MobiliseYourCity is a global partnership supporting cities and countries in developing and emerging economies to turn sustainable urban mobility planning into concrete investment and action. Backed by the European Union, France and Germany, and working with implementing, finance and knowledge partners, it helps members develop investment-ready mobility pipelines aligned with climate ambition, urban development priorities and local needs.

Over the past decade, the Partnership has grown to 82 member cities and 16 member countries, supporting 75 projects across 38 countries, identifying over EUR 30 billion in sustainable urban mobility investment needs and leveraging EUR 4.4 billion for SUMP and NUMP implementation. As it enters its second decade, MobiliseYourCity is shifting from proof of concept to scaled delivery by accelerating implementation, strengthening investment alignment, expanding practitioner knowledge and mobilising broader support for sustainable mobility.

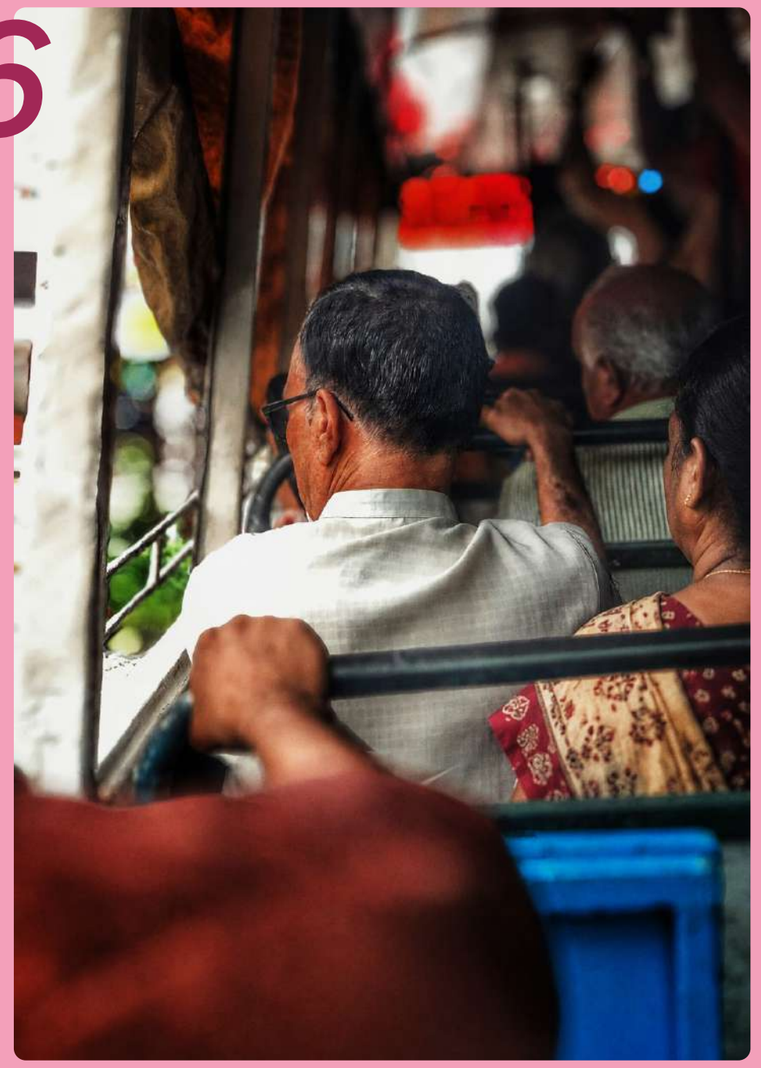
MobiliseYourCity

Global Monitor 2026

10th Anniversary Edition

MobiliseYourCity

Global Monitor *2026*



The Global Monitor 2026 is a strategic monitoring tool developed by the MobiliseYourCity Partnership to assess and track progress in sustainable urban mobility across cities worldwide. Combining standardized indicators, data analysis, and policy insights, it supports informed decision-making and contributes to the development of more efficient, low-emission, and inclusive urban transport systems.

Donors

Implementing partners

Development Financial Institutions

Knowledge Partners

For more information
MobiliseYourCity Secretariat, Brussels
www.mobiliseyourcity.net

email: contact@mobiliseyourcity.net
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Authors
Sasank Vemuri, Carine Assaf, Johanne Collet, Nicolás Cruz González, Eléonore François-Jacobs, Jacopo Giavoli, Jenny Salinas, Caroline von Stein, Emma Lyons, Rebecca Süss

Contributors
Rojo Andrianampoina, Andrew Aryee, Solène Baffi, Rim Balafrej, Carla Baltzer Toloza, Camilo Breurec, Julio Briones Molina, Victor Bustani Valente, Patricia Calderón, Natalia Cárdenas, Martin Santiago Carpio Padilla, Alejandro Ceballos Jaraba, Anne Chaussavoine, Achraf Danni, Dominique De Longevialle, Arnaud Desmarchelier, Mouhamadou Diene, Mathilde Driot, Jildaz Evin, Bertrand Goalou, Jean-Jacques Helluin, Dominika Kalinowska, Karine Kandriamiraho, Martina Kolb, Damien Lebeyon, Pierre Lerat, François Louis-Guillaume, Guillermo Madrid, David Margonzstern, Marjorie Michel, Valentine Monnier, Maria Rosa Munoz, Clement Musil, Louise Ribet, Eveline Trevisan, Ana Eugenia Urena, Jill Velezmoro, Adrien Veron Okamoto, Abigail Wenninger Certurion.

Layout
Jacopo Giavoli - MobiliseYourCity Secretariat, Christian Stifani Studio, Bienve Vilar

Foreword

Not so long ago, in 2015, there was a moment of unusual clarity in our collective ambitions. The Sustainable Development Goals, the Paris Agreement: these were imperfect documents, shaped by compromise, but they acknowledged something real. The crises bearing down on cities, on climate, on the people least responsible for either, were shared and required a shared response.

MobiliseYourCity was born in that moment. I can still imagine the heads nodding when its founders described what was at stake: transport as a climate issue, an inequality issue, a question of who gets to participate fully in city life and who spends their mornings waiting.

That political moment has passed its peak. Austerity, nationalism, overlapping emergencies have narrowed what seems achievable. Priorities have become more immediate, public resources more constrained. The assumption that international cooperation would naturally deliver results is no longer taken for granted.

Cooperation has had to be argued for, defended, demonstrated. This report makes that argument. It required a tremendous amount of work, and I believe it makes the argument well.

Over the past decade, MobiliseYourCity has grown into a partnership of 82 cities across 38 countries, representing more than 170 million people. We have supported 33 Sustainable Urban Mobility Plans and 11 National Urban Mobility Policies, many now in implementation. Nearly €30 million in planning contributions have helped unlock more than €4.4 billion for projects on the ground, with close to €70 million directed toward pilots, institutional strengthening, and implementation support. What those figures represent, in practice, is more reliable transport systems, safer streets, and expanded access to services for people who previously had less of all three.

The challenges driving this work, climate change, inequality, rapid urbanisation, grow more acute when addressed in isolation. That is why partnerships like this one carry renewed significance: not as a remnant of past optimism, but as a deliberate choice to keep working across institutions and geographies when doing so has become harder. Greater alignment, clearer accountability, stronger evidence of results are all required. The scrutiny is deserved, and I think we are ready for it.

Good partnerships take time, and they depend on trust, continuity, and the willingness to work through complexity. Walking away from such arrangements, at precisely the moment they are needed, would mean giving up the mechanisms through which long-term change actually happens.

The work ahead is harder than when this partnership began. Stakes are higher, expectations are sharper, and challenges faced by the communities living with inadequate transport are growing. Over the past ten years, though, the evidence is clear: when effort is sustained, when partnerships hold, when focus stays on delivery, change follows.

My conviction, going into the next decade, is that what is already working in some cities can work in more of them. The task is to make sure it does.

Sasank Vemuri
Coordinator of the
MobiliseYourCity
Partnership

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Executive Summary

MobiliseYourCity is a global partnership that supports cities and countries in developing and emerging economies to translate sustainable urban mobility plans into concrete investment and action. Backed by more than EUR 120 million in grants from the European Union, France and Germany, the Partnership has grown to 82 member cities across 38 countries - representing 172 million people - and 16 member countries. With 75 projects active across 38 countries,

MobiliseYourCity bridges the gap between planning and investment by adapting the EU SUMP methodology to Global South contexts and supporting coherent, investment-ready mobility pipelines aligned with the Paris Agreement, the SDGs and Nationally Determined Contributions.

The Partnership operates through four service areas: mobility planning, implementation support, capacity development, and advocacy and outreach. It is coordinated by a Brussels-based Secretariat working alongside implementing partners AFD, GIZ, CODATU and ADB, five development finance institutions, and twelve knowledge partners. This multi-actor structure enables the alignment of technical assistance, policy dialogue and financing at both city and national level, with coordination costs representing just 4% of total donor funding. In 2025, four new cities joined the Partnership: Cajamarca, Peru; Movamos Región, Colombia; Jakarta, Indonesia; Istanbul, Türkiye. This reflects continued demand for structured, collaborative approaches to sustainable urban mobility.

Between 2015 and 2025, MobiliseYourCity has supported urban mobility planning through around EUR 30 million in technical assistance. This support enabled the development of 33 SUMPs and 11 NUMPs, of which 16 SUMPs and 9 NUMPs are under implementation. These plans are designed as implementation-oriented, investment-ready frameworks that identify approximately EUR 30.3 billion in mobility investment needs. The majority of these investments focus on public transport infrastructure, such as BRT systems, metro lines, and bus networks, complemented by measures supporting walking and cycling, public space improvements, and paratransit modernisation.

SUMPs and NUMPs are significantly increasing urban mobility investment: by structuring investment pipelines, they have made projects more bankable, helping leverage about EUR 4.4 billion in total financing.

Three fourths of funds come from international financial institutions, and they are primarily provided as loans (81%). By converting strategies into bankable investments and advancing projects already in the pipeline, structured mobility planning has strengthened the investment ecosystem, enabling cities and countries to mobilise diverse financing sources.

Drawing on a decade of technical assistance in mobility planning and project implementation, the Partnership has built a strong evidence base from field experience, informing the following insights and trends.

SUMPs and NUMPs offer a structured approach for cities and countries to develop sustainable, inclusive, and low-carbon mobility systems.

They connect climate objectives with practical planning tools, aiming to reduce greenhouse gas emissions by up to 25% by 2040. This goal is supported by promoting efficient transport modes, enhancing public transport, encouraging walking and cycling, and advancing cleaner technologies. Their success depends on integrated measures guided by the Avoid–Shift–Improve–Enable framework. To illustrate this process, cities and countries are, through SUMPs and NUMPs, placing public transport at the core of urban mobility systems by integrating context-specific modes, such as BRT, metro, tramways, and cable cars, with walking and cycling networks. In parallel, these plans prioritise the integration and progressive improvement of paratransit services, recognising their continued importance, particularly in rapidly growing urban contexts. Active mobility is also gaining prominence as a key component of accessibility and urban liveability, although it still requires increased investment and more robust data systems. Beyond infrastructure, SUMPs and NUMPs emphasise the importance of governance, financing frameworks, and private-sector participation in implementation and service delivery. This is accompanied by strengthened approaches to data, monitoring, and evaluation, including the expansion of mobility observatories and MRV systems. Nevertheless, persistent data gaps and institutional coordination challenges continue to hinder effective implementation.

Implementation support is the operational backbone of the MobiliseYourCity Partnership, translating SUMP and NUMP strategies into concrete, deliverable projects.

It bridges the critical gap between planning and execution by adding the technical, financial, and institutional detail required to turn identified measures into viable interventions. This support takes multiple forms, ranging from pilot projects and feasibility studies to institutional strengthening, and is now the largest and most resource-intensive component of the Partnership's portfolio. Rather than standalone actions, most projects combine these approaches to reflect local readiness, capacity, and priorities, ensuring tailored and flexible responses. Of the EUR 70 million in donor funding allocated to implementation support, EUR 50 million is directed to SUMP and NUMP implementation, which includes feasibility studies to institutional strengthening. This signals a long-term commitment from MobiliseYourCity donors to member cities and countries.

SUMP and NUMP implementation support focuses on high-impact yet often underfunded areas such as paratransit reform, active mobility, and governance. These interventions are critical because they address systemic gaps such as integrating informal transport, improving walking and cycling conditions, and strengthening institutional capacity, while also de-risking larger investments like mass transit systems. Pilot projects and iterative approaches further enable cities to test solutions, build stakeholder trust, and generate evidence for scaling. Overall, implementation support demonstrates that combining technical assistance, small-scale interventions, and institutional strengthening is essential to move from plans to lasting, system-wide transformation.

MobiliseYourCity has built a coherent and practice-driven knowledge ecosystem that positions it as both a capacity-building platform and a methodological reference for sustainable urban mobility in developing and emerging economies.

Drawing on experience across its partner cities and countries, the Partnership has adapted and consolidated the SUMP methodology for Global South geographies, producing a series of flagship publications that structure planning processes and strengthen quality assurance. Over the years, the Partnership has enriched its SUMP guidelines with thematic topic guides on a wide range of issues such as paratransit, climate adaptation, and gender. In parallel, it has shaped the NUMP framework as a national-level instrument to align policy, finance, and implementation, supported by dedicated guidelines and operational tools.

The Partnership translates this methodological base into large-scale capacity development and knowledge dissemination. Its Knowledge Platform hosts 633 publications and adds around 85 new resources each year, providing a structured and open-access repository for practitioners. Among these, the GHG Emissions Calculator, developed in 2020 and continuously refined, including a web-based version launched in 2024, stands out as one of the most widely used and viewed tools, enabling cities and countries to quantify emissions, model scenarios, and link mobility planning with climate objectives.

Training is central to this approach. Since 2021, the "Mastering Mobility" series and related formats have delivered 91 online sessions, reaching 3,840 participants across public institutions, development organisations and the private sector. Training materials are designed for replication and adapted to different levels of expertise, supporting a shift towards local ownership and scaling. Regional Communities of Practice in Latin America, Africa and Asia complement these efforts by anchoring peer learning in real projects and policy cycles. Together, these instruments enable the Partnership to continuously refine its methodologies, disseminate applied knowledge, and support institutional change in complex urban environments.

Over the past decade, MobiliseYourCity has successfully positioned sustainable urban mobility planning as a globally recognised instrument for climate action and sustainable development.

The Partnership has maintained a continuous presence in key international arenas, consistently advocating for the integration of urban mobility into Nationally Determined Contributions and the 2030 Agenda. By adapting the European SUMP methodology to contexts across Africa, Asia and Latin America, and securing institutional milestones such as the 2021 ASEAN Phnom Penh Declaration, MobiliseYourCity has broadened both the geographic reach and political legitimacy of structured mobility planning worldwide.

Alongside this advocacy, the Partnership has demonstrated concrete delivery, growing from a nascent initiative to a mature coalition spanning five regions by 2026, with leveraged finance reaching EUR 4.4 billion by 2025. Donor support has diversified across EU, French and German institutions, reflecting sustained confidence in the Partnership's results-oriented model. Critically, MobiliseYourCity has shifted from exclusive plan preparation toward including implementation support, establishing mobility planning not merely as a procedural exercise but as a catalyst for attracting climate finance and delivering on-the-ground transport transitions. As it enters its second decade, the Partnership is well-positioned to scale this model further, linking global climate ambitions to practical, inclusive urban mobility solutions.

Looking ahead to 2026–2030, MobiliseYourCity is entering its second decade with a renewed strategy built around six objectives: anchoring mobility planning in global climate and development frameworks, accelerating the shift from planning to implementation, improving donor coordination, integrating economic competitiveness into mobility planning, scaling capacity development, and broadening advocacy for public and private investment.

A new project funded by the EU, MobiliseMENA, will extend the Partnership's reach into the EU Southern Neighbourhood with EUR 6.65 million in funding, building on earlier work in Morocco and Tunisia. Concurrently, a growing pipeline of new SUMPs — in Senegal, Zimbabwe and Peru — signals expanding geographic reach, while the EU's Urban Nodes programme is expected to unlock further financing opportunities, particularly across Africa.

On the operational side, the Partnership is intensifying its focus on implementation, structuring support around governance, paratransit and active mobility, and working to bridge a significant financing gap: member cities have identified over EUR 2.6 billion in walking and cycling investment needs, against only EUR 45 million mobilised to date. Capacity development will be scaled through new toolkits, practitioner training and digital formats including a podcast series, while a full website redesign and expanded social media presence will improve accessibility and outreach. Together, these initiatives reflect a Partnership transitioning from proof-of-concept to a delivery-oriented platform, consolidating a decade of experience into a more ambitious, implementation-focused second chapter.

Casablanca

Photo: Hans Jurgen Weinhardt

Chapter 1

The MobiliseYourCity Global Partnership

Bridging sustainable mobility planning, implementation and finance to accelerate low-carbon, inclusive and competitive urban development

MobiliseYourCity is a global partnership that supports cities and countries in developing and emerging economies to go from sustainable urban mobility plans to concrete actions for green, inclusive and competitive cities. With over €30 billion in urban mobility investments identified and €4.4 billion in financing leveraged, MobiliseYourCity crucially bridges the gap between planning and investment.

Backed by more than €120 million in grants from the EU, France and Germany, MobiliseYourCity plays a catalytic role in mobilising domestic and international finance. As of December 2025, we reached 82 member cities representing 172 million people and 16 member countries. With 75 projects across 38 countries, the Partnership primarily supports mobility planning as a pathway to project implementation, helping de-risk early-stage urban mobility investments. MobiliseYourCity's planning approach is adapted from the EU SUMP methodology for the Global South context.

MobiliseYourCity provides a platform for aligning planning, project preparation, and financing around coherent mobility pipelines. By using SUMPs as common reference frameworks, MobiliseYourCity helps reduce fragmentation, strengthen partner coordination, and translate global priorities, including the Paris Agreement, the SDGs, Nationally Determined Contributions (NDCs), the United Nations Decade of Sustainable Transport, and the EU Global Gateway into concrete, country-owned investment opportunities.

As articulated in the Strategy 2026–2030, MobiliseYourCity's vision is to act as a European-led initiative of partners working together to shape low-carbon, resilient and inclusive urban mobility systems that support local economic competitiveness and social cohesion, while contributing to broader strategic and mutually beneficial cooperation.

Its mission is to support cities and countries in accelerating the adoption of comprehensive policies and proven and innovative approaches, and to incubate scalable solutions that enable the transition to sustainable, low-carbon and just urban mobility.

"BMZ's vision is clear: in a rapidly changing world, German development policy must be more focused and more partnership-based. MobiliseYourCity is a direct expression of that commitment - a platform where we turn this ambition into action, together with our partners, to shape sustainable urban mobility across the globe."

Evita Schmieg
Head of Division Energy, Urban Development, Mobility and Infrastructure, BMZ.

Bandung City
Photo: Fikri Rasyid

How we support cities and countries

To deliver on this mission, MobiliseYourCity operates through four service areas:

Fig. 1 MobiliseYourCity's 4 service areas

Mobility planning

Supporting implementation and investment ready plans for inclusive and low-carbon transport.

- Supporting member cities in preparing city-level sustainable mobility plans (SUMPs).
- Supporting member countries inpreparing country-level urban mobility policies and investment programmes (NUMPs).
- Identifying lessons learned from planning experiences in cities and countries

Implementation support

Empowering members to bridge planning with implementation for green and just cities.

- Piloting small-scale innovative finance to support walking and cycling.
- Professionalising and improving jobs in the paratransit sector, in particular by building on digital technologies.
- Supporting institutional and regulatory reforms to enable implementation.

Capacity building

Equipping practitioners with tested and scalable solutions.

- Developing tailored methodologies and tools for our focus areas.
- Scaling our training offer to mobility professionals through strategic partnerships.
- Enhancing our digital platform for trainings, exchange and knowledge dissemination.

Advocacy & Outreach

Encouraging institutions and individuals to embrace and resource sustainable mobility.

