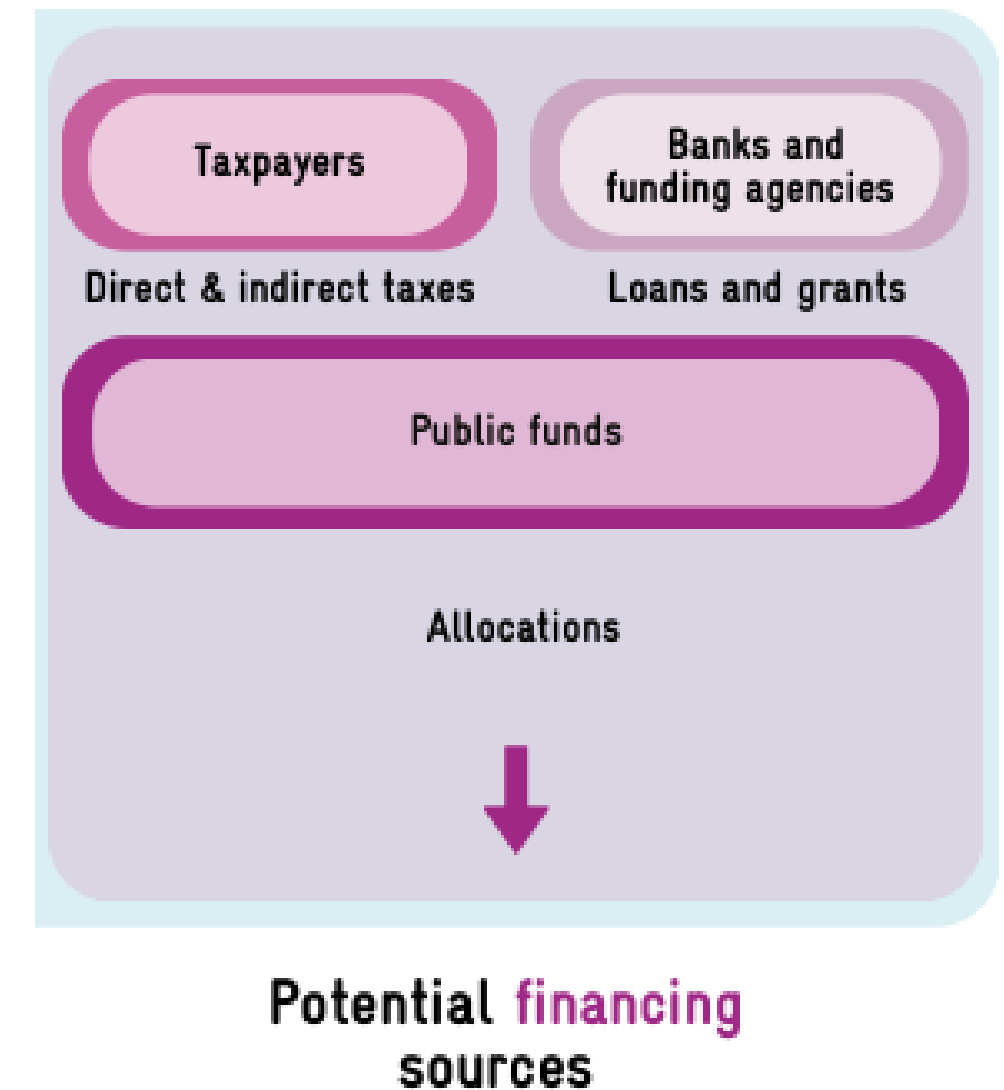
Step 8 – Agree actions and responsibilities



The action plan shall be tailored to funding capacities

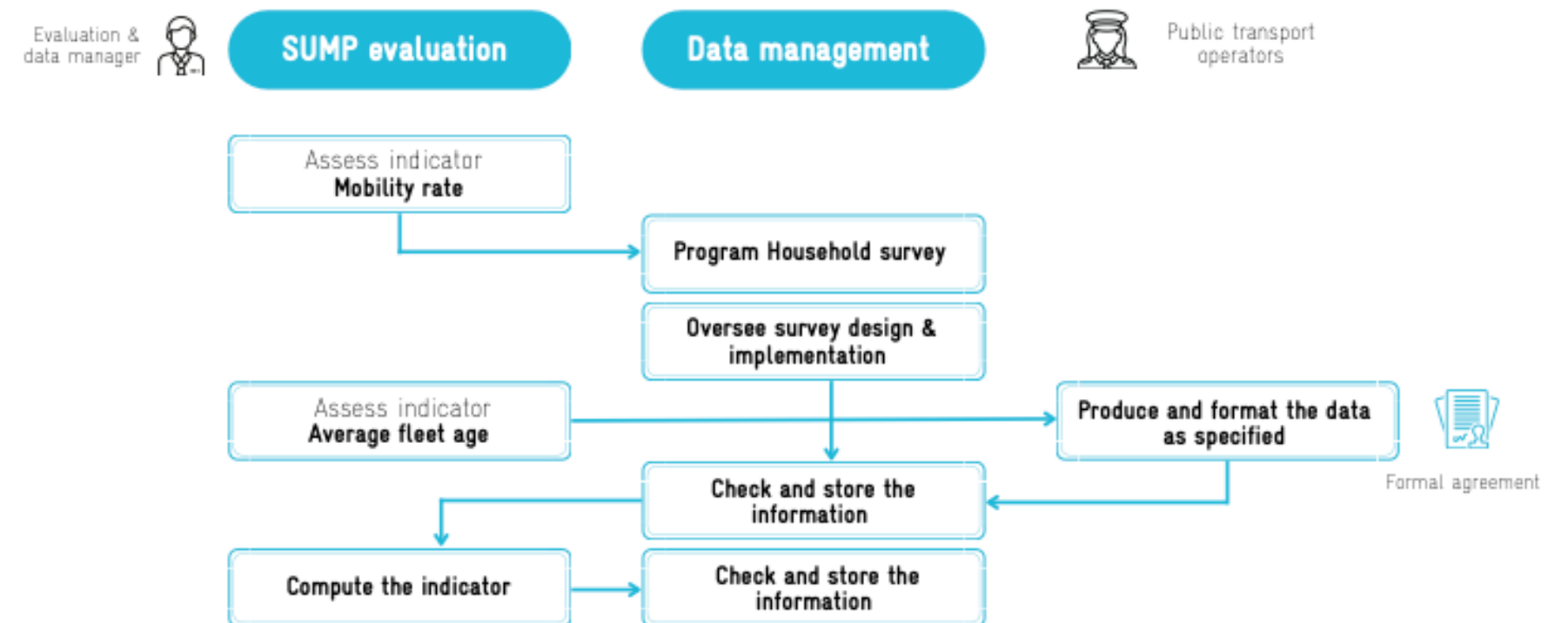
Consider affordability as an objective while evaluating the financial viability of the SUMP