- Communicating aggregated impact of portfolio level results
- Positioning sustainable urban mobility as a driver to climate
- And development action engaging new partners and members to animate ambitious actions

Mobility planning: Supporting SUMPs and NUMPs

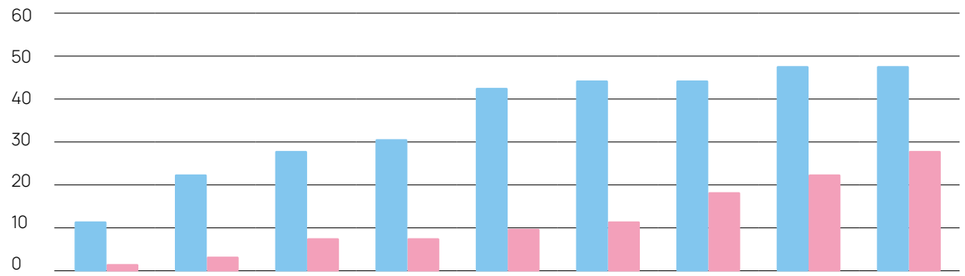
MobiliseYourCity supports cities and countries in developing Sustainable Urban Mobility Plans (SUMPs) and National Urban Mobility Policies and Investment Programmes (NUMPs) that provide a structured, evidence-based framework for identifying and prioritising urban mobility investments. By anchoring project identification and investment pipelining within approved plans and policies, MobiliseYourCity helps generate coherent, demand-driven project pipelines aligned with national climate commitments (NDCs), local governments' urban development objectives, and global political priorities and programmes, such as Global Gateway priorities. This reduces fragmentation and increases the credibility of proposed investments for development partners and investors.

Implementation support: advancing delivery of selected mobility measures

Through targeted technical assistance, institutional strengthening, pilot projects, and project preparation support, MobiliseYourCity helps de-risk early-stage urban mobility projects. This includes strengthening governance and regulatory frameworks, improving data availability, testing innovative solutions at pilot scale, supporting the definition of technically sound and socially inclusive project concepts and carrying out project preparatory studies to improve project's implementation readiness. These interventions improve project quality and bankability, reduce preparation costs, and increase the likelihood that large-scale investments successfully progress to financing and implementation.

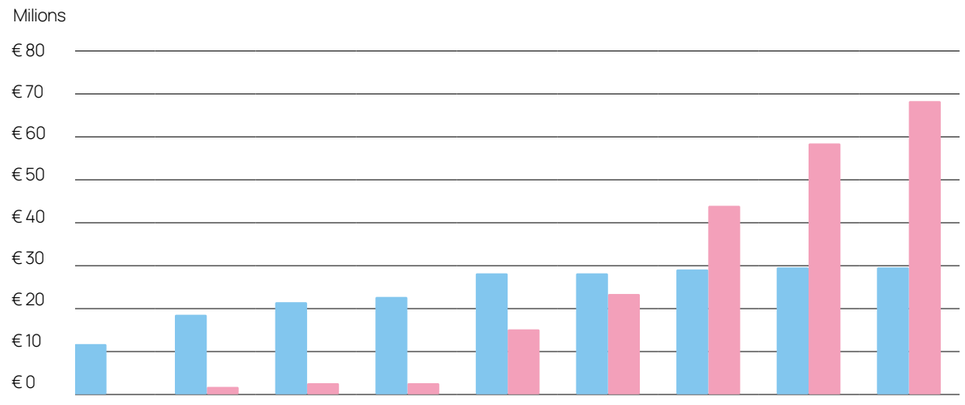
Fig. 2 Number and volume of MobiliseYourCity projects for mobility planning and implementation support

Count of MobiliseYourCity projects



	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mobility planning	12	23	28	32	44	45	46	48	48
Implementation support	1	4	7	7	10	13	19	23	27

Cumulative volume of MobiliseYourCity projects



	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mobility planning	€ 11.78	€ 18.57	€ 20.82	€ 22.73	€ 28.35	€ 28.72	€ 29.32	€ 29.99	€ 29.99
Implementation support	€ 0.10	€ 1.23	€ 2.63	€ 2.63	€ 13.31	€ 22.81	€ 44.28	€ 57.78	€ 68.43

Since the adoption of the 2020–2025 Strategy and the completion of its first SUMPs and NUMPs, the Partnership has evolved from supporting mobility planning alone to effectively linking planning with implementation. SUMPs and NUMPs remain the most common forms of intervention across projects. Implementation support has expanded, typically following SUMP and NUMP adoption and focusing on delivering priority measures. While fewer in number, implementation support projects are larger in scale and now represent the majority of total investment volume.

Methodologies and capacity development: Developing and disseminating knowledge with practitioners

To enable sustained and scalable transformation in urban mobility, MobiliseYourCity develops and disseminates the frameworks and tools, and strengthens capacities that underpin effective planning and implementation. As a global knowledge hub on urban mobility, MobiliseYourCity operates as a platform for exchange as well as for consolidating and translating lessons from implementation into new or revised methodologies, tools, and capacity-building offers that can be applied across diverse contexts.

Advocacy and outreach: Connecting and communicating for a systems' transformation

MobiliseYourCity advances decarbonised and socially just mobility systems by raising awareness, shaping dialogue, and building support among key stakeholders through targeted advocacy and outreach. Through strategic communication, participation in high-level events, and regular dissemination of evidence and results, the Partnership helps mobilise broader engagement and reinforces the credibility of sustainable urban mobility solutions by demonstrating their tangible benefits for cities and their residents.

[This page]
Bangkok
Photo: Florian Wehde

[Next page]
Bangkok
Photo: Evan Krause

Who the Partnership brings together

City and country members

As of December 2025, the MobiliseYourCity Partnership brings together 82 member cities across 38 countries, representing a combined population of more than 172 million people and 16 member countries.

Table 1 City and country members per region

Region	Member cities	Member countries
Sub Saharan Africa	28	7
Middle-East and North Africa	13	2
Latin America and the Caribbean	19	3
Asia-Pacific	16	3
Eastern Europe	6	0
Total	82	16

Fig. 3 MobiliseYourCity city and country members

82 cities
16 countries

Latin-America and the Caribbean

Countries
Colombia
Dominican Republic
Ecuador

Cities
Córdoba, Argentina
Baixada Santista, Brazil
Belo Horizonte, Brazil
Brasilia, Brazil
Curitiba, Brazil,
Fortaleza, Brazil,
Recife, Brazil
Teresina, Brazil
Antofagasta, Chile
Cali, Colombia
Ibagué, Colombia
Havana, Cuba
Santo Domingo, Dominican Rep.
Ambato, Ecuador
Cuenca, Ecuador
Loja, Ecudaor
Quito, Ecuador
Puebla, Mexico
Arequipa, Peru
Cajamarca, Peru
Trujillo, Peru

Middle East and North Africa

Countries
Morocco
Tunisia

Cities
Agadir, Morocco
Al-Assima (Rabat Salé), Morocco
Beni Mellal, Morocco
Casablanca, Morocco
El Jadida, Morocco
Fes, Morocco
Kenitra, Morocco
Khemisset, Morocco
Khouribga, Morocco
Marrakech, Morocco
Oujda, Morocco
Sefi,Morocco
Settat, Morocco
Sfax, Tunisia

Eastern Europe & Turkey

Cities
Chisinau, Moldova
Ankara, Türkiye
Istanbul, Türkiye
Chernivtsi, Ukraine
Lviv, Ukraine
Poltova, Ukraine
Vinnytsia, Ukraine
Zhytomyr, Ukraine

Sub-Saharan Africa

Countries
Burkina Faso
Cameroon
Ethiopia
Madagascar
The Gambia
Togo
Uganda

Cities
Bobo Dioulasso, Burkina Faso
Ouagadougou, Burkina Faso
Douala, Cameroon
Yaoundé, Cameroon
Kinshasa, Congo
Dire Dawa, Ethiopia
Hawassa, Ethiopia
Kumasi, Ghana
Abidjan, Ivory Coast
Bouaké, Ivory Coast
Nairobi, Kenya
Antananarivo, Madagascar
Antsirabe, Madagascar
Mahajanga, Madagascar
Toamasina, Madagascar
Nouakchott, Mauritania
Maputo, Mozambique
Windhoek, Namibia
Niamey, Niger
Kaduna, Nigeria
Dakar, Senegal
Mbour, Senegal
Thiès, Senegal
Dodoma, Tanzania
Lomé, Togo
Harare, Zimbabwe

Asia-Pacific

Countries
India
Philippines
Sri Lanka
Thailand

Cities
Yerevan, Armenia
Phnom Penh, Cambodia
Tbilisi, Georgia
Ahmedabad, India
Aizawl, India
Kochi, India
Nagpur, India
Jakarta, Indonesia
Medan, Indonesia
Mandalay, Myanmar
Abbottabad, Pakistan,
Peshawar, Pakistan
Davao, Philippines
Kurunegala, Sri Lanka

In 2025, four new members joined the Partnership, further broadening its geographic reach and reinforcing the shared commitment to structured mobility planning.

Cajamarca (Peru) joined to formalise and strengthen its strategic mobility planning in response to congestion, informality and accessibility challenges in a rapidly growing Andean city.

Movamos Región (Colombia), representing the Cali metropolitan area and neighbouring municipalities, joined to advance inter-municipal coordination and integrated regional mobility planning.

Jakarta (Indonesia), one of the world's largest metropolitan areas, became a member to strengthen long-term sustainable mobility planning and accelerate its transition toward low-carbon transport systems.

Istanbul Metropolitan Municipality (Türkiye) joined to advance multimodal and sustainable mobility solutions in a complex transcontinental urban context.

The growth of membership reflects both demand for structured planning frameworks and the consolidation of a coalition of cities and countries committed to advancing sustainable urban mobility through shared methodologies and principles.

"Joining MobiliseYourCity allows us to share learnings and move forward alongside more than 80 cities and regions across Latin America, Africa, Asia and Europe, building more accessible, equitable and connected territories. We are convinced that with a shared, collaborative vision, we can transform mobility into a tool for sustainable development, social justice and climate action."

Juanita Concha Rivera
Director General of Regional Transport Authority Movamos Región

Jakarta
Photo: Eugenia Clara

Partner structure

MobiliseYourCity is coordinated by the Secretariat, based in Brussels, and brings together donors, implementing partners, development finance institutions, knowledge partners, cities and national governments under a shared governance framework.

Under the updated Strategy 2026–2030, partner categories have been streamlined as follows:

Donors: European Union, France and Germany

Implementing partners: AFD, GIZ, ADB and CODATU

Development Finance Institutions: ADB, AFD, EBRD, KfW, EIB

Knowledge partners: ADEME, CEREMA, CONCITO, Despacio, ECF, GNPT, ITDP, SSATP, TUMI, Trufi, UN Habitat, Wuppertal Institute

This updated classification reflects the evolution of the Partnership over the past decade, with a clearer distinction between entities delivering technical assistance and implementation support, and those contributing through knowledge dissemination, advocacy and peer exchange.

MobiliseYourCity provides a platform for structured and inclusive coordination among cities and state partners, the European Union and its Member States, development finance institutions, multilateral development banks, and international and regional actors. By using SUMPs and NUMPs as common reference frameworks, the Partnership facilitates alignment of technical assistance, investment support and policy dialogue at local and national level.

Donors

Our funds to support cities and countries come from the European Union and the governments of France and Germany.

Table 2 Donors' contribution to MobiliseYourCity

Partner	Contribution to MobiliseYourCity
European Union	€ 63,900,000
French government	€ 30.370.000
German government	€ 26,321,000
Total	€ 120,591,000

"One clear sign of the Partnership's strength is the high-level participation in the Steering Committee, with representatives from across the Partnership. This reflects a healthy dynamic and demonstrates that the Partnership has a solid future."

Sergio Oliette-Josa
Head of Unit for Sustainable Transport and Urban Development at EU DG INTPA

Implementing partners

Implementing partners provide our city and country members with technical assistance to elaborate Sustainable Urban Mobility Plans and National Urban Mobility Policies, or investment programmes, and to support implementation through pilot projects, project preparation, and institutional strengthening.

Table 3 Current Implementing Partners participation by number and volume of projects

Implementing partners	Number of projects	Total volume of projects (EUR)
AFD	36	46.1 million
GIZ	24	45.7 million
CODATU	5	3.9 million
ADB*	6	1.85 million

*Jointly implemented with AFD under the MobiliseYourCity Asia Programme

The Agence Française de Développement (AFD) is the French public institution in charge of implementing France's policy in the areas of development and international solidarity. The AFD funds, supports, and accelerates the transition to a fairer and more sustainable world. It is one of the founding partners of MobiliseYourCity. AFD has implemented nearly 14 million euros to support the development of 20 SUMPs (half of them in Sub-Saharan Africa) and 3 NUMPs. In regard to implementation support, the AFD has managed 32 million euros for 5 pilot projects, and 3 SUMP implementation projects, in Santo Domingo. Yaoundé and Bouaké.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is Germany's leading organisation for international cooperation services. As a federal enterprise, it supports the German Government in advancing its sustainable development objectives globally. GIZ plays a key role in providing staff for the Partnership's Secretariat. It is one of the founding partners of MobiliseYourCity. GIZ has implemented almost 14 million euros to support the development of 7 SUMPs and 6 NUMPs. In regard to implementation support, GIZ has managed 32 million euros for 3 pilot projects, SUMP implementation in Yaoundé and Dakar, and NUMP implementation in Peru and Ecuador.

CODATU (Cooperation for Urban Mobility in the Developing World) is an international association committed to advancing sustainable urban mobility policies. It achieves this through training programmes, scientific exchanges, technical assistance, and advisory services for local and national authorities. CODATU plays an integral role in the MobiliseYourCity Partnership by providing staff for its Secretariat under an agreement with AFD. Its diverse membership includes local governments, transport authorities, research and training institutions, private sector organisations, and individual experts. CODATU is particularly focused on for the implementation support area: supporting Peru in implementing its NUMP and strengthening institutions in Abidjan and Luanda. CODATU has also led the paratransit pilot project in Antananarivo.

The Asian Development Bank (ADB) supports its members and partners by offering loans, technical assistance, grants, and equity investments to drive social and economic development across the Asia-Pacific region. ADB enhances the developmental impact of its assistance through policy dialogues, advisory services, and mobilising financial resources via co-financing arrangements that leverage official, commercial, and export credit sources. In collaboration with AFD, ADB has supported the development of SUMPs in Pakistan, demonstrating its commitment to fostering sustainable urban mobility solutions. Development Finance Institutions

Development Finance Institutions

Development finance institutions provide financial instruments and investment support to enable the implementation of sustainable urban mobility projects in developing and emerging economies. They contribute to financing infrastructure, services and equipment, and support the transition from planning to implementation by mobilising capital aligned with SUMPs and NUMPs priorities.

The **European Bank for Reconstruction and Development (EBRD)** operates across three continents, promoting the transition to market-oriented economies and fostering private and entrepreneurial initiatives. EBRD supports sustainable development by financing infrastructure projects, encouraging private sector growth, and prioritising environmental and social sustainability in its operations. EBRD has helped to mobilise 158 million euros for SUMP implementation in Tbilisi and Zhytomyr.

KfW, Germany's state-owned development bank based in Frankfurt, is dedicated to promoting sustainable prospects for people, businesses, the environment, and society. Its operations align with the United Nations' Sustainable Development Goals (SDGs), focusing on areas such as climate action, poverty alleviation, and economic development. KfW provides funding and expertise for impactful projects worldwide, including initiatives that foster sustainable urban mobility. KfW has helped to mobilise nearly 180 million euros for SUMP and NUMP implementation, especially in Peru and Ecuador.

The **European Investment Bank (EIB),** the lending arm of the European Union, supports sustainable development within and outside the EU by financing projects that contribute to climate action, environmental sustainability and economic growth. EIB provides long-term financing, technical expertise and advisory services for infrastructure investments, including sustainable urban mobility projects, with a strong focus on low-carbon, resilient and inclusive development. The EIB has helped to mobilise more than 250 million euros for SUMP implementation in Dakar.

Photo: Javier Allegue Barros

Knowledge partners

[Next page]
Photo: Artur Stanulevich

Knowledge and Network Partners are internationally or regionally operating or country-focused not-for-profit organisations, institutions, think tanks, affiliated technical assistance programs or other organisations associated with the MobiliseYourCity Partnership.

They contribute expertise, peer exchange platforms, methodological development, research and advocacy support. Through conferences, training, publications and thematic working groups, these partners expand the reach and impact of the Partnership while reinforcing coherence and knowledge sharing across regions.

ADEME
(Agence de la Transition Écologique)

Cerema
(Centre d'études et d'expertise sur les risques, l'environnement, la mobilité et l'aménagement)

CONCITO

Despacio

ECF
(European Cyclists' Federation)

GNPT
(Global Network for Popular Transport)

ITDP
(Institute for Transportation and Development Policy)

SSATP
(Sub-Saharan Africa Transport Policy Program)

TUMI
(Transformative Urban Mobility Initiative)

Trufi Association

United Nations Human Settlements Programme

Wuppertal Institut

The MobiliseYourCity Secretariat

To facilitate collaboration among all these stakeholders, the MobiliseYourCity Secretariat, based in Brussels, Belgium, serves as the coordinating backbone of the Partnership. It plays a central role in aligning efforts across partners and ensuring the strategic coherence of the Partnership's activities.

> “The coordination cost of MobiliseYourCity is 4% from the 120 million euros allocated by donors to the Partnership.”

Acting as a facilitator, the Secretariat supports governance processes, curates and disseminates knowledge, and drives the implementation of the global strategy. It facilitates Steering Committee meetings, working groups, joint programming discussions and alignment of technical assistance across multiple funding lines. It also plays a key role in mobilizing resources, strengthening partner engagement, and ensuring that cities and countries receive the support they need at each stage of their sustainable mobility journey.

This coordination function requires sustained institutional effort but represents a small share of overall project financing. The coordination cost of MobiliseYourCity is 4% from the 120 million euros allocated by donors to the Partnership. By aligning planning methodologies, pooling expertise and avoiding duplication of parallel initiatives, the Partnership increases efficiency and maximises the impact of grant resources.

Photo: Marvin Meyer

The added value of coordination lies in enabling coherent investment pipelines, structured partner dialogue, and stronger local ownership, benefits that would be significantly more costly to achieve through fragmented bilateral interventions.

While the Secretariat ensures methodological coherence through the review of selected documents, the provision of direct technical assistance to member cities and countries is offered by the implementing partners. In 2025, the MobiliseYourCity Global Secretariat welcomed new members to its team, bringing fresh perspectives and energy to its mission.

These additions complemented the existing team:

Sasank Vemuri, Head of the MobiliseYourCity Secretariat and Program Director for TUMI Just Mobility - GIZ staff funded by BMZ.

Éléonore François-Jacobs, Deputy Coordinator and Partnerships Manager - CODATU staff funded by AFD and the EU.

Nicolas Cruz, Sustainable Mobility Expert - GIZ staff financed by BMZ.

New CODATU staff funded by AFD and EU:

Carine Assaf, Monitoring and Evaluation & Sustainable Mobility Expert,

Jacopo Giavoli, Communications and Sustainable Mobility Expert,

Johanne Collet, Sustainable Mobility Expert,

Emma Lyons, Communications Intern

New CODATU staff funded by ADEME:

Jenny Salinas, Project Manager Decarbonisation & Paratransit,

New GIZ staff funded by BMZ:

Caroline Von Stein, Sustainable Mobility Expert – TUMI team

Rebecca Süss, Capacity Building Intern.

The MobiliseYourCity Secretariat in January 2026, in Brussels

Chapter 2

Mobility Planning

Supporting implementation and investment ready plans for inclusive and low-carbon transport

MobiliseYourCity has supported urban mobility planning at both local and national levels through 30 million euros in technical assistance worldwide.

MobiliseYourCity's core offering is to help member cities and countries develop implementation-oriented, investment-ready plans for inclusive, low-carbon mobility. It does so by assisting cities in preparing Sustainable Urban Mobility Plans (SUMPs) and countries in drafting National Urban Mobility Policies and Investment Programmes (NUMPs). Donor funding for this work is heavily weighted towards SUMPs, which receive about two-thirds of the mobility planning budget.

Preparing SUMPs and NUMPs is a lengthy, resource-intensive process. Many cities and national authorities lack the financial and technical capacity to conduct robust diagnostics, identify priority investments, and design the policies needed to address complex transport challenges. Technical assistance, therefore, plays a critical role in ensuring these SUMPs and NUMPs are credible and actionable.

> "Between 2015 and 2025, donors invested almost EUR 30 million to shift mobility planning from car-centric approaches to integrated, participatory governance."

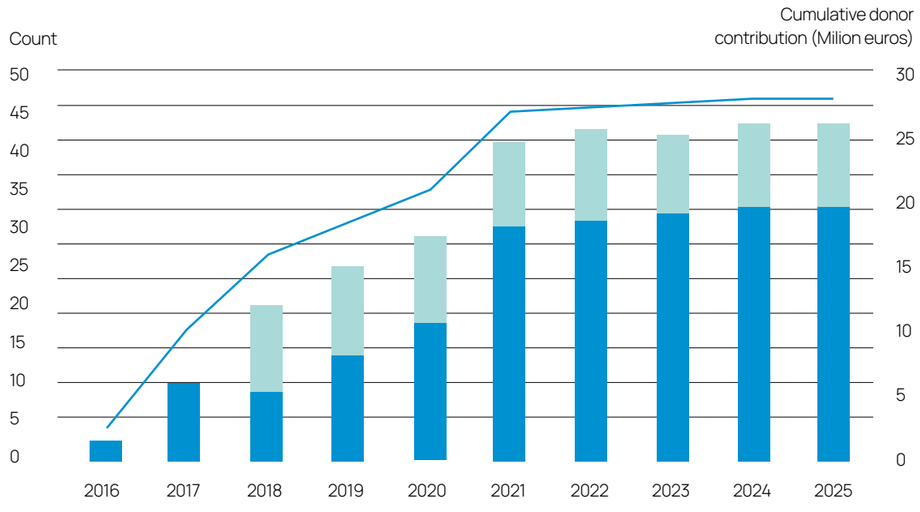
Between 2015 and 2025, donors invested almost EUR 30 million to shift mobility planning from car-centric approaches to integrated, participatory governance. Implementing partners such as the Agence Française de Développement (AFD) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) channelled this support into project preparation and policy development at both the city and national levels, as summarised in Table 1.

Table 4 Donors' contribution to mobility planning

Donor	NUMP	SUMP	Other technical assistance	Total
AFD	EUR 500,000	EUR 6,870,155	EUR 35,000	EUR 7,405,155
BMU	EUR 3,961,634			EUR 3,961,634
BMZ		EUR 4,351,000	EUR 1,820,000	EUR 6,171,000
EU	EUR 3,290,000	EUR 6,751,000	EUR 350,000	EUR 10,391,000
FFEM	EUR 850,000	EUR 1,215,000		EUR 2,065,000
Total	EUR 8,601,634	EUR 19,187,155	EUR 2,205,000	EUR 29,993,789

Over the last decade this assistance enabled 33 cities to develop SUMPs and 11 countries to prepare NUMPs. By December 2025 most of these planning processes had been completed and adopted, and 16 SUMPs and 9 NUMPs were already moving into implementation. These results demonstrate not only the production of documents but also the progressive institutionalisation of structured mobility governance.

Fig. 4 Cumulative number of mobility planning projects supported by MobiliseYourCity



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
NUMPs	2	10	11	11	11	11	11	11	11	11
SUMPs	0	0	9	14	18	30	31	32	33	33
Donor contributors	1,8	10	16,4	18,7	20,6	26,2	26,2	27,2	27,8	27,8

Rabat
Photo: OthmaneFerrah

From investment needs identified in SUMPs and NUMP, cities and countries have leveraged 4.4 billion euros so far

SUMPs and NUMPs are not only planning instruments; they quantify the investments required to shift mobility systems. Across 27 city SUMPs and 10 NUMPs, MobiliseYourCity partners have identified around EUR 30.3 billion in investment needs. Most of these needs relate to public transport infrastructure (61% of all SUMP identified funding and 81% of all NUMP identified funding), such as metro lines, BRT corridors, cable cars, and depots. At the same time, other investments support walking, cycling, public space improvements, and the modernisation of paratransit services. By providing a credible pipeline of projects with clear costs and priorities, SUMP and NUMP allow cities and countries to communicate their needs to governments, development banks and private financiers and to sequence programmes effectively.

Fig. 5 Investment needs identified and impact expected in MobiliseYourCity-supported SUMPs and NUMPs

Expected impact:
109 million tons CO2eq reduced in 2035 compared to the BAU
3,419 lives saved annually due to improved road safety
9 million people with improved access to public transport

> “The full implementation of 27 SUMPs analysed would require 22.3 billion euros. Similarly, the full implementation of the 10 analysed NUMPs would require an investment of 8 billion.”

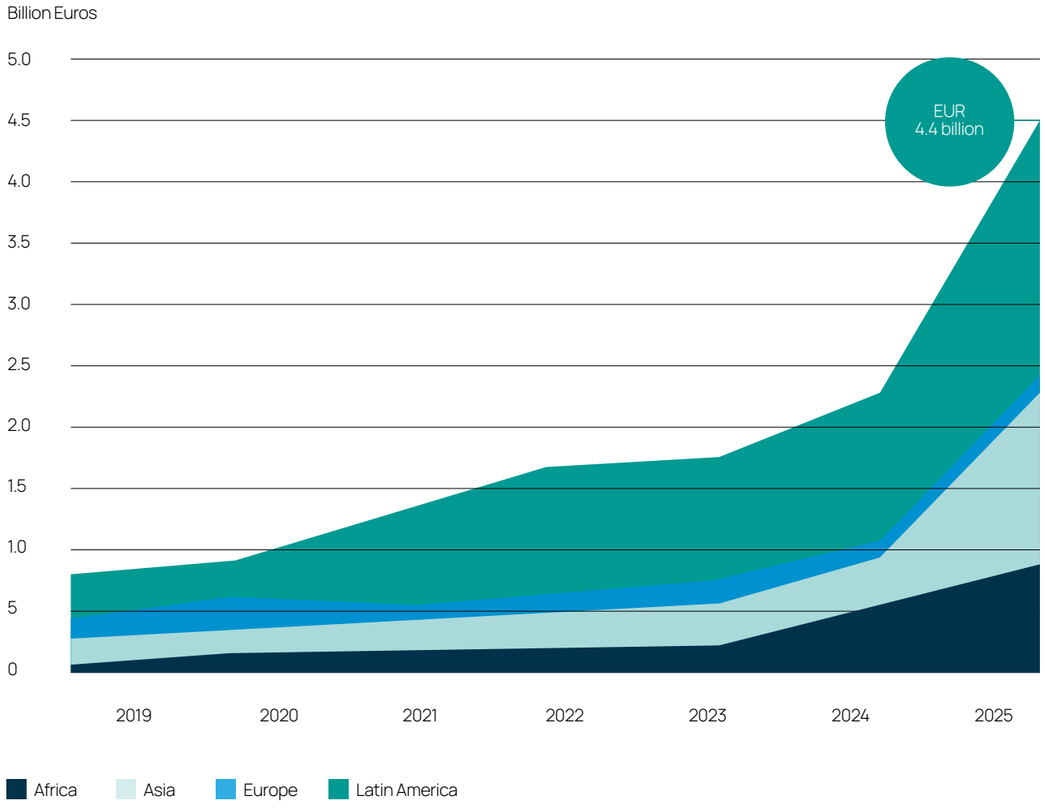
What are the investment needs?

The total estimated cost of implementing all measures identified in the SUMPs and NUMPs action plans analysed. The number includes all costs associated with delivering the mobility actions included in the action plans, across sectors and modes. The full implementation of 27 SUMPs analysed would require 22.3 billion euros. Similarly, the full implementation of the 10 analysed NUMPs would require an investment of 8 billion.

MobiliseYourCity also tracks how much finance these plans have successfully mobilised from different sources: international, private, and domestic. Sixteen cities and ten countries have leveraged around EUR 4.4 billion for implementation, with EUR 2.7 billion secured in 2025 alone. This growth reflects the increasing maturity of completed SUMPs and NUMPs, particularly in Latin America where national NUMPs have unlocked nearly EUR 2 billion, which are mostly for bus fleet electrification in Uruguay, Chile and Colombia. At the city level, leveraged finance is mainly tied to mass-transit projects such as BRT and urban bus networks. By embedding projects in formal plans, cities improve bankability and align investments with long-term strategies.

> “Sixteen cities and ten countries have leveraged around EUR 4.4 billion for implementation, with EUR 2.7 billion secured in 2025 alone.”

Fig. 6 Evolution of finance leveraged for SUMP & NUMP implementation

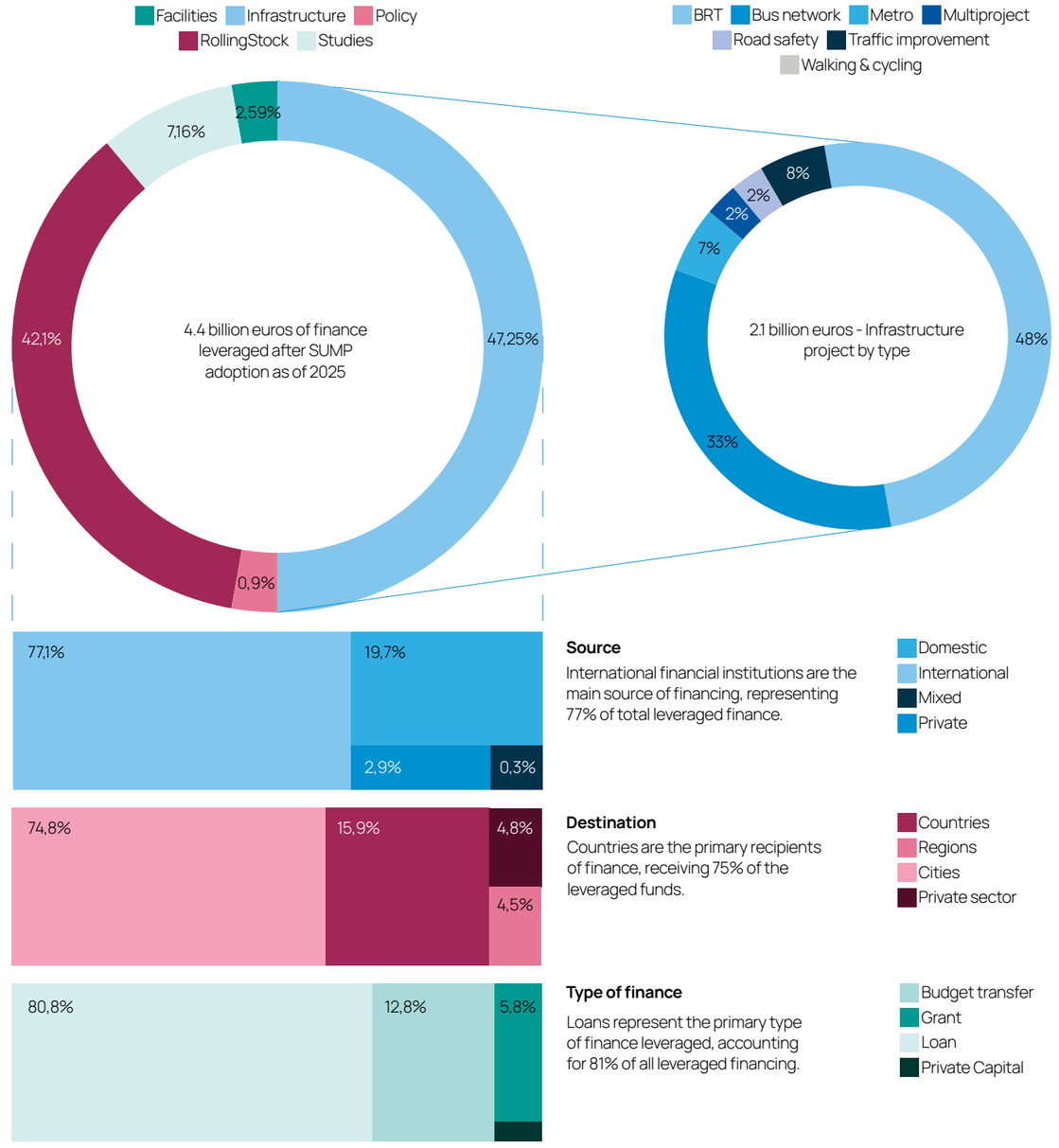


What is leveraged finance?

Finance that is mobilised as a direct result of a SUMP or NUMP. It includes loans, grants, or domestic investments that were not secured before the planning process and are linked to measures identified in the plan. It demonstrates the catalytic effect of structured mobility planning in turning strategies into bankable projects and concrete investments.

Public transport infrastructure still dominates leveraged finance, representing about 43 % of the total secured finance and exceeding EUR 3.8 billion as of 2025. However, other sectors are beginning to attract funding: private operators have mobilised around EUR 215 million since 2022, about 5 % of the total, for bus fleet renewal in countries such as the Philippines, Colombia and Chile, while member cities are increasingly using domestic resources to co-finance projects. Examplesof domestic finance include Medan, Indonesia, which committed EUR 85 million of municipal financing in 2024 to its first BRT line; Yaoundé, Cameroon, which allocated EUR 8.5 million to the AFD-funded “Coeur de Ville” project in 2021; and Antofagasta, Chile, which secured nearly EUR 500 000 for taxi-fleet electrification. These contributions often unlock international loans or grants and signal local commitment.

Fig. 7 Finance leveraged after SUMP and NUMP adoption - share by source, destination institution, and type of finance



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Bangkok
Photo: Duangphorn Wiriya

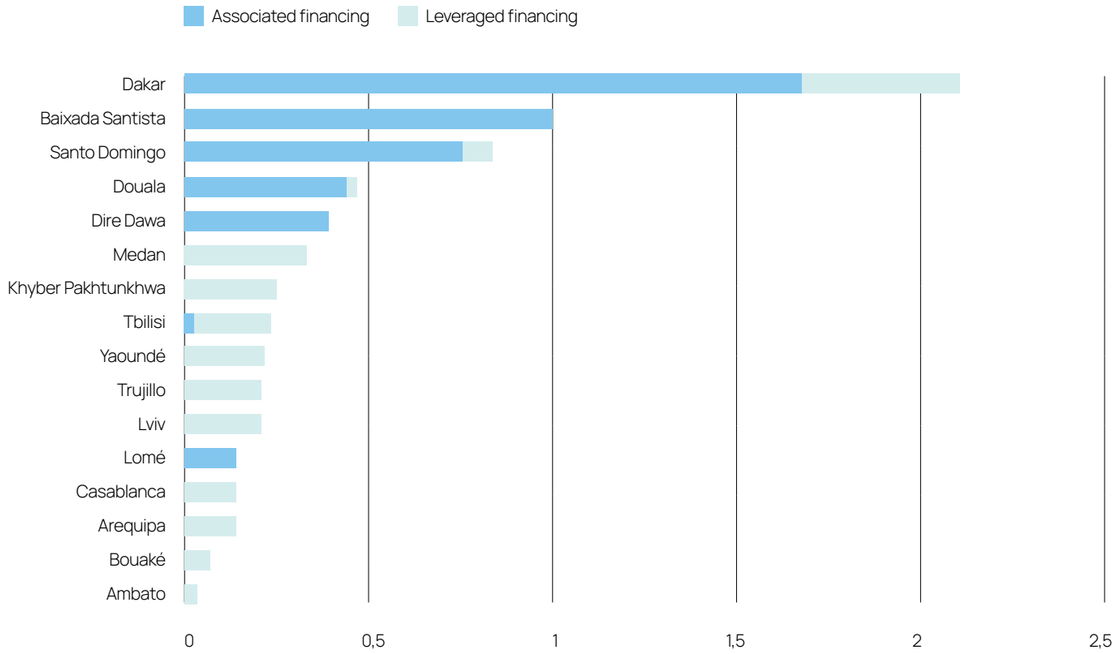
Not all finance linked to mobility plans stems directly from SUMPs or NUMPs. Some investments, known as associated finance, were already in progress when the plan was developed. While these still play an important role in shaping the urban mobility landscape and are often reflected in action plans, they cannot be fully credited to the planning process. MobiliseYourCity therefore distinguishes between leveraged finance—funding mobilised as a result of a SUMP or NUMP—and associated finance. Together, these categories highlight how structured planning supports the organisation of investment pipelines.

What is associated finance?

Finance linked to mobility measures included in a SUMP or NUMP but not generated by the planning process itself. It includes projects or investments that were already underway, planned, or financed prior to the development of the SUMP or NUMP. It reflects the broader investment landscape and helps situate mobility plans within existing pipelines, but it should not be attributed to the plan's direct impact.

The evolution of leveraged finance highlights the role of planning as an entry point for project development. Financing mechanisms such as the City Climate Finance Gap Fund increasingly recognise this: in 2025 the Gap Fund approved support for a SUMP in Harare, Zimbabwe, one of MobiliseYourCity's Partnership most recent member cities, to prepare upstream projects. By turning strategic visions into investable projects, SUMPs and NUMPs help cities bridge the gap between ambition and action.

Fig. 8 Associated and leveraged finance for MobiliseYourCity cities that adopted a SUMP (in billion EUR)



Another 3.5 billion euros are planned to be allocated to continue implementing SUMPs and NUMPs, with Chile and Morocco each accounting for 1 billion euros. Other countries with major investments expected to be unlocked due to SUMP or NUMP adoption are Cameroon, the Ivory Coast, Togo, and Ecuador.

How MobiliseYourCity supports mobility planning

MobiliseYourCity's value lies in transforming planning practices by providing a structured framework rooted in high-quality data, participatory engagement and financial credibility. Urban mobility systems in member cities and countries are being reshaped by climate imperatives, rapid urbanisation, fiscal constraints and rising expectations of social equity. SUMPs and NUMPs translate long-term sustainability objectives into sequenced, coherent and financeable actions that link global agendas to local realities.

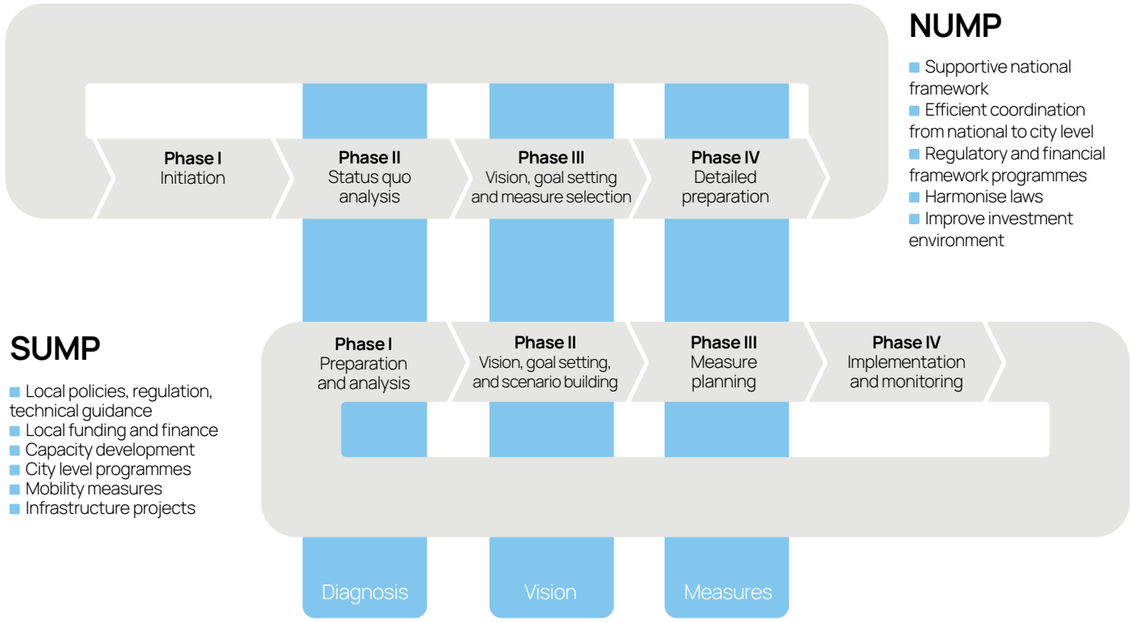
Participatory planning builds a shared vision that transcends political cycles. Robust diagnostics establish an evidence-based baseline of current mobility conditions, align stakeholder priorities and enable cities to articulate a forward-looking vision. This vision is then operationalised through an actionable plan tailored to local capacities.

SUMPs and NUMPs are comprehensive yet flexible. They offer a portfolio of measures that governments can prioritise according to institutional capacity, resources and political context. By recognising that the transition to sustainable mobility is incremental and multidimensional, these frameworks allow differentiated pathways while maintaining coherence with long-term objectives. They also preserve political ownership, enabling governments to set their priorities within a consistent methodology.