Seek national and international support to increase your funding capacities.



Step 8 – Agree actions and responsibilities

Step 9 – Prepare for adoption and financing



Have a focus on required human resources to implement, supervise and monitor the SUMP measures

Formulate SMART indicators that can support decision-making and SUMP adjustment along implementation

Make monitoring and evaluation arrangements an integral part of the action plan

4. Implementation and monitoring

*What have we learned from the SUMP evaluation?
How are we doing with the SUMP implementation?
How can we manage the implementation of a comprehensive plan over the long term?*

- Step 10 ● Manage implementation
- Step 11 ● Monitor, adapt and communicate
- Step 12 ● Review and learn lessons

Step 10 – Manage implementation
Step 11 – Monitor, adapt and communicate
Step 12 – Review and learn lessons



Continuously encourage political buy-in through regular meetings, reviews and consultation

Communicate on a regular basis achievements and lessons learned

Evaluate the successes and failures of the SUMP and capitalize enough to feed the next SUMP

3

Questions, Feedback and Farewell?



Q&A

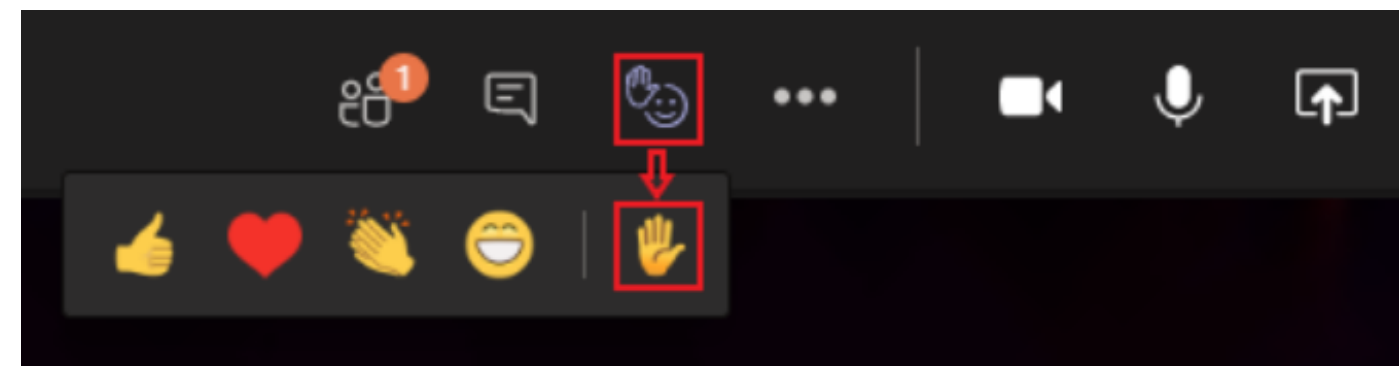
Chat

- Post your questions in the chat and we will include them in the Q&A



Speak

- Select “Show reactions” in the meeting controls, and then choose “Raise your hand”. Everyone in the meeting will see that you've got your hand up.



What is next for the MobiliseYourCity SUMP Guidelines?



New topic guides on transport modelling, land use planning, and climate adaptation



Join us for our training sessions on Sustainable Urban Mobility Plans

Session	English	French	Spanish
Diving deeper into the MobiliseYourCity SUMP Guidelines	8 March	14 March	10 May
Transport modelling for sustainable urban mobility planning	30 March	4 April	17 May
From measure selection to scenario development	11 April	18 April	24 May
Innovative mass transit options	25 April	3 May	31 May

Thank you for your attention

Keep in touch

For any inquiry, you can contact us at contact@mobiliseyourcity.net

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