MobiliseYourCity acts as both a technical reference and a platform for shared learning. It strengthens planning processes, fosters cross-regional exchange and helps cities and national governments adapt proven methodologies to their institutional and socio-economic realities. From a donor perspective, SUMPs and NUMPs make investment more strategic: projects derived from adopted action plans are embedded in a broader policy logic, improving bankability, sequencing and coordination among funding streams and increasing confidence that financed interventions will deliver systemic outcomes such as emission reductions, better accessibility, safer streets and stronger institutions.

Although planning can appear abstract, it is the foundation for embedding best practices in urban mobility within local governance. Through peer-to-peer exchange, comparative benchmarks and lessons from diverse contexts, MobiliseYourCity ensures that global trends are critically assessed and adapted to local circumstances. This process enables informed prioritisation, clarifies what is feasible and impactful and prepares institutions for progressive implementation.

Fig. 9 Linkages between SUMP and NUMPs cycle



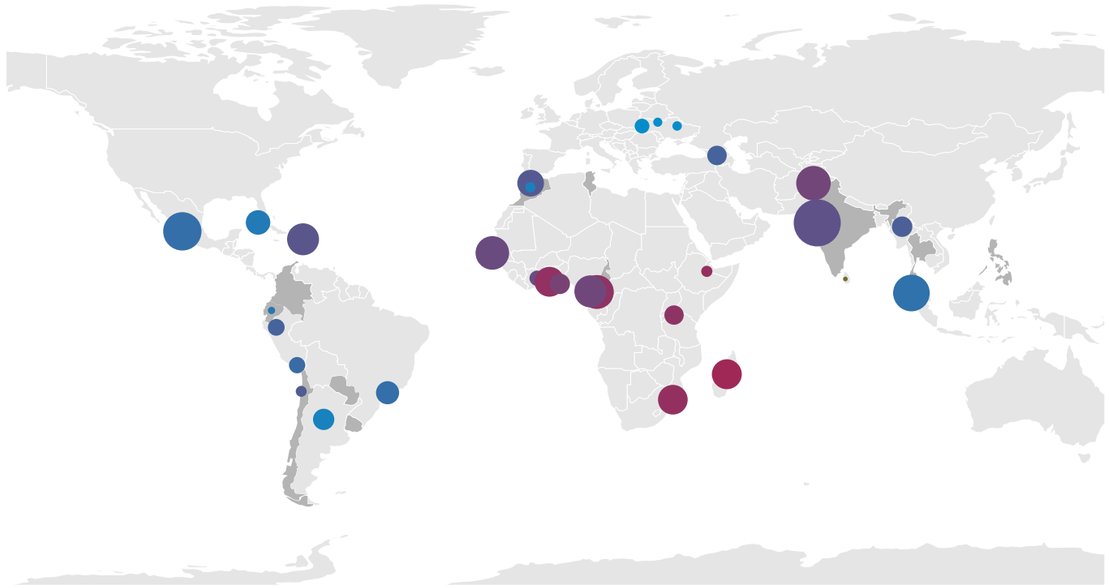
Nairobi
Photo: Michael Njoroge

MobiliseYourCity supports cities experiencing some of the world's fastest urban growth.

[Next page]
Casablanca
Photo: Salah Regouane

MobiliseYourCity primarily works in large, fast-growing metropolitan areas where mobility demand is increasing at an unprecedented pace. In 33 cities with SUMP support, the average urban population exceeds 2.5 million and is growing by more than 2 % per year, four to six times faster than the 0.35–0.36 % growth rates recorded in France and Germany in 2024. In some cities, such as Dire Dawa, Ethiopia; Kumasi, Ghana; Maputo, Mozambique; and Mwanza, Tanzania, annual urban growth exceeds 4 %, underscoring the scale of demographic change that mobility systems must accommodate.

Fig. 10 Countries and cities supported by MobiliseYourCity to develop SUMPs and NUMPs



City population
(122.172 - 7.800.000)

Population growth rate
(-0.81% - 5.3%)

"Private vehicles can no longer sustain transport as a backbone. The Philippines National Urban Mobility Policy (ed: supported by the MobiliseYourCity Partnership) is anchored on a people first approach, which moves towards an efficient, affordable and economic sustainable urban transport".

Maria Sheilah G. Napalang
Philippines, Assistant Secretary for Planning and
Project Development Department of Transportation

Several cities, notably Ahmedabad in India and Peshawar in Pakistan, already have populations exceeding five million and are projected to continue expanding. Others, including Yaoundé and Douala, Cameroon; Antananarivo, Madagascar; Maputo, Mozambique; and Mwanza, Tanzania, are expected to gain around 30% more residents by 2030. This demographic expansion will generate millions of additional daily trips for work, education, commerce and services, adding pressure to transport systems that are often already stretched.

Many MobiliseYourCity cities serve as national or regional trade gateways (also referred to as "urban nodes"), through which significant passenger and freight traffic volumes transit, especially in cities located near ports or along logistics corridors. Examples include Maputo in Mozambique, Dakar in Senegal and the Baixada Santista region in Brazil. Others face geographic constraints such as topography or density levels that limit infrastructure expansion and increase reliance on efficient public transport: Antananarivo's plateau limits road expansion, and some urban areas approach densities of 48,000 inhabitants per square kilometre.

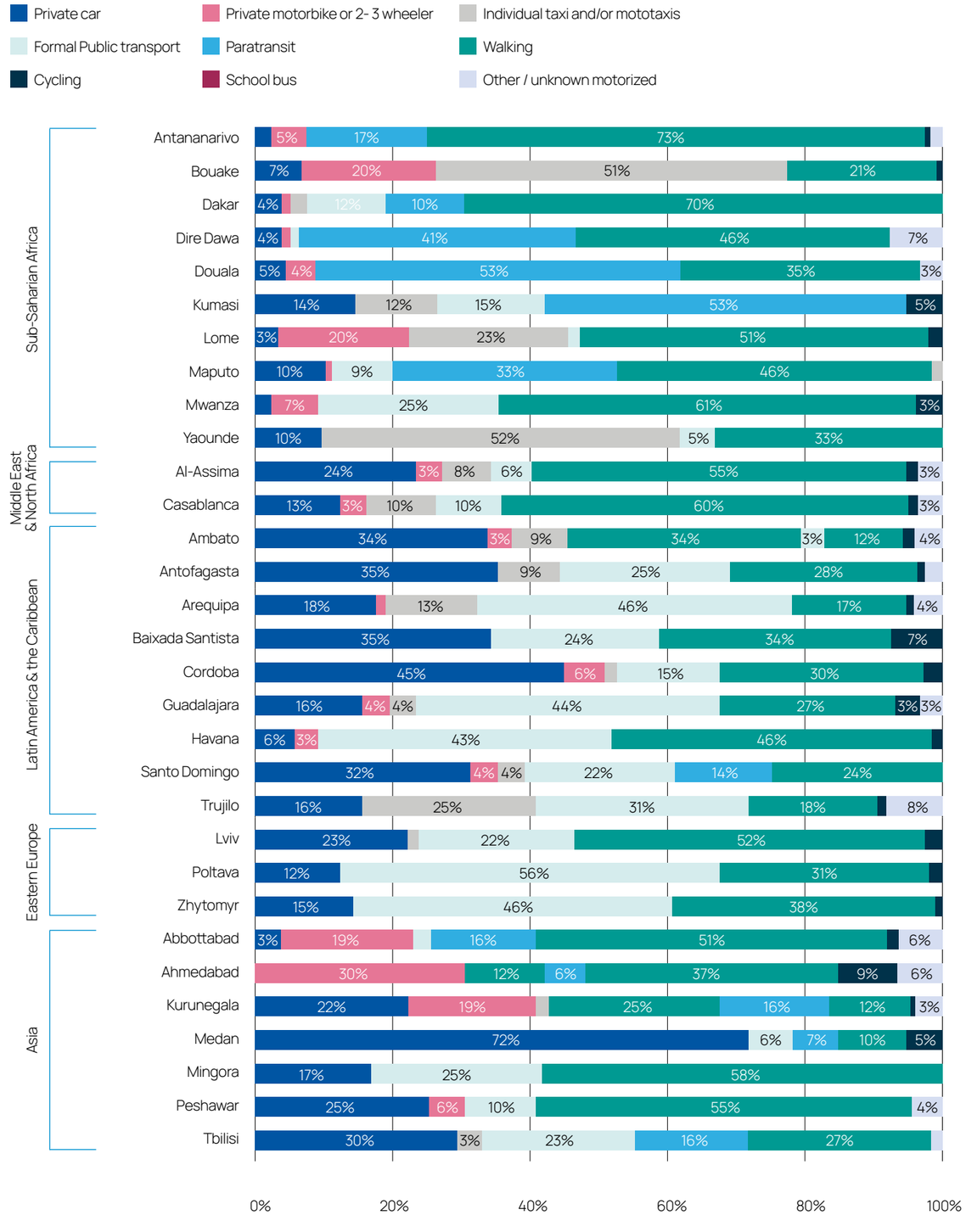
> "SUMPs and NUMPs provide structured frameworks to assess present and future mobility, prioritise investments and ensure that transport infrastructure evolves in step with urban development."

In these contexts, sustainable mobility planning plays a vital role in guiding urban growth while preserving accessibility. SUMPs and NUMPs provide structured frameworks to assess present and future mobility, prioritise investments and ensure that transport infrastructure evolves in step with urban development. By identifying bottlenecks, strengthening public transport, improving walking and cycling infrastructure and integrating land-use and mobility planning, they help cities adapt to rapid demographic, environmental and spatial change. MobiliseYourCity applies these methodologies to support cities in navigating complex, fast-evolving environments and to promote more efficient, inclusive and sustainable mobility systems.

Photo: Egor Myznik

From diagnosis to transformation: the role of modal share in SUMPs

Fig. 11 Modal share in cities with MobiliseYourCity SUMP support



One of the most valuable contributions of SUMPs is that they enable cities to diagnose the existing situation and provide clear insights into mobility patterns. In many contexts, transport planning has long relied on fragmented data, irregular surveys, or assumptions about travel behaviour. The SUMP process addresses these limitations by establishing a structured framework for data collection, analysis, and decision-making. The collection of mode share data is one of the most important aspects of this process.

Modal share provides a diagnostic of how mobility systems function. More than a simple statistic, it reveals how urban form, infrastructure, service provision, and socio-economic conditions shape daily mobility. By comparing the share of different modes, cities can identify which modes carry most trips and detect structural imbalances. It also frames discussions on street space allocation. In many cities, modes that move the majority of people, such as walking and public transport, receive a disproportionately small share of infrastructure investment. Making modal share visible exposes these mismatches and informs fairer decisions on reallocating public space.

> “In many cities, modes that move the majority of people, such as walking and public transport, receive a disproportionately small share of infrastructure investment. Making modal share visible exposes these mismatches and informs fairer decisions on reallocating public space.”

Across MobiliseYourCity cities, modal share data exposes both diversity and common trends. Walking remains a dominant mode in several contexts, accounting for 70% of trips in Dakar, Senegal, 58% in Mingora, Pakistan and 52% in Lviv, Ukraine. While this may reflect compact urban form, it can also indicate limited access to affordable transport alternatives. Public transport and paratransit play a central role, often forming the backbone of mobility systems. In cities such as Douala, Cameroon and Kumasi, Ghana, paratransit alone accounts for over half of all trips, illustrating the importance of informal services.

“Today one of the important elements to support Urban Transportation sectors, particularly informal sectors, is a question of funding. […] The fact that we have funding and that we are able to work with partners like MobiliseYourCity, that we have support for funding of the planning documents and for the organisation of the sector, has really allowed us to boost other kinds of funding. If these preconditions are not met, then it is very difficult to find further funding.”

Gora Sarr
Coordinator of the BRT Project at Conseil Exécutif des Transports urbains de Dakar, Senegal (CETUD)

Data on private motorised transport patterns show wide variation. Some cities maintain relatively low levels of car or motorcycle dependence, while others rely heavily on them, for example, in Medan, Indonesia 72% of trips are made by private car. These differences reflect income levels, urban structure, transport quality, and policy choices. Where shared transport is insufficient, private vehicles tend to fill the gap. Cycling remains marginal, largely due to a lack of dedicated infrastructure and enabling policies. Similarly, high motorcycle use can reflect affordability and flexibility but also highlights safety risks and gaps in collective transport.

> “Modal share data must be carefully interpreted to distinguish positive outcomes from underlying constraints: a high share of walking may indicate accessibility, but also a lack of alternatives; a high share of motorcycles may signal flexibility, but also safety and regulatory challenges.”

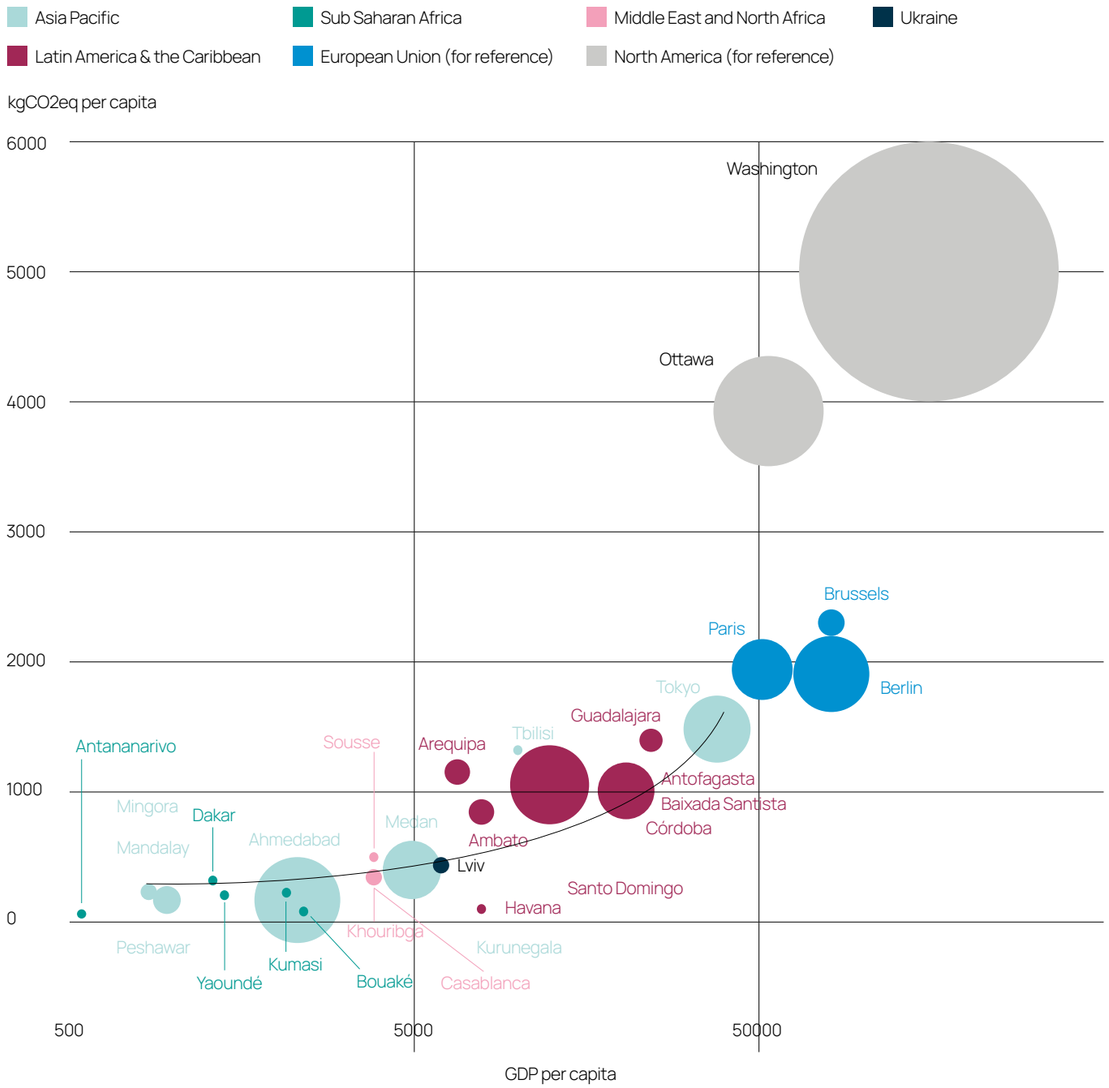
Modal share data must be carefully interpreted to distinguish positive outcomes from underlying constraints. A high share of walking may indicate accessibility, but also a lack of alternatives; a high share of motorcycles may signal flexibility, but also safety and regulatory challenges. Cities, therefore, need to assess whether infrastructure and policies align with observed demand: if walking dominates, are sidewalks safe and continuous? If public transport carries a large share, are priority measures in place? If cycling is to grow, is adequate infrastructure provided? If motorcycles dominate, how are safety and regulation addressed?

Casablanca
Photo: Salah Regouane

SUMPs and NUMPs are expected to reduce 25% of greenhouse gas emissions compared to Business As Usual scenarios by 2040

Cities' economic growth is often correlated with higher transport emissions as demographics, economic activity and private motorisation expand. MobiliseYourCity works to decouple growth from emissions by promoting public transport and non-motorised modes and by discouraging shifts from active to private modes. Most MobiliseYourCity member cities currently have lower emissions per unit of GDP than reference cities in Europe and far lower than in North America, providing a window of opportunity to implement SUMPs and NUMPs that set cities on a new trajectory.

Fig. 12 Transport-related GHG emissions in MobiliseYourCity members and reference cities

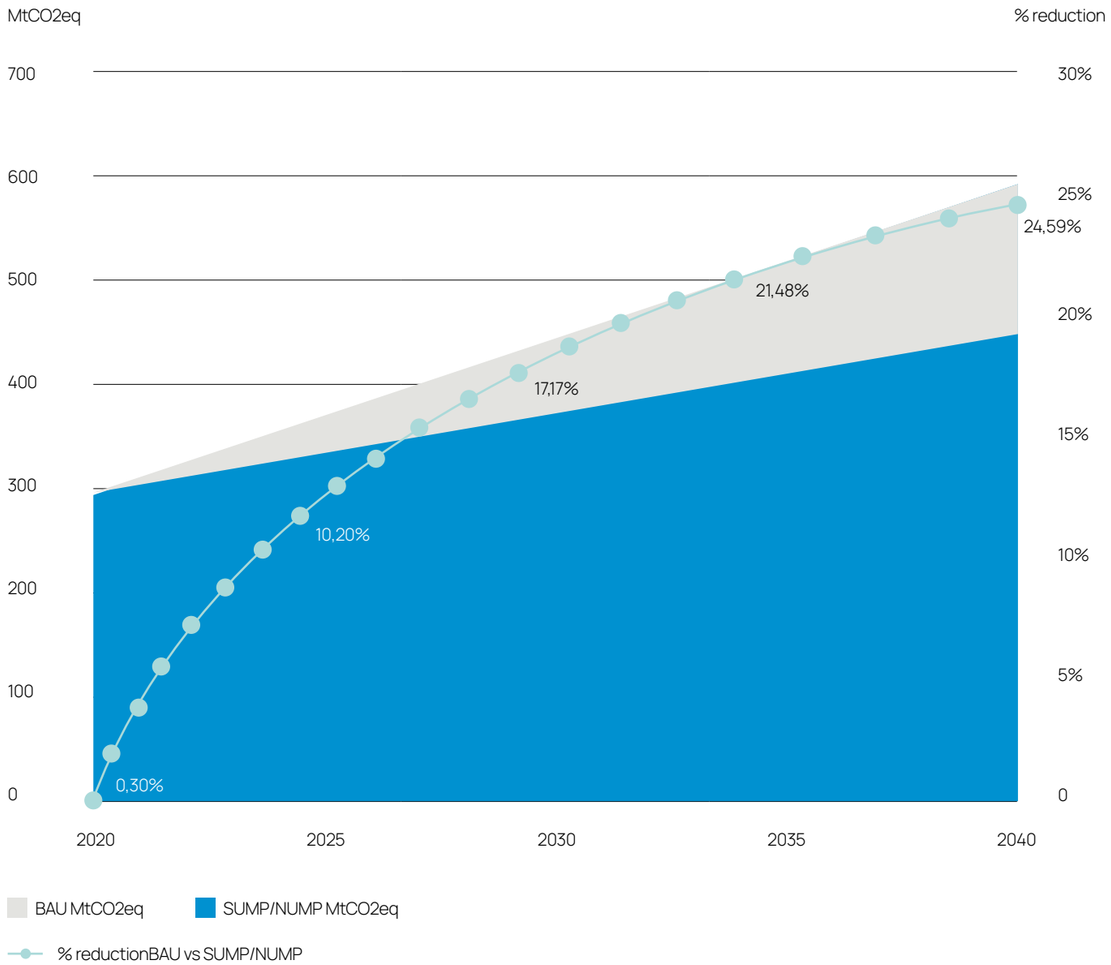


* The size of the circles corresponds to the total annual GHG emissions from transportation in the countries where these cities are located

Aggregated projections based on MobiliseYourCity SUMPs and NUMPs show that implementing their measures could reduce transport emissions by about 17 % by 2030, saving around 73 million tonnes of CO_2 eq: roughly equivalent to Poland's or Thailand's transport emissions in 2024. By 2040, SUMP and NUMP GHG emissions could be reduced by 25%, avoiding almost 150 million tonnes of CO_2 eq, comparable to the annual transport emissions of Saudi Arabia or Indonesia. These reductions depend on comprehensive implementation across Enable, Avoid, Shift and Improve measures rather than a single technology fix.

> "By 2040, SUMP and NUMP GHG emissions could be reduced by 25%, avoiding almost 150 million tonnes of CO_2 eq, comparable to the annual transport emissions of Saudi Arabia or Indonesia."

Fig. 13 Aggregated GHG emissions projections for MobiliseYourCity-supported SUMPs and NUMPs, Business-As-Usual (BAU) and climate scenario



The projected impacts are driven by shifting demand towards less carbon-intensive modes, improving public transport and freight efficiency and adopting cleaner fuels. For example, in Medan, Indonesia, motorcycles account for more than half of transport emissions and private cars for a third; emissions reductions will require restrictive policies on private vehicles and a shift to public transport, supported by renewable energy for rail and cleaner road vehicles. In Arequipa, Peru, reductions are expected due to changes in fuel and modal shares, while in Bouaké, Ivory Coast, emissions will fall as paratransit and taxis, which currently account for almost 80% of transport emissions, shift towards more efficient modes. The effective mitigation outcomes of these SUMPs and NUMPs depend on integrated packages of measures rather than isolated actions.

Measures integrated within the Enable, Avoid, Shift and Improve axes have different effects on total emissions. Combining these approaches, such as improving public transport, promoting active modes, managing demand, and upgrading vehicle technologies, yields higher impacts than focusing on any single measure. Detailed phasing and clear implementation roadmaps are essential to realise the projected benefits.

Fig. 14 Measures to reduce GHG emissions from urban mobility planning

Urban planning improvement

Walking and cycling promotion

Massive multimodal public transport

Rational and efficient use of private transport

Sustainable freight transport and urban logistics

Intelligent traffic management

Fleet renewal and electrification

↓

Mode effect
Modal shift towards public transport or active modes

Filling effect
Modal shift towards public transport

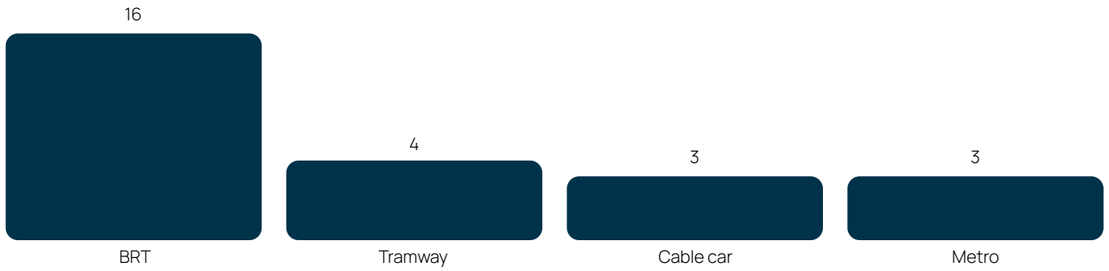
Distance effect
decrease in displacement length

Energy performance effect
Reduction in energy consumption

Public transport is the backbone of urban mobility.

Well-functioning public transport is central to improving access to jobs, education and services while mitigating congestion, emissions and road safety risks. Given limited financial and institutional resources, cities must carefully assess which modes are best suited to their specific context. SUMPs and NUMPs support this process by evaluating mobility needs through a holistic, long-term lens. Rather than prescribing an ideal mode, they match solutions to local conditions.

Fig. 15 Count of SUMPs proposing public transport infrastructure by type



Metros are suited to dense corridors with very high passenger demand, but their high capital costs limit feasibility. Only three MobiliseYourCity-supported plans, Tbilisi, Georgia; Santo Domingo, Dominican Republic and Ahmedabad, India, propose metro measures. In Santo Domingo, expanding two existing lines and extending another is expected to help the city reach a 44 % public transport mode share by 2030.

Bus Rapid Transit (BRT) systems offer high capacity, greater flexibility, and lower investment requirements. They often serve as an entry point for cities embarking on mobility transformation, paving the way for more complex projects. Sixteen SUMPs propose BRT measures; examples include Abbottabad, Casablanca, Dakar, Douala and Havana. Several cities, such as Baixada Santista, Brazil; Casablanca, Morocco; Dakar, Senegal; Douala, Cameroon; Havana, Cuba; Santo Domingo, Dominican Republic; and Trujillo, Peru, have already advanced to implementation, demonstrating how quickly BRT projects can move from planning to delivery.

> “By linking investments in public transport with complementary measures, cities can create an integrated mobility system that provides residents with safe, efficient, and dignified mobility.”

Cable cars provide reliable connections in cities with steep terrain or informal hillside settlements, linking peripheral neighbourhoods to the broader network with a small spatial footprint. Building on experiences from La Paz and Medellín, cable cars have been proposed in Santo Domingo, Dominican Republic; Douala, Cameroon and Lviv, Ukraine.

In dense urban cores dominated by medium-capacity corridors, tramways offer a reliable solution. Casablanca, Morocco, illustrates this: only 15 % of inhabitants used public transport in 2005, but after building four tram lines, two of which were proposed in its 2022 SUMP, the tram network now forms the backbone of the transport system and anchors improvements to pedestrian infrastructure and public space.

These examples underscore that public transport must be integrated with walking, cycling and shared mobility measures to ensure accessibility. Only by linking investments in public transport with complementary measures can cities create an integrated mobility system that provides residents with safe, efficient, and dignified mobility.

SUMPs and NUMPs propose paratransit reforms enhancing access and livelihoods.

Paratransit is a key feature of urban mobility systems across MobiliseYourCity cities, filling crucial mobility needs. It provides flexible, demand-driven connections for areas not served by fixed-route, scheduled services, particularly in peripheral neighbourhoods. Its significance is evident in cities where it accounts for more than 30% of daily trips and even exceeds 60% in Kumasi, Ghana and 55% in Yaoundé, Cameroon. This widespread use highlights paratransit's essential role in ensuring urban accessibility.

City-level data exemplifies reliance on paratransit. In Antananarivo, Madagascar taxi-be minibuses account for about 70% of motorised trips, forming the core of the transport system. Kumasi's informal services, such as trotros, account for 70–75% of trips. Dakar's shared minibuses, including cars rapides and Ndiaga Ndiaye, are key feeders for BRT and rail. Together, these illustrate that paratransit is not only a transport mode but a critical socioeconomic system in many cities.

> "Paratransit plays a vital role in ensuring access for groups often underserved by conventional networks, particularly populations in peripheral or spatially marginalised areas, thereby reducing transport exclusion and contributing to the alleviation of transport poverty."

By operating across flexible networks, paratransit connects informal and peri-urban residential areas to economic hubs. In Antananarivo, Madagascar taxi-bé services enable widespread access across the metropolitan area, while in Kumasi, Ghana the trotro network connects workers to important commercial destinations. In Dakar, Senegal paratransit services efficiently link peripheral areas to main employment centres via BRT and rail. In Lomé, Togo motorbike taxis extend reach to low-density areas, supporting access to jobs in otherwise inaccessible locations.

This service supports not only access to jobs, education, healthcare, and markets, but also sustains a large number of livelihoods and is a key economic driver of the job market. The sector is labour-intensive and mainly operates under two employment models: owner-drivers and lease or "target system" drivers, who pay fixed daily fees and keep any extra revenue. This often leads to long hours, income instability, and limited social protection, influencing competition for passengers.

SUMP measures aim to enhance and integrate paratransit rather than replace it. Key measures include formalising operations to improve job stability, integrating networks through improved hubs and fare systems, and pursuing institutional reforms to achieve unified regulation. Service standards, driver training, and inclusive policies further strengthen the sector. These reforms also address economic and organisational structure, including revenue distribution, risk, and stakeholder roles, which shape employment.

SUMP experiences from Dire Dawa, Ethiopia and Lomé, Togo show how targeted interventions can strengthen the sector and its employment base. Analysis indicates that 50% of paratransit-related actions address governance, institutional reform, and system integration; 39% focus on public transport infrastructure and network integration; and 11% on service quality and inclusion. This distribution shows that structuring and integrating the sector are key to improving employment conditions. Lomé's approach shows that institutional reform combined with professionalisation improves paratransit by enhancing service quality, strengthening regulation, and improving working conditions for operators. Through structured driver training, the organisation of stopping points, and clearer operational practices, services become safer, more reliable, and more user-friendly. At the same time, new regulatory frameworks and capacity-building for local authorities enable better oversight and gradual formalisation of the sector, addressing previously fragmented governance. Professionalisation also improves drivers' livelihoods by providing access to registration, information, and medical and social services, while recognising them as formal actors within the urban mobility system. Together, these measures support the integration of paratransit into a more coordinated and efficient transport network. Similarly, cities such as Kumasi, Ghana and Antananarivo, Madagascar focus on organising operators into cooperatives or companies to secure better contracts, improve fleet management, and create stable employment conditions.

These experiences show that the success of paratransit reform rests on recognising its dual importance: guaranteeing accessibility for urban residents and supporting employment for large parts of the workforce. Effective reforms must build on existing operator structures and employment patterns to preserve service coverage while improving working conditions.

Through phased, inclusive approaches within the SUMP and NUMP frameworks, reforms can support the gradual integration of informal services, thereby strengthening both transport systems and livelihoods. As such, these frameworks enable systematic analysis of service provision, user reliance, regulations, and labour conditions, including operator typologies, contractual arrangements, and income models, as seen in MobiliseYourCity projects in Kumasi, Ghana; Lomé, Togo; and Antananarivo, Madagascar as well as in national reforms in Cameroon and Morocco. This approach yields more effective, inclusive, and resilient urban mobility reforms.

Photo: Zane Lee

SUMPS and NUMPS have progressed on data availability to quantify the GHG emissions of the paratransit sector but there remain gaps

Paratransit sits at the intersection of mobility access, livelihoods and emissions. Its fleets often operate inefficiently, rely on fossil fuels and are poorly maintained, leading to high per-passenger emissions and local air pollution. At the same time, paratransit offers one of the most immediate opportunities for low-carbon urban transformation.

Data collected during SUMP development have begun to quantify paratransit emissions, highlighting both challenges and solutions. The contribution of paratransit to urban transport greenhouse gas (GHG) emissions ranges from almost 0% in Guadalajara, Mexico to 74 % in Yaoundé, Cameroon and 66 % in Abbottabad, Pakistan. These differences reflect variations in modal share and fleet composition. In Yaoundé, for example, taxis represent about 40 % of trips, minibuses and motorbike taxis a further 15 % and formal public transport only 5 %. Blurred distinctions between shared and metered taxis, along with unclear fleet sizes, complicate the analysis.

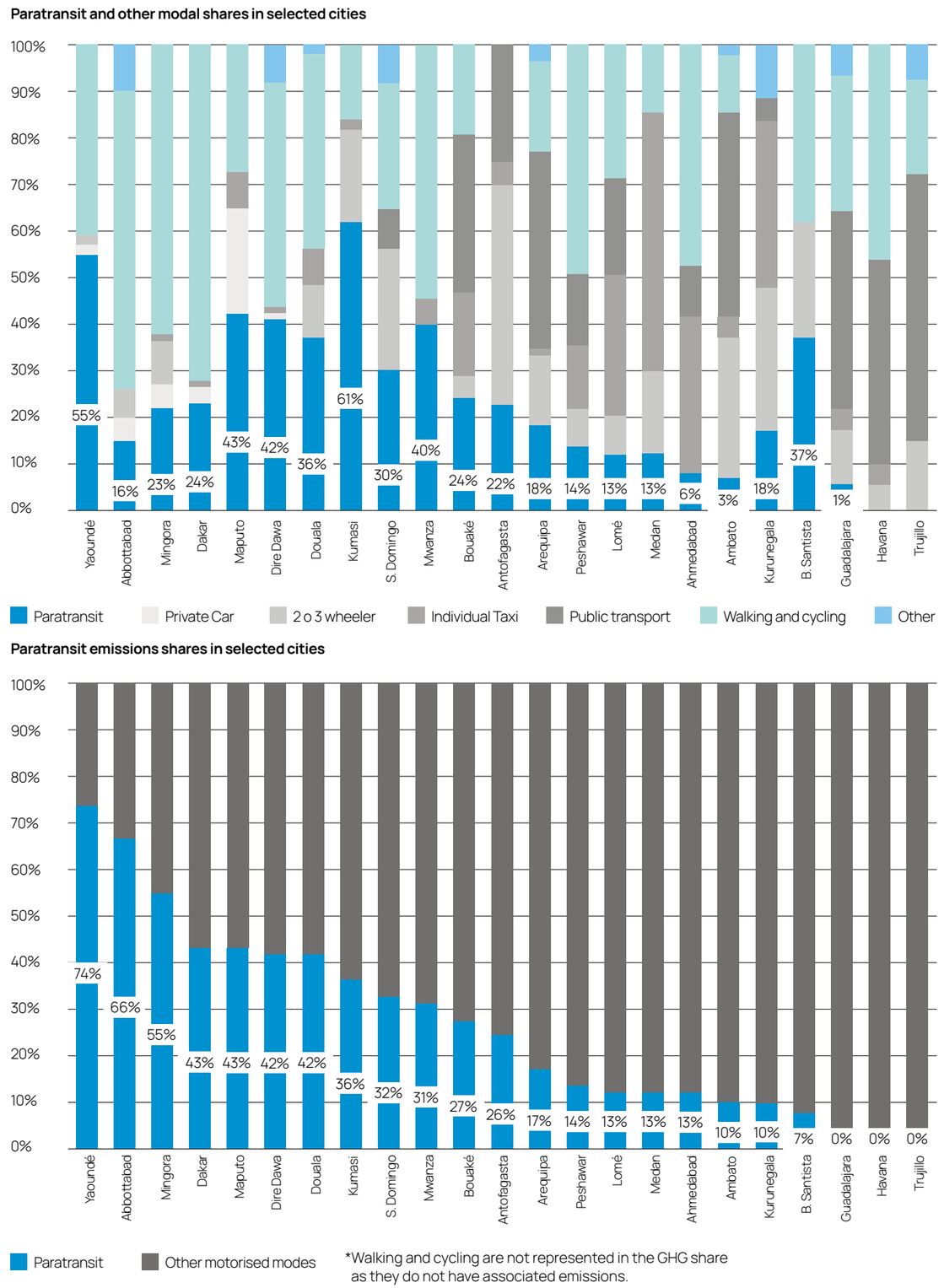
In Kumasi, Ghana, paratransit accounts for around 61 % of the modal share but only 36 % of emissions because private cars make up a large share of vehicle kilometres. By contrast, paratransit is used more intensively when measured in passenger kilometres. In Mwanza, Tanzania, minibus, three-wheeler and motorbike services together carry about 40 % of trips and generate 31 % of GHG emissions. These examples underscore the need for robust data to develop evidence-based climate strategies.

> “The accuracy of GHG emissions generated by the paratransit sector remains a challenge, given the wide heterogeneity of vehicles, differences in life cycles, capacities, road conditions, maintenance regimes, emission factors, energy mix and other relevant parameters.”

Yet the scale of paratransit also makes it a powerful lever for decarbonisation: modest improvements in vehicle efficiency, fuel type, or operational practices could yield substantial emissions reductions at the city scale. The key challenge is to quantify the impact of measures such as eco-driving, maintenance and route optimisation, for which standard parameters are lacking. MobiliseYourCity continues to refine methodologies to obtain reliable results in this respect.

To tackle this complex challenge, MobiliseYourCity promotes the Enable-Avoid-Shift-Improve (EASI) framework as a systematic way to identify and prioritise reform interventions that address both environmental and operational inefficiencies in paratransit. Reforms must also account for social, political and economic impacts to ensure a just transition.

Fig. 16 GHG emissions of the paratransit sector for MobiliseYourCity cities compared to the modal share*



*Walking and cycling are not represented in the GHG share as they do not have associated emissions.

Walking is the foundation of inclusive urban mobility as proposed in SUMPs.

SUMPs recognise walking as fundamental to accessible and inclusive urban mobility. In many cities of the Global South, it accounts for a significant share of trips. It is essential for equal access to opportunities and services, representing up to 73% of the total modal split in Antananarivo, Madagascar. Therefore, SUMPs treat walking not only as a mode of transport but also as a foundation for universal accessibility, a social equity tool, a public space and safety issue and a bridge to public transport.

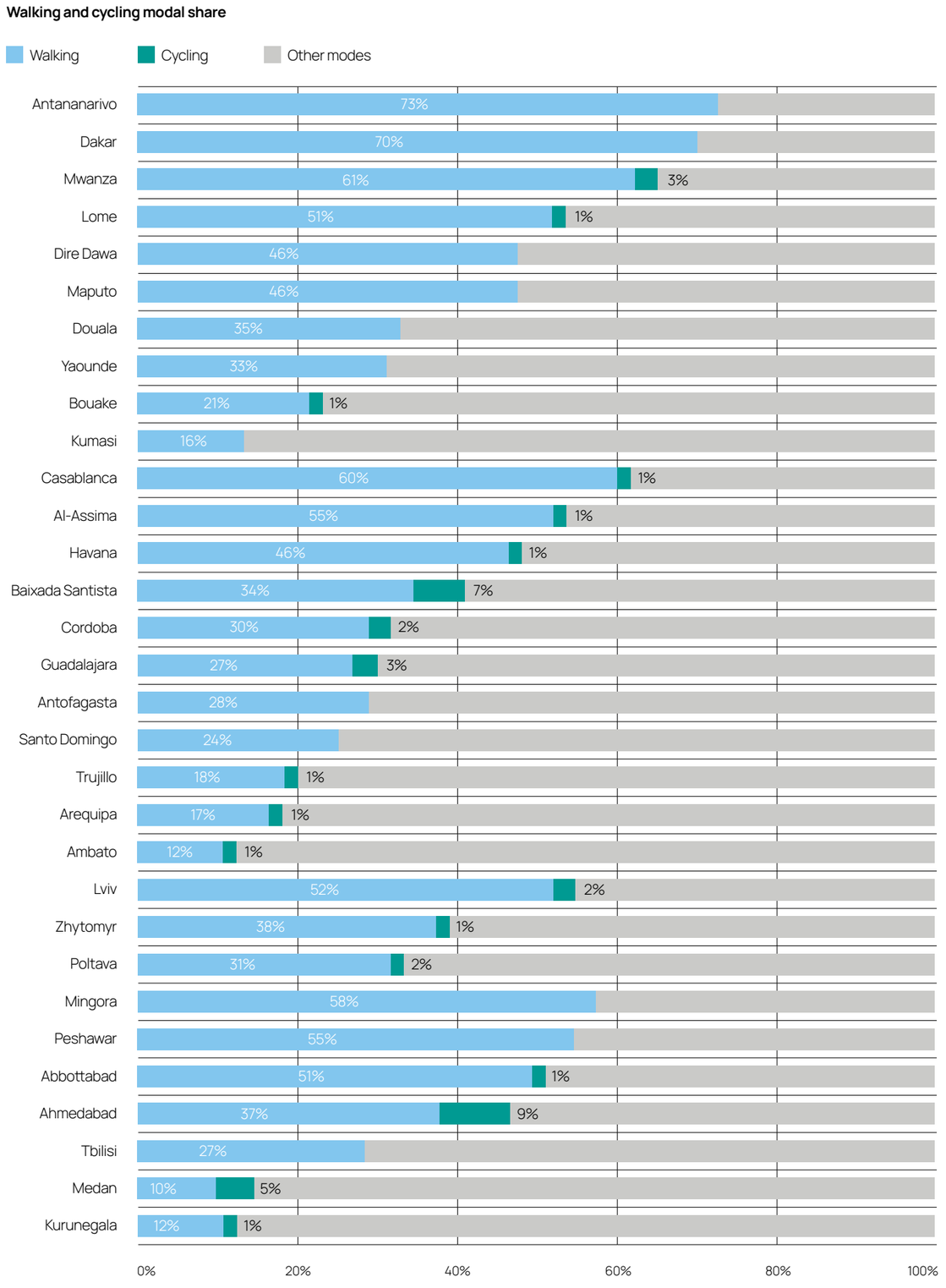
> “SUMPs do not treat walking only as a transport mode but also as a foundation for universal accessibility, a social equity tool, a public space, a safety issue, and an accessibility mechanism for public transport.”

The diagnostic phase of the SUMPs helps identify gaps in walking infrastructure and universal accessibility. SUMPs for Dakar, Senegal; Bouaké, Ivory Coast; Peshawar and Abbottabad, Pakistan; Ahmedabad, India; Ambato, Ecuador; Guadalajara, Mexico; and Santo Domingo, Dominican Republic document the absence, discontinuity or poor condition of sidewalks and crossings. In response, they propose concrete measures: upgrading and standardising sidewalks, securing pedestrian crossings, ensuring continuity of walking routes and reallocating street space in favour of pedestrians.

Beyond continuity of walking infrastructure, SUMPs approach walking in a multi-dimensional manner to improve accessibility and inclusion. Many highlight the importance of walking for lower-income populations and link it to access to jobs, services and education. They emphasise its role as the main first- and last-mile link to public transport. This framing is particularly visible in African cities, where pedestrian mobility is often the most accessible transport option.

Rabat
Photo: Hassan Ouajbir

Fig. 17 Walking and cycling modal shares in MobiliseYourCity-supported SUMP cities



SUMPs also address walking through the lens of gender and safety. Cities such as Guadalajara, Mexico; Santo Domingo, Dominican Republic; Ahmedabad, India; Tbilisi, Georgia; and Dakar, Senegal propose improving lighting, securing crossings and reducing harassment. Other cities, including Lviv and Zhytomyr in Ukraine, Havana in Cuba, Antofagasta in Chile, and Baixada Santista in Brazil, connect walking to the quality of public space and urban liveability by proposing pedestrian streets, public squares, and traffic-calming measures. The more these perspectives are integrated, the more comprehensive and effective the resulting mobility strategies will be.

"As walking is largely dominant in our cities, the Mobility Strategy 2035 being developed [for Dakar] through the MobiliseYourCity Partnership should contribute to this."

Amadou Ba
Former Prime Minister of Senegal

Modal share of walking is the most commonly used indicator, appearing in 31 SUMPs. However, beyond modal share, the use of precise, planning-relevant indicators is heterogeneous. A few SUMPs complement modal share with accessibility indicators. For example, Arequipa measures the share of the population within walking distance of public transport stops, while Ahmedabad provides qualitative analyses of pedestrian access to BRT stations and urban centres. Cities such as Maputo and Tbilisi include distance- or trip-structure indicators. Safety indicators for pedestrians appear in plans for Ahmedabad and Tbilisi. Indicators relating to access to schools, hospitals, markets and other services are mentioned, particularly in African SUMPs, but are often not translated into measurable thresholds. SUMPs would benefit from systematising these criteria and converting them into quantifiable, data-based indicators to complement qualitative assessments. Stronger data on access to public transport, education, health care and short-trip potential would enhance the capacity to address equity, inclusion and everyday accessibility.

Photo: Markus Winkler

Walking is the main mode of interface with public transport

Walking is the main connector to public transport, underpinning system performance and usability. Quantified dependencies are striking: in Kurunegala, walking accounts for 25% of access trips and 55% of egress trips at the main bus stand, and around 20% of access and egress trips at rail stations. In cities such as Maputo, Lomé, Dakar and Tbilisi, SUMPs explicitly link short walking trips to higher public transport accessibility and treat pedestrian conditions around stops and corridors as critical.

The relationship between the type of public transport system and the spatial scale of walking integration is clear. Overall, the higher the capacity and spatial concentration of the transit mode, the more walking integration is concentrated around specific nodes or corridors, reflecting the central role of walking as the primary first- and last-mile mode for accessing public transport. Rail-based systems concentrate walking integration around stations, focusing on plazas, forecourts and access to interchanges, illustrated by Lviv's redesign of the main railway station to prioritise pedestrians. Cities developing BRT or high-capacity bus corridors integrate walking at the corridor scale, emphasising sidewalks, safe crossings and improved access within station catchment areas, as in Ahmedabad, Peshawar, Dakar, Kumasi, Douala, Yaoundé, Arequipa, Trujillo, Tbilisi and Medan. Where cities focus on bus system reform (Ambato, Antofagasta, Bouaké, Dire Dawa, Kurunegala, Abbottabad), walking is addressed city-wide through improvements to sidewalks, safety and general accessibility to dispersed bus stops.

"The higher the capacity and spatial concentration of the transit mode, the more walking integration is concentrated around specific nodes or corridors, reflecting the central role of walking as the primary first- and last-mile mode for accessing public transport."

Casablanca
Photo: Danny Lau

Cycling: advancing through policy and practice

Over the past decade, SUMPs have been instrumental in shifting cities from car-centric transport planning towards sustainable, integrated systems that include cycling as part of broader active mobility strategies. They offer a strategic, long-term vision and a structured process that enables cities to prioritise and sequence investments in cycling infrastructure and services alongside public transport and walking.

> “SUMPs offer a strategic, long-term vision and a structured process that enables cities to prioritise and sequence investments in cycling infrastructure and services alongside public transport and walking.”

As part of this process, many SUMPs use quantitative or qualitative indicators to characterise cycling and inform policy choices, though usage is uneven. Modal share provides a baseline diagnostic, highlighting cycling’s currently marginal yet measurable role. Several plans supplement this with infrastructure indicators, such as the length of existing or planned facilities, giving a tangible basis for investment programming (e.g, Lomé, Togo). In Ahmedabad, India, safety considerations are informed by road safety statistics and vulnerability analyses. Systematising these indicators and adding data on access to public transport, schools, employment areas and short-trip potential would help capture cycling’s role and support planning of coherent cycling networks.

SUMPs also serve as investment blueprints. Across member cities and countries, plans have identified about EUR 1.5 billion needed for dedicated cycling facilities, facilitating the leveraging of external funding. However, a significant financing gap remains, and MobiliseYourCity is actively working to address it through the development of knowledge resources, pilots and targeted technical assistance to cities on the topic.

> “SUMP have identified about EUR 1.5 billion needed for cycling. However, a significant financing gap remains.”

Cities are shifting from identifying cycling gaps to designing concrete interventions. Further progress depends on consolidating financing strategies, phasing and clear implementation roadmaps. Some SUMPs (Zhytomyr, Ukraine; Tbilisi, Georgia; Lomé, Togo) define structured networks with quantified targets, technical standards, and phased horizons, demonstrating a transition from vision to operational planning. Others integrate cycling into broader active mobility or public space strategies, outlining flagship projects, road adaptations, or recreational corridors, but with limited detail on budgets, timelines, or corridor-level design, as seen in Mwanza, Tanzania, and Trujillo, Peru. SUMPs from Antofagasta, Chile, and Maputo, Mozambique and the Cameroonian NUMP mainly document baseline deficits and institutional or financial gaps. The Partnership emphasises the importance of planning cycling as coherent, phased networks and corridors to move from strategic intent to investment-ready programmes.

In practice, cycling initiatives often begin with pilot projects because infrastructure is relatively low-cost and quick to implement. Pilot interventions allow cities to test designs, user behaviour and operational models while building institutional experience and public acceptance before scaling up. Examples include Dire Dawa’s ‘Bikes for All’ programme, which distributes bicycles at subsidised prices to students and workers, and Maputo’s plan for a dedicated bike path along Avenida Marginal. Such projects demonstrate how SUMPs promote cycling through practical measures that test and refine solutions before wider implementation. Although pilot projects help bridge the gap between planning and implementation, sustaining them over the long term to ensure quality and scalability remains a challenge. The Partnership, therefore, emphasises local ownership and capacity-building as key to expanding active mobility initiatives and supporting further infrastructure development.

[Next page]
Photo: Jordan McGee

Private sector engagement in implementation

Private-sector engagement is referenced in the majority of SUMPs, indicating broad recognition of its relevance. However, where SUMPs refer to private-sector involvement, this is generally linked to implementation rather than to upstream policy design. In most cases, references remain general, fragmented, or limited to enabling language rather than to clearly defined roles, mechanisms, or commitments. Instead, private partners are expected to close funding gaps, operate services or deliver infrastructure under public oversight. Engagement is framed less as strategic co-planning and more as a necessary partnership for service delivery, operations and financing.

Private sector engagement is most frequently referenced in relation to the paratransit sector, which relies heavily on private operators. Mwanza, Tanzania; Dakar, Senegal; Dire Dawa, Ethiopia; Abbottabad, Peshawar and Mingora, Pakistan. SUMPs recognise that reforms depend on restructuring, professionalising and contracting these operators, not replacing them. Participation of private operators is therefore central to delivering improved services.

> “SUMPs converge on a pragmatic view: private sector participates in implementation through operations, investment and service delivery, while cities retain responsibility for strategic direction, regulation and coordination.”

Some SUMPs emphasise formalised public–private arrangements. Antofagasta, Chile, stands out with the CREO Antofagasta platform, which mobilises companies alongside public authorities and civil society. Córdoba, Argentina, and Arequipa, Perú, promote public–private partnership models and private capital pre-financing for rolling stock, urban equipment, and infrastructure, while maintaining public control. Kumasi, Ghana, and Yaoundé, Cameroon, similarly rely on private investment for rolling stock and service operations, focusing public efforts on system organisation and infrastructure.

In other cases, such as Tbilisi, Georgia; Trujillo, Peru; Santo Domingo, Dominican Republic; and Guadalajara, Mexico, private-sector engagement is still in its early stages. SUMPs include references to concessions, private-sector co-financing, employer contributions, land value capture, or national financing instruments, but do not detail specific commitments.

Overall, SUMPs converge on a pragmatic view: the private sector participates in implementation through operations, investment and service delivery, while cities retain responsibility for strategic direction, regulation and coordination. MobiliseYourCity supports cities in translating these intentions into structured, implementable engagement models aligned with their SUMPs. In the future, MobiliseYourCity will continue to encourage cities to strengthen private-sector engagement in implementation and, where relevant, in the earlier stages of project development to enhance the financial viability and scalability of urban mobility investments. In this context, particular attention will be given to facilitating the involvement of international partners, including European companies, alongside local private actors.

Closing the mobility data gap

Tracking emissions trends and plan implementation requires reliable monitoring, reporting and verification systems. SUMPs and NUMPs need institutional arrangements, guidelines, tools and local capacities to establish robust MRV processes. It is otherwise impossible to quantify mitigation outcomes and assess progress towards national contributions.

MobiliseYourCity proposes Sustainable Urban Mobility Observatories to supervise this information. These observatories monitor urban mobility data and GHG indicators from the ex-ante planning phase through to ex-post implementation. Their objective is to analyse trends, understand impact scenarios and evaluate the effects of plans.

Several member cities and countries have already institutionalised observatories. The Dominican Republic has created a national observatory, while cities such as Kochi, Nagpur and Ahmedabad have launched online platforms to track mobility trends. Antofagasta, Chile, has developed a tool to monitor indicators for its SUMP.

> “NUMPs and SUMPs need strong Monitoring, Reporting and Verification (MRV) systems and the establishment of mobility observatories to demonstrate that implemented actions maintain the ex-ante-projected trend.”

By 2025, MobiliseYourCity had a comprehensive set of 33 completed or adopted SUMPs and 9 NUMPs, generating much more data for analysis and enabling clearer insight into future trends and impacts. This visibility allows appropriate targets to be set and improves planning. The Partnership will continue to refine data collection and analysis, ensuring that members and partners remain accountable for advancing urban mobility transformation.

The facts and figures used in this analysis come from internal reporting, project documentation and desk research. Indicators are drawn from monitoring frameworks, progress reports, consultant studies and technical deliverables. This approach reflects implementation realities but leads to variability in definitions, methodologies and reporting standards across cities. Indicators such as population coverage, modal share, emissions reductions, investment volumes and job creation may use different baseline years, modelling tools or geographic boundaries. Some figures are measured; others are projections or planning assumptions. Strict comparability between cities is therefore limited, especially where data systems and technical capacities differ.

Desk research complements internal data. National statistics, transport authority publications, feasibility studies and policy documents are used to contextualise project information. However, secondary data may be outdated, incomplete, or misaligned with project boundaries—for example, due to differences between metropolitan and administrative areas. In rapidly evolving urban contexts, official datasets often lag behind demographic and mobility trends.

Institutional fragmentation also affects data reliability. Urban mobility governance often involves multiple departments with separate datasets and limited data sharing. Baseline data may be incomplete or unavailable, particularly for informal transport systems, accessibility metrics or socioeconomic indicators. Estimates, therefore, rely on proxy indicators or modelling assumptions instead of direct measurement.

Reporting timelines may not align with implementation cycles. Factsheets often capture intermediate outputs or projected impacts rather than verified long-term outcomes. These limitations underscore the importance of transparency about data sources, assumptions and methodologies. Harmonised reporting standards, improved baseline data collection, and stronger local statistical capacity are essential to produce more robust and comparable evidence across MobiliseYourCity interventions.

Chapter 3

Implementation Support

Facilitating access to finance and advancing delivery of priority mobility measures

Implementation support is the set of activities that translate SUMP and NUMP measures into concrete, deliverable projects. It focuses on what happens after planning: turning identified actions into pilot projects, preparing projects through feasibility work, and strengthening institutions to implement them. The measures are already defined in SUMPs and NUMPs action plans, but at a level that is not sufficient for implementation. Implementation support adds the technical, operational, and organisational detail needed to make them feasible and aligned with the broader objectives set in the SUMP or NUMP. In practice, there are four types of projects within the MobiliseYourCity implementation support service area:

SUMP or NUMP implementation: Continued engagement beyond the planning phase to translate SUMP and NUMP measures into real projects, often a combination of the three types of interventions listed below.

Pilot projects: Small-scale initiatives implemented rapidly to test and demonstrate innovative approaches before wider adoption, often related to walking and cycling, paratransit, and governance.

Project preparation: Pre-feasibility and feasibility studies that turn planning priorities into operational project concepts.

Institutional strengthening: Support to reinforce governance frameworks, coordination mechanisms and technical capacities within public authorities.

> “Implementation support now represents the largest share of MobiliseYourCity activities. While mobility planning remains central in terms of number of projects, implementation support projects tend to be larger, more complex, and more resource-intensive.”

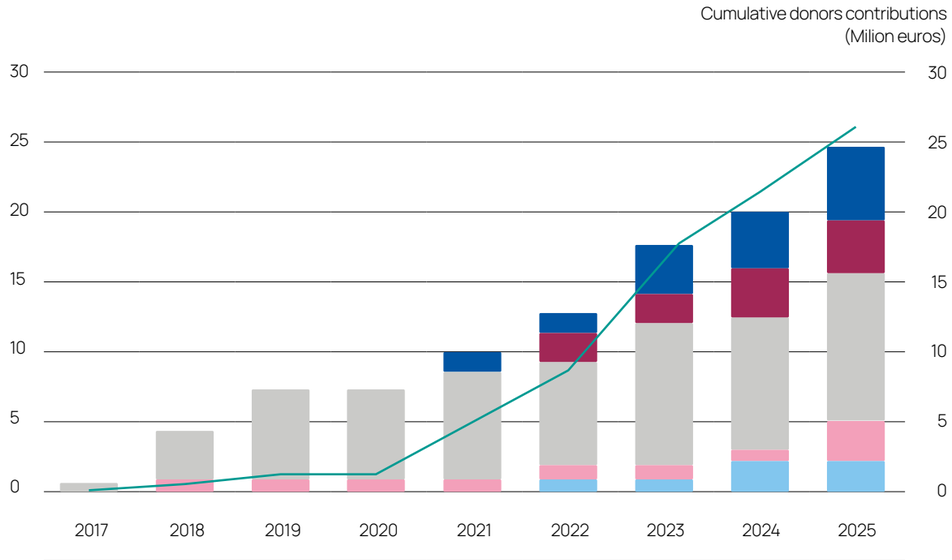
Implementation support is needed because implementation requires different capacities than planning. While SUMPs and NUMPs provide structured, agreed-upon priorities, moving to delivery depends on coordination, technical design, financing strategies, and institutional clarity. In many contexts, the barrier is not deciding what to do, but how to do it. Measures included in SUMPs and NUMPs are not yet projects, they are proposed ideas for the future that require further development. Implementation support helps transform these ideas into actionable projects, whether simple or complex, while maintaining their contribution to the overall vision. It also helps maintain momentum after SUMP and NUMP adoption, for example, through smaller, quickly deployable interventions, and supports areas where responsibilities are unclear, or solutions are still emerging, such as paratransit reform, cycling infrastructure, or governance rearrangement.

Implementation support now represents the largest share of MobiliseYourCity activities. While mobility planning remains central in terms of the number of projects, implementation support projects tend to be larger, more complex, and more resource-intensive. As a result, they account for a significant share of the overall MobiliseYourCity portfolio and financial volume. Most of the budget is allocated to combined activities that explicitly support SUMP or NUMP implementation through a mix of pilot projects, project preparation, and institutional strengthening, rather than standalone interventions.

Table 5 Donors' contribution to implementation support

	SUMP Implementation	NUMP Implementation	Pilot Projects	Institutional Strengthening	Project Preparation	Total
AFD	500,000 €	800,000 €	10,530,000 €	2,500,000 €	400,000 €	14,730,000 €
BMZ	5,570,000 €	11,700,000 €	100,000 €	-		17,270,000 €
EU	30,380,000 €	3,000,000 €	3,050,000 €	-	700,000 €	37,130,000 €
Total	36,450,000 €	15,500,000 €	13,680,000 €	2,500,000€	1,100,000 €	69,230,000 €

Fig. 18 Number of implementation support projects supported by MobiliseYourCity

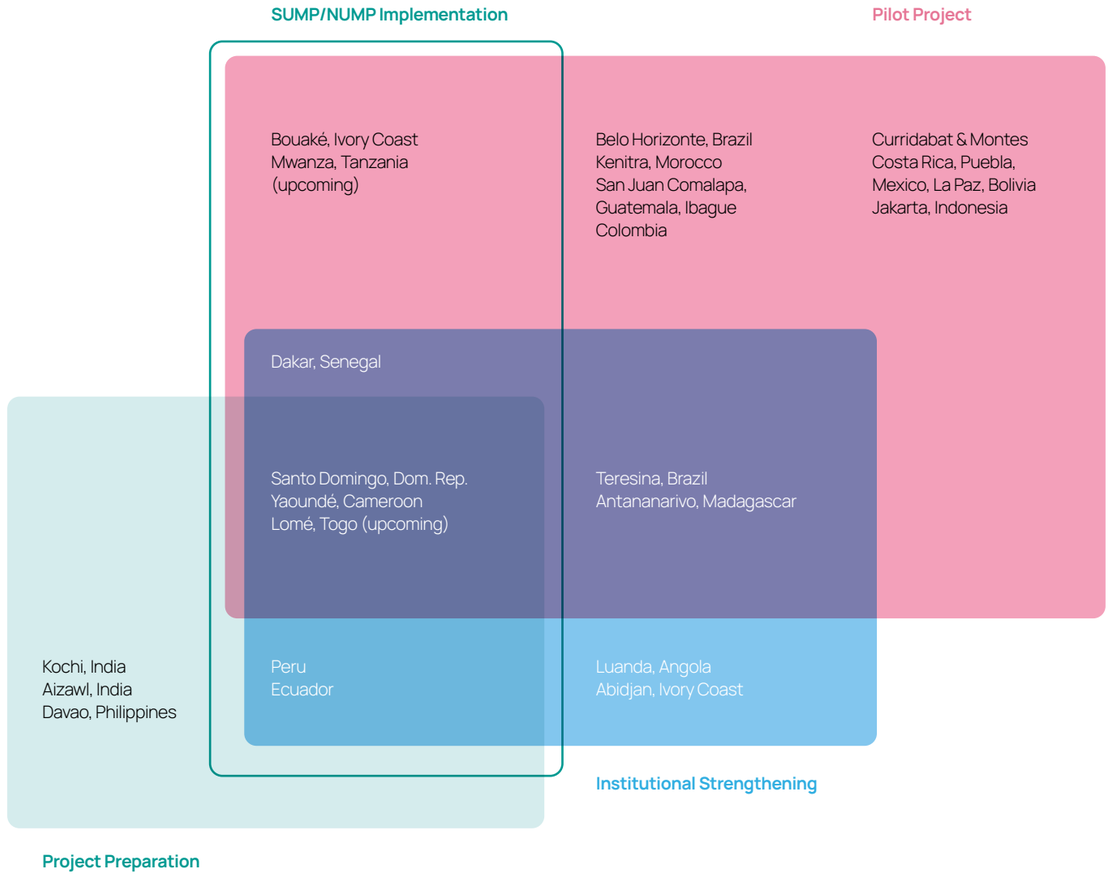


	2017	2018	2019	2020	2021	2022	2023	2024	2025
SUMP Implementation	0	0	0	0	2	2	3	4	5
NUMP Implementation	0	0	0	0	7	2	2	3	3
Pilot project	1	3	6	6	0	7	10	10	11
Project preparation	0	1	1	1	1	1	1	1	3
Institutional strengthening	0	0	0	0	0	1	1	2	2
Cumulative donors contribution	0.1	1.23	2.63	2.63	13.31	22.81	44.28	57.78	68.43

In practice, SUMP and NUMP implementation projects are rarely confined to a single type of intervention. They typically combine pilot projects, project preparation, and institutional strengthening in varying proportions. The balance between these components depends on the level of readiness of cities and countries, their institutional capacity, and the specific challenges they face. It also reflects thematic priorities, such as paratransit reform, active mobility, electrification or public transport integration. This flexible approach allows the Partnership to tailor support to local conditions, ensuring that interventions respond directly to identified needs.

At the same time, not all implementation support is framed explicitly as SUMP or NUMP implementation. Some projects are designed as standalone interventions with a strong testing logic, aiming to explore innovative solutions, assess feasibility, or generate evidence for future scaling. In other cases, implementation support builds on planning processes that were not directly supported by the Partnership but still align with its principles. These projects contribute to the same objective, advancing sustainable urban mobility, while expanding the range of tested approaches and strengthening the overall knowledge base on implementation.

Figure 19 Type of MobiliseYourCity actions in city and country members related to implementation support



Of the EUR 70 million in donor funding for implementation support, EUR 50 million is allocated to SUMP and NUMP implementation

While SUMP and NUMP implementation account for eight projects, they represent the largest share of donor funding, totalling EUR 50 million.

> “Strengthening paratransit, improving governance frameworks, and deploying walking and cycling infrastructure contribute to de-risking high-investment public transport projects by ensuring that complementary services are in place and that institutions have the capacity to plan, manage, and operate complex systems.”

SUMP and NUMP implementation projects often focus on paratransit, active mobility, and governance. These areas play a critical role in supporting larger, transformative investments, particularly mass public transport systems such as BRT or metro projects. They have proven to be both effective and impactful, while also addressing gaps that are often not covered by traditional infrastructure financing or are considered too innovative or complex to fund directly. Strengthening paratransit, improving governance frameworks, and deploying walking and cycling infrastructure contribute to de-risking high-investment public transport projects by ensuring that complementary services are in place and that institutions have the capacity to plan, manage, and operate complex systems. This integrated approach increases the likelihood that large-scale investments deliver their intended outcomes, which is why the Partnership is placing growing emphasis on these types of interventions.

SUMP and NUMP implementation success requires paratransit integration

In many member cities, paratransit is not a marginal mode but a structural component of daily mobility, often providing the biggest share of public transport services or acting as the only available option in low-density or rapidly growing areas. Yet, despite this centrality, paratransit is rarely addressed in depth within large infrastructure projects such as BRT or metro systems.

This gap is not incidental. Paratransit reform is inherently complex: it involves fragmented ownership structures, a large number of small operators, and strong social and economic dependencies. It requires balancing service improvement with the protection of livelihoods, while also addressing safety, environmental performance, and system integration. These characteristics make it difficult to incorporate into conventional investment frameworks and explain why targeted technical assistance is essential.

> “The Partnership supports the operational, institutional, and social processes required to professionalise and integrate paratransit into the broader mobility system.”

At the same time, supporting paratransit reform is a critical implementation lever: measures such as fleet modernisation, integration with formal public transport, digitalisation, and operator formalisation directly contributes to delivering SUMP objectives such as improved accessibility, reduced emissions, and more efficient public transport systems.

Supporting paratransit reform is a critical implementation lever: it directly contributes to delivering SUMP objectives such as improved accessibility, reduced emissions, and more efficient public transport systems. Many of the MobiliseYourCity implementation support projects therefore focus on enabling these reforms. The Partnership supports the operational, institutional, and social processes required to professionalise and integrate paratransit into the broader mobility system. This includes structuring dialogue, building trust with operators, strengthening institutions, and piloting concrete solutions that can later be scaled.

In Yaoundé, Cameroon, the MoVe Yaoundé project supported by the Partnership exemplifies a holistic approach to paratransit reform after SUMP adoption. The initiative addresses the full ecosystem of taxi operations. It combines regulatory structuring, operational tools, and social measures. A key entry point is the development of a digital registration system for yellow taxis, which serves as a first step towards monitoring operations and formalising the sector. By registering vehicles and drivers, authorities establish a more official and transparent relationship with operators, helping to build trust while improving oversight. This process also enables visible improvements in service quality: registered taxis can be identified through standardised features such as roof signage (taxi hats), increasing user confidence and safety perception, and ultimately influencing demand towards more regulated services.

> “Paratransit integration is a critical factor in de-risking major transport investments, ensuring that mass transit and paratransit operate not as competing modes, but in a complementary manner.”

Data collection and stakeholder engagement for Yaoundé’s taxis reform

The reform is also explicitly social. It includes training programmes for drivers, covering both professional driving practices and codes of conduct, including measures to address sexual harassment and improve passenger safety. This reflects a broader objective: improving working conditions and professional recognition for drivers while enhancing service quality for users. Within the timeframe of the MoVe Yaoundé project, the ambition is to register around 20,000 taxis. These efforts are closely coordinated with the development of the BRT system, whose prefeasibility studies advanced in parallel. Paratransit reform is therefore conceived as a complementary component of an integrated public transport system, ensuring that future mass transit investments are supported by a structured and reliable feeder network.

Yaoundé's experience illustrates that paratransit integration is a critical factor in de-risking major transport investments. It ensures that mass transit and paratransit operate not as competing modes but in a complementary manner and enables paratransit to actively support and enhance the success of higher-capacity mass transit systems.

In Santo Domingo, Dominican Republic, the project supported by the Partnership focuses on progressive integration and institutional structuring following SUMP development. The transformation of the "conchos" system into formal bus operations is accompanied by extensive support to both institutions and operators. This includes strengthening the organisational and operational capacities of former unions, clarifying the role of the national transport authority (INTRANT), and supporting the transition towards structured bus companies. Multiple layers of technical assistance are deployed: corridor implementation support, social dialogue with operators, and the development of financial and operational models for the sector. By 2024, around 900 conchos had been replaced by 141 buses.

> "Social support mechanisms, including negotiation processes with operators and road safety campaigns, are central to ensuring that reforms are both technically viable and socially acceptable."

This work extends beyond vehicle replacement. It includes the development of integrated fare systems, interoperability frameworks, and coordinated network planning tools such as unified public transport maps and station design guidelines for intermodality. Dedicated studies and regulatory work address the integration of complementary modes, such as motorcycle taxis, identifying their role as last-mile solutions and defining appropriate operational frameworks. Social support mechanisms, including negotiation processes with operators and road safety campaigns, are central to ensuring that reforms are both technically viable and socially acceptable. Altogether, this illustrates how implementation support can accompany a full sector transition, from informal operations to an integrated public transport system.

Public transport corridors in Santo Domingo - with conchos and with bus corridors

In Trujillo, Peru, implementation support focuses on addressing informality and strengthening the professionalisation of urban transport operators, two central challenges for improving service quality and system integration identified in the SUMP. Technical assistance to the municipal transport administration combines regulatory, operational, and capacity-building interventions. These include the design of segregated lanes for mass public transport, the implementation of pilot bus stops along main corridors, and the development of a protocol against sexual harassment in public transport, supported by training programmes and municipal ordinances.

The intervention also strengthens institutional capacity through training for transport inspectors and improvements to regulatory frameworks, while supporting operators directly through the "Rutas de Innovación" programme, which has contributed to the professionalisation of nine urban transport companies. At the same time, the promotion of digital tools enhances planning and operational management. This integrated approach addresses both the institutional and operational dimensions of reform, supporting the transition towards more structured and reliable services. As in other contexts, these efforts are developed in parallel with the preparation of a BRT corridor, ensuring that paratransit reform complements future mass transit investments rather than competing

In Antananarivo, Madagascar, implementation support follows a phased, evidence-based approach. Initial technical assistance focused on data collection and characterisation of the "taxi-be" system, providing a detailed understanding of operations, demand patterns, and constraints. This diagnostic phase enabled the design of a pilot project to demonstrate the feasibility of system modernisation. The pilot corridor on the Iarivo ring road introduces coordinated improvements: new higher-capacity vehicles adapted to public transport standards, the structuring of operations through a transport company responsible for respecting schedules, and the introduction of a digital ticketing system.

Walking and cycling are low cost entry points for SUMP and NUMP implementation

SUMPs consistently identify substantial investment needs in walking and cycling, reflecting their central role in improving accessibility, safety, and overall system efficiency. However, these projects often struggle to move from planning to implementation. Their relatively low financial returns, small scale, and cross-sectoral nature make them less attractive to traditional financing instruments, resulting in a significant share of active mobility measures remaining unfunded. Yet, these interventions are among the most cost-effective and rapidly deployable measures within a SUMP. Precisely because they are modest in scale, they can be implemented quickly, generate visible improvements in daily mobility, and build public and political confidence.

MobiliseYourCity addresses this gap by supporting small-scale, targeted interventions that act as entry points into system transformation. These projects are conceived as tools to test solutions, build institutional capacity, and generate momentum for larger reforms. Across regions, active mobility interventions are shaped by local mobility patterns but respond to a shared set of implementation challenges, including fragmented governance, limited institutional capacity, and the need to coordinate across sectors.

In African cities, where walking often represents the dominant mode, implementation support focuses on improving the safety and quality of existing mobility practices. Projects supported by the Partnership in Antananarivo, Yaoundé, Dakar and Bouaké illustrate a common approach: embedding pedestrian improvements within broader urban interventions while strengthening governance arrangements.

In Antananarivo, Madagascar, AFD-supported programme combines road upgrading with pedestrian improvements and tactical urbanism interventions, ensuring that walking conditions are systematically integrated into infrastructure investments. The Partnership provided technical assistance, supported project structuring, and reinforced municipal capacity to manage implementation. This approach directly addresses a recurring implementation issue: pedestrian infrastructure is often sidelined during road rehabilitation. By embedding walking improvements into core project design

and strengthening project ownership at the municipal level, the intervention ensures both continuity and scalability. In Yaoundé, Cameroon, implementation support provided through GIZ has enabled the design and early implementation of sidewalks, safer crossings, and reorganised street functions along key corridors. A mobility concept for the area around a big market in downtown near the future BRT line was proposed, prioritising pedestrians and organising street vendors. However, progress depended on overcoming institutional fragmentation. To address this, the Partnership supported the establishment of a multisectoral coordination platform bringing together national ministries, the municipality, and sectoral stakeholders, enabling decisions on road space reallocation and enforcement. This demonstrates that implementation support in such contexts must combine technical design with governance strengthening and institutional alignment.

> “In African cities, where walking often represents the dominant mode, implementation support focuses on improving the safety and quality of existing mobility practices.”

In Bouaké, Ivory Coast, the Partnership supported the implementation of SUMP measures through targeted pilot interventions focused on road safety. The “safe access to schools” programme, funded by the European Union and implemented by AFD, introduced crossings, footpaths, and traffic calming measures around selected schools. Beyond infrastructure, the Partnership supported participatory processes, stakeholder coordination, and phased implementation. These projects addressed highly informal and dynamic street environments, where motorcycle traffic and limited enforcement complicate implementation. By starting with pilot schools and progressively expanding, the intervention built local ownership and created a replicable model for scaling pedestrian safety measures.

Before / After in a school area in Bouaké

In Dakar, through the MoVe Senegal project, the Partnership helped translate planning into action by combining active mobility promotion with institutional strengthening of CETUD. Funded by BMZ and implemented by GIZ, the project helps the preparation of walking and cycling strategies, pilot initiatives such as bike-sharing, and capacity-building activities, ensuring that active mobility became a concrete component of Dakar’s multimodal system. At the same time, strengthening CETUD’s coordinating role through technical assistance, training, and stakeholder alignment enabled the authority to lead implementation and integrate these measures within the broader SUMP framework. This linkage meant that active mobility interventions also served as practical tools for institutional learning and governance improvement. By embedding active mobility in planning processes and reinforcing CETUD’s capacities, the project ensured more coherent, inclusive, and sustainable mobility implementation in Dakar.

Taken together, these experiences show that the main barriers to walking projects are often institutional rather than technical. Consequently, the Partnership’s contribution lies not only in delivering infrastructure, but also in strengthening coordination mechanisms, building local capacities, and embedding pedestrian considerations into broader urban systems.

In Latin American cities, where cycling remains marginal but is increasingly promoted, implementation support focuses on creating the conditions for modal shift. Projects show that cycling interventions must combine infrastructure, facilities, and services to be effective.

In Santo Domingo, Dominican Republic, AFD supported the development of more than 40 kilometres of cycling lanes integrated with metro and bus corridors. It also provided technical assistance for planning, design, and integration with public transport. In a context previously dominated by private and informal transport, these interventions were used to introduce cycling as a legitimate mode while improving first- and last-mile connectivity. The project also served to test planning approaches that prioritise multimodality and public space reallocation.

> “In Latin American cities, where cycling remains marginal but is increasingly promoted, implementation support focuses on creating the conditions for modal shift.”

In La Paz, Bolivia, under EUROCLIMA+, pilot cycling corridors and micro-networks were implemented to assess both demand and operational feasibility in contexts where cycling was not yet established. In Puebla, Mexico these interventions were integrated with existing systems, such as investments in cycling parking near BRT stations, strengthening multimodal connectivity and supporting gradual uptake. In contrast, in La Paz, AFD supported a pilot network alongside studies on demand and intermodality; the experience revealed structural constraints, including low baseline demand and challenging urban conditions. These findings highlighted that small, fragmented infrastructure alone is insufficient to generate a significant modal shift without broader system integration and supporting measures.

The contrast with the experience of Curridabat and Montes de Oca in Costa Rica further illustrates how pilot interventions can serve as a basis for scaling when conditions are favourable. Supported under EUROCLIMA+ and implemented with GIZ, municipalities developed a tactical cycling network based on participatory planning and data-driven route selection. The incremental implementation allowed for progressive street reallocation, building political support and intermunicipal coordination. Crucially, the pilot generated practical feedback on design standards and user behaviour, which informed national technical guidelines and enabled the consolidation of a connected network (“Ciclovía al Este”) extending up to 20 km. The experience also encouraged replication in neighbouring municipalities and contributed to the creation of governance mechanisms for active mobility.

These experiences show that pilot interventions are valuable decision-making

Cycling lane in Montes de Oca

instruments for active mobility: they allow cities to test assumptions, identify constraints, and determine the conditions under which cycling infrastructure can be successfully scaled.

Overall, walking and cycling projects illustrate the Partnership's support in connecting technical assistance, pilot interventions, and capacity building. By doing so, MobiliseYourCity enables cities to translate planning priorities into operational change while progressively strengthening governance, institutional capacity, and financing readiness. More broadly, these experiences show that the value of implementation support lies in its ability to connect projects, institutions, and learning processes. Active mobility projects, when properly supported, have the potential to become catalysts for scaling up sustainable urban mobility systems.

[Previous page]
Photo: Oliver Cole

Pilot projects are crucial tools to sustain momentum towards implementation and experiment methods

Pilot projects are a central component of MobiliseYourCity's approach to implementation support and represent the second-largest share of donor funding with EUR 13.5 million.

Early, visible interventions not only build confidence among decision-makers and citizens but also serve as tangible proof that change is underway. They create a sense of progress, allow to correct mistakes quickly, and help generate the political and public will necessary for broader reform. For the Partnership, prioritising pilot projects is therefore a strategic choice: they are stepping stones toward larger investments and change, supporting cities in moving from plans on paper to concrete, scalable and finance-ready mobility solutions.

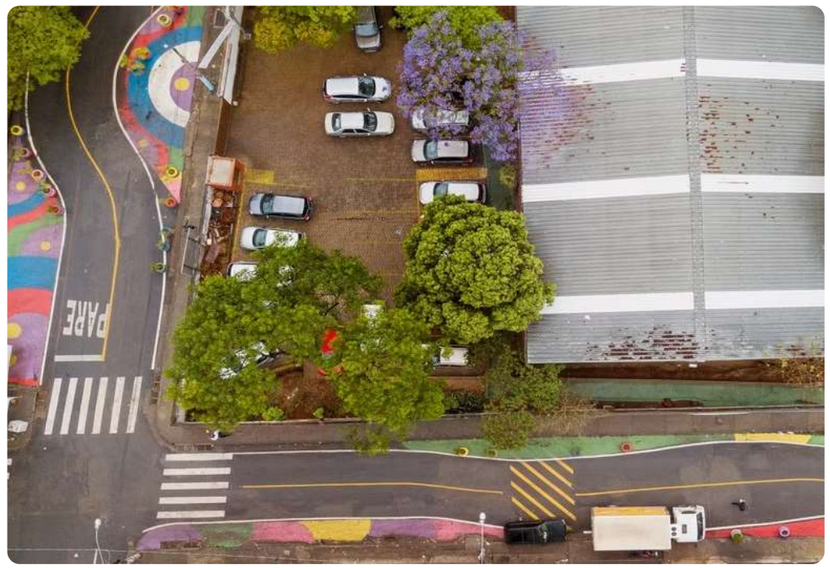
Pilot projects enable rapid, visible improvements while fostering stakeholder collaboration. In Bouaké, Ivory Coast, the project on road safety around four targeted schools gathered local authorities, civil society, researchers and national organisations. It allowed to improved safety for more than 5,700 children, showing how targeted planning and partnerships can yield visible results. Its lessons are feeding into larger infrastructure plans co-financed by partners such as AFD and the EU and are shaping broader mobility strategies in other cities.

> “Early, visible interventions not only build confidence among decision-makers and citizens but also serve as tangible proof that change is underway.”

In Belo Horizonte, Brazil, the Partnership supported the development of zones 30 in two neighborhoods. The pilot mobilised a broad coalition of actors, including municipal authorities, international partners providing technical and financial support, local technical experts, and community stakeholders such as residents, schools and civil society organisations. Itspositive results, including increased public perception and city-wide replication, have led to the institutionalisation of this type of intervention in the city.

In Bouaké and Belo Horizonte's cases, stakeholder involvement and cooperation have been key. MobiliseYourCity Partnership underscores the key role pilot projects play in strengthening coordination and partnerships, showing how different actors can work together to implement and sustain reforms.

Tactical urbanism project in bairro Confisco

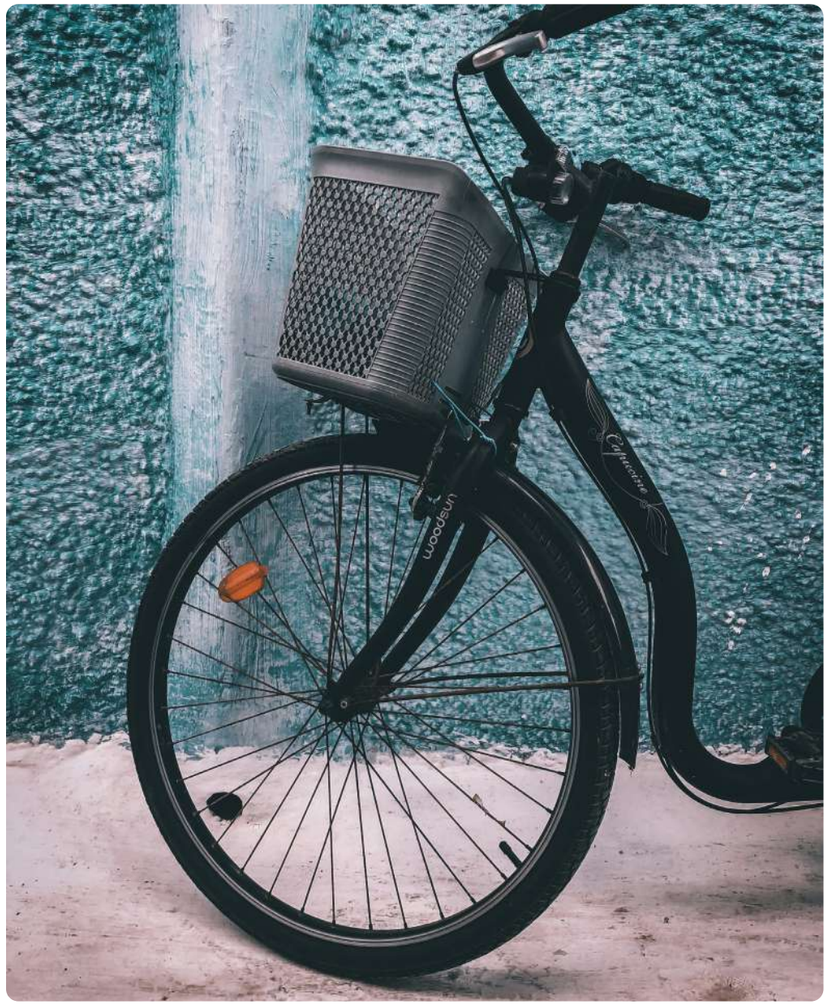


Pilot projects also play a crucial role in generating data and insights that strengthen mobility knowledge, support evidence-based decision-making, and inform future scaling. Moreover, data gathering processes foster coordination among stakeholders, which is a valuable strength for complex urban mobility projects. In Teresina, Brasil, the implementation of a blockchain-based governance platform for the BRT system reduced information asymmetries among the municipality, operators, users and financial authorities. The open innovation process improved data sharing within the municipal administration and encouraged citizen participation in transport management.

In Bouaké, Ivory Coast, the Partnership supported the SERIOUS project which addressed the lack of reliable road crash data through the creation of the Bouaké Accident and Trauma Observatory. The project brought together police, health services, fire brigades and researchers in order to systematically collect and analyse accident data. The resulting online monitoring platform allows real-time mapping of crashes, identification of high-risk locations and vulnerable populations, and assessment of post-crash care, demonstrating how cross-sector collaboration can support targeted road safety interventions.

> “Pilot projects play a crucial role in generating data and insights that strengthen mobility knowledge, support evidence-based decision-making, and inform future scaling.”

Rabat
Photo: HamZa NOUASRIA



Finally, in Luanda, Angola, diagnostic studies, paratransit analyses and traffic modelling provided essential analytical tools to better understand mobility demand and corridor dynamics, producing quantitative evidence supporting a shift toward public transport-centred planning.

Projects do not always unfold as initially planned. Pilot initiatives make it possible to test approaches in real conditions and adjust them along the way, enabling stakeholders to refine strategies, address unforeseen challenges, and maximise the chances of success while generating valuable lessons for future large-scale implementation.

In San Juan Comalapa, Guatemala, the pilot introduction of electric tuk-tuks, funded by the EU and implemented by GIZ between 2018 and 2022, revealed several institutional and operational barriers typical of early-stage innovation: resistance to unfamiliar technologies, unclear selection criteria for the vehicles, limited engagement from drivers’ associations, differences in priorities between national and local authorities. Consequently, the project adapted as it progressed. A communication and awareness strategy was developed to address scepticism toward electromobility, targeted training programmes were introduced for municipal staff, drivers, and mechanics to build local technical capacity, and the technical specifications of the vehicles were refined in collaboration with local stakeholders.

> “Pilot initiatives make it possible to test approaches in real conditions and adjust them along the way, enabling stakeholders to refine strategies, address unforeseen challenges, and maximise the chances of success for future large-scale implementation.”

In parallel, alternative management and operational models were explored to empower local authorities and traditional tuk-tuk drivers. Through this iterative process, the pilot not only tested the feasibility of electric vehicles in a local transport system but also helped stimulate interest among national and local authorities in other cities, supported the development of local suppliers, and strengthened a network of consultants and practitioners who accompanied this project and became promoters of sustainable mobility.

Electric tuk-tuks in San Juan Comapala

MobiliseYourCity considers institutional strengthening as a pillar of implementation

Implementing partners work directly with public authorities: ministries, transport agencies and city administrations, which are responsible for planning, coordinating and delivering urban mobility projects. As a result, most projects include a strong governance component, not as a complementary activity, but as a prerequisite for action. Institutional strengthening projects carried out by the Partnership represent EUR 2,5 million of donor-funding.

Urban mobility outcomes depend on the capacity of institutions to design, coordinate and manage complex systems, not only on delivering infrastructure or financing. Where mandates are fragmented, capacities are limited, or coordination mechanisms are weak, implementation is delayed or ineffective. In many cities, responsibilities are distributed across multiple actors with limited alignment, leading to inefficiencies and gaps in service delivery. Strengthening governance is therefore essential to enable any form of transformation.

MobiliseYourCity addresses this challenge by embedding institutional development within both planning and implementation. The preparation of SUMPs and NUMPs already introduces more structured, transparent and data-driven decision-making processes. Implementation, however, requires an additional layer of capacity: the ability to translate measures into projects, manage stakeholders, and oversee operations. This often implies developing new skills, redefining mandates, and adapting institutional structures.

In some cases, implementation support goes so far as to support explicit institutional redesign. In Abidjan, Ivory Coast, CODATU supports the consolidation of AMUGA, a recently created metropolitan mobility authority tasked with coordinating a rapidly evolving transport system. Technical assistance focuses not only on capacity building but also on clarifying mandates, structuring governance, and positioning the authority within a complex institutional landscape. This includes developing an operational roadmap, strengthening legal and regulatory frameworks, and supporting intermodality and paratransit integration. The objective is to enable AMUGA to act as the central coordinating body for urban mobility, capable of managing major infrastructure projects and aligning stakeholders under a shared vision. This type of support illustrates how implementation requires institutions to evolve in parallel with system transformations.

AMUGA study trip in the Paris Region

In other contexts, the challenge is more fundamental: the absence of a dedicated authority. In Luanda, Angola, CODATU's support has focused on building the foundations of urban mobility governance. Through comprehensive diagnostics, capacity-building activities and technical assistance, the project has helped national institutions better understand the structure and challenges of the mobility system. It has also opened discussions on the potential creation of a transport authority for the city, recognising that complex urban mobility systems require dedicated institutions with the technical expertise and legitimacy to plan and manage them. At the same time, support to existing actors such as the Ministry of Transport, the public bus operator TCUL and the railway company CFL has strengthened their ability to coordinate, plan and operate services more effectively.

> “Implementation requires an additional layer of capacity: the ability to translate measures into projects, manage stakeholders, and oversee operations. This often implies developing new skills, redefining mandates, and adapting institutional structures.”

These experiences highlight a key lesson: institutional strengthening goes beyond capacity development. Training and technical assistance are necessary, but not sufficient. What is required is a broader transformation of how institutions function, how they coordinate, make decisions, interact with stakeholders, and position themselves within the urban mobility system. This includes redefining roles, establishing clear mandates, creating coordination mechanisms, and building legitimacy.

In large implementation projects such as Dakar, Senegal; Yaoundé, Cameroon; or Santo Domingo, Dominican Republic, this institutional dimension is central. These projects are often embedded within or closely linked to transport authorities, creating space to test new approaches, pilot solutions, and strengthen internal capacities. They function as operational extensions of institutions, enabling them to progressively take ownership of reforms while building experience in areas that were previously outside their scope. In Santo Domingo, Dominican Republic support to INTRANT has enabled the authority to progressively lead project preparation and coordination with reduced external assistance, while continuing to build specialised expertise. In Dakar, Senegal CETUD's strengthened role has allowed it to coordinate stakeholders effectively and anchor the SUMP in public processes, reinforcing ownership.

Institutional strengthening also extends to service operators, which are central to implementation. In Luanda, Angola, support to the public bus company TCUL has improved operational management, maintenance practices and technical skills, providing a concrete entry point for broader sector reform. These experiences underline that implementation depends not only on institutional design, but on the ability of organisations to operate effectively in practice.

Finally, these cases highlight the importance of political alignment and sustained engagement. Strong political support, as seen in Yaoundé, Cameroon can accelerate coordination and implementation, while fragmented governance structures, as observed in Peru, can constrain progress. Even in favourable contexts, capacity gaps, such as limited staffing or reliance on externally trained expertise, can hinder delivery. Addressing these challenges requires not only technical assistance, but long-term support to build locally grounded capacity and align institutional practices with the principles of sustainable urban mobility.

Project preparation studies transform measures into projects

[Next page]
Photo: Billow926

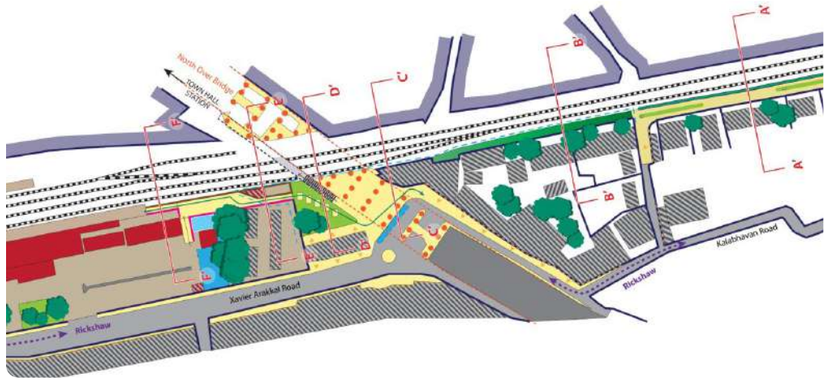
After a SUMP or NUMP is adopted there is often a gap before implementation begins. Pre-feasibility and feasibility studies help bridge this gap by translating planning priorities into operational projects. They clarify technical options, assess mobility demand, identify constraints and move discussions from broad strategies to tangible investment pathways. These project preparation studies account for EUR 1,1 million in allocated funding.

In Santo Domingo, Dominican Republic, the Partnership supported the preparation of Terms of Reference for the Avenida Ecológica bus corridor, enabling authorities to specify infrastructure design and operational models. In Peru, Terms of Reference for public transport corridors across three cities turned NUMP priorities into detailed project studies.

> “Pre-feasibility and feasibility studies help bridge the gap between planning and implementation by translating planning priorities into operational projects.”

In Kochi, India, feasibility work on the Green Mobility Corridor revealed strong latent demand for safe walking and cycling, steering the design towards non-motorised transport. In Yaoundé, Cameroon, comprehensive pre-feasibility for a Bus Rapid Transit system compared alternatives and developed a preferred option, including service quality, environmental and financial modelling. These analyses clarify implementation requirements and highlight potential risks early, helping sustain political and institutional engagement.

Kochi’s green corridor plan - Suez



Virtual render of Kochi’s Green Corridor

Chapter 4

Methodologies and Capacity Development

Develop scalable methodologies and strengthen the capacities of urban mobility practitioners

Our toolkits are based on extensive global implementation experience

The MobiliseYourCity Partnership has consistently grounded its knowledge products in practical experience. As SUMPs began to take shape across its partner cities, the Partnership was able to draw directly on lessons learned and feedback from implementation processes on the ground.

MobiliseYourCity Partnership has adapted and consolidated the methodology of SUMPs for the Global South

Since its launch in 2015, the MobiliseYourCity Partnership has played a central role in promoting and operationalising Sustainable Urban Mobility Plans (SUMPs) in Global South cities. Originally developed for European cities by the European Commission Directorate General for Mobility and Transport (DG MOVE), the SUMP methodology provided a structured, participatory, and strategic framework for urban mobility planning. MobiliseYourCity worked to translate and adapt this framework to the technical, institutional, and economic realities of cities in the Global South.

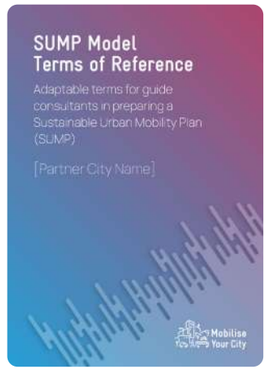
An early step in this process was the publication of a *SUMP FAQ* in 2021. The SUMP FAQ document was conceived to clarify fundamental concepts and respond to the most common questions surrounding SUMPs. It specifically targeted local decision-makers and mobility practitioners who were either considering or already undertaking the development of a SUMP in their city.

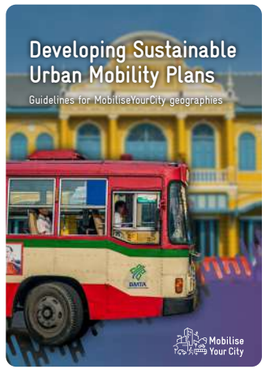
Published in 2022, the *SUMP Model Terms of Reference (EN)* (available also in French and Spanish) anchored the MobiliseYourCity methodology in a practical procurement tool. This key publication of the Partnership is designed to support cities in drafting consultant contracts for SUMP preparation within MobiliseYourCity's areas of operation. While it explicitly refers to the European SUMP Guidelines as a methodological foundation, it was tailored for application in emerging and developing countries, with a clear emphasis on adapting processes to local institutional capacities and conditions. The MobiliseYourCity SUMP Model ToR thus became a cornerstone in consolidating and harmonising the SUMP methodology for Global South cities. By clearly structuring the required steps and defining essential components, it provides a common reference framework and safeguards methodological rigour. At the same time, it enables cities to ensure that consultants adhere to core SUMP principles, thereby strengthening the quality, consistency, and credibility of mobility planning processes.

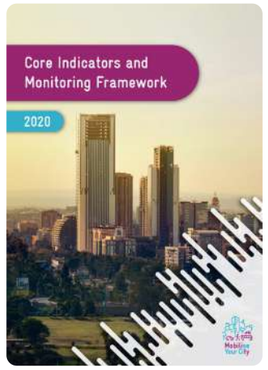
[Left photo]
SUMP Model Terms of Reference (EN)

[Center photo]
Developing Sustainable Urban Mobility Plans - Guidelines for MobiliseYourCity Geographies

[Right photo]
Core Indicators and Monitoring Framework (2020)







Published in 2023, MobiliseYourCity's Developing Sustainable Urban Mobility Plans - Guidelines for MobiliseYourCity Geographies (also available in *French* and *Spanish*) offers a synthesis of established European expertise in sustainable urban mobility planning and practical experience gained in Global South contexts. By 2022, 30 SUMPs were either under development or already being implemented within the Partnership's framework. This growing portfolio provided a substantial evidence base from which to extract practical insights regarding governance structures, stakeholder engagement, data limitations, financing constraints, and institutional capacity. Building on this accumulated experience, MobiliseYourCity consolidated its methodological approach. The MobiliseYourCity SUMP Guidelines, explicitly based on the *European Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan*, integrated the lessons learned, adaptations, and contextual knowledge generated through implementation in MobiliseYourCity city and country members. This iterative approach ensured that methodological development was informed by real-world application in diverse and often complex urban environments, while carefully accounting for the specific characteristics of cities in the Global South: predominant use of non-motorized transport (NMT) and paratransit, limited formal public transport networks, insufficient local capacity for mobility within existing governance and institutional frameworks, lack of technical skills and data, need for capacity-building, and constrained financial resources for urban mobility.

"The MobiliseYourCity SUMP Guidelines, explicitly based on the European Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan, integrated the lessons learned, adaptations, and contextual knowledge generated through implementation in MobiliseYourCity city and country members."

Tibilisi
Photo: DaryaAzokhava

Through direct engagement in the preparation and implementation of SUMPs, the Partnership has gained first-hand perspective and valuable feedback, enabling it to assess how SUMPs perform in specific thematic areas and to explore these dimensions in greater depth. This learning process has led to the development of dedicated topic guides that strengthen and refine the methodology:

- ***Core Indicators and Monitoring Framework** (2020)*, which established a harmonised basis for tracking progress and impact for urban mobility.
- ***Transport Modelling for Mobility Planning** (2022)*, providing guidance on transport modelling tools adapted to diverse data environments.
- ***Participatory Processes in Urban Mobility Planning** (2022)*, reinforcing inclusive stakeholder engagement for SUMP and NUMP development (also available in French).
- ***Integrating Land-Use and Urban Mobility Planning** (2023)*, highlighting the critical link between spatial and mobility planning (also available in French).

In 2025, two new publications enriched the SUMPs methodology with two new Topic Guides:

- ***Integrating Climate Adaptation into Sustainable Urban Mobility Plans** (2025)*, expanding the framework to address climate resilience.
- ***Mainstreaming Gender in Sustainable Urban Mobility Plans** (2025)*, ensuring that equity and inclusivity are embedded throughout the planning cycle.

Together, these publications reflect a methodology that evolves through practice and responds to the realities faced by cities in MobiliseYourCity geographies.

[Left photo]
Transport Modelling for Mobility Planning (2022)

[Center photo]
Participatory Processes in Urban Mobility Planning (2022)

[Right photo]
Integrating Land-Use and Urban Mobility Planning (2023)

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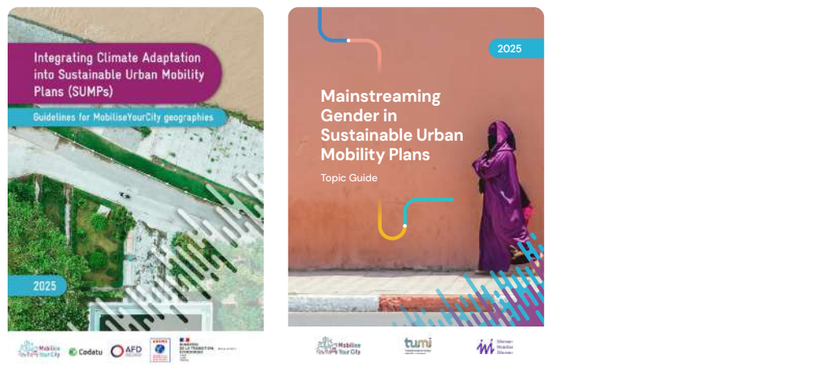
Integrating Climate Adaptation into Sustainable Urban Mobility Plans (2025)

[Right photo]
Mainstreaming Gender in Sustainable Urban Mobility Plans (2025)

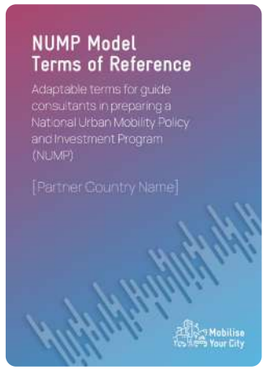


MobiliseYourCity has identified planning of urban mobility at the national level as a crucial topic and consolidated it through the NUMP framework

Building on experience from the ground, the MobiliseYourCity Partnership progressively shaped and consolidated the NUMP methodology as one of its most distinctive knowledge contributions. The *National Urban Mobility Policies and Investment Programmes (NUMP) - Guidelines* published also in English, Spanish and French, build on the concept of Sustainable Urban Mobility Plan (SUMP), adapting it to the national level through the equivalent framework of the National Urban Mobility Plan (NUMP). NUMP differs fundamentally from SUMP in that it operates as a national-level strategic framework, typically led by a counterpart not directly involved in the implementation of urban mobility projects, whereas SUMP functions as a local planning tool with a clear action plan, led by a counterpart directly responsible for implementing urban mobility projects. Nevertheless, the Partnership approach maintains strong consistency between the SUMP and NUMP planning cycles and ensures alignment between local and national mobility planning processes.

[Left photo]
National Urban Mobility Policies and Investment Programmes (NUMP) - Guidelines

[Right photo]
NUMP Model Terms of Reference (ToR)



MobiliseYourCity identified the need for National Urban Mobility Policies and Investment Programmes (NUMPs) to strengthen capacity, align policies and mobilise investment for sustainable mobility across cities and regions. The Partnership recognised early on that sustainable urban mobility challenges in developing and emerging economies can't be addressed by cities alone; they require national-level frameworks that connect policy, planning, finance and implementation. While SUMPs help cities improve transport systems locally, many national governments lacked a structured approach to support cities, align policies across ministries and mobilise investment at scale. In response, the Partnership defined the concept of NUMPs as strategic, action-oriented frameworks developed by national governments to enhance cities' capacity to plan, finance and implement sustainable urban mobility measures to meet people's needs and international climate commitments.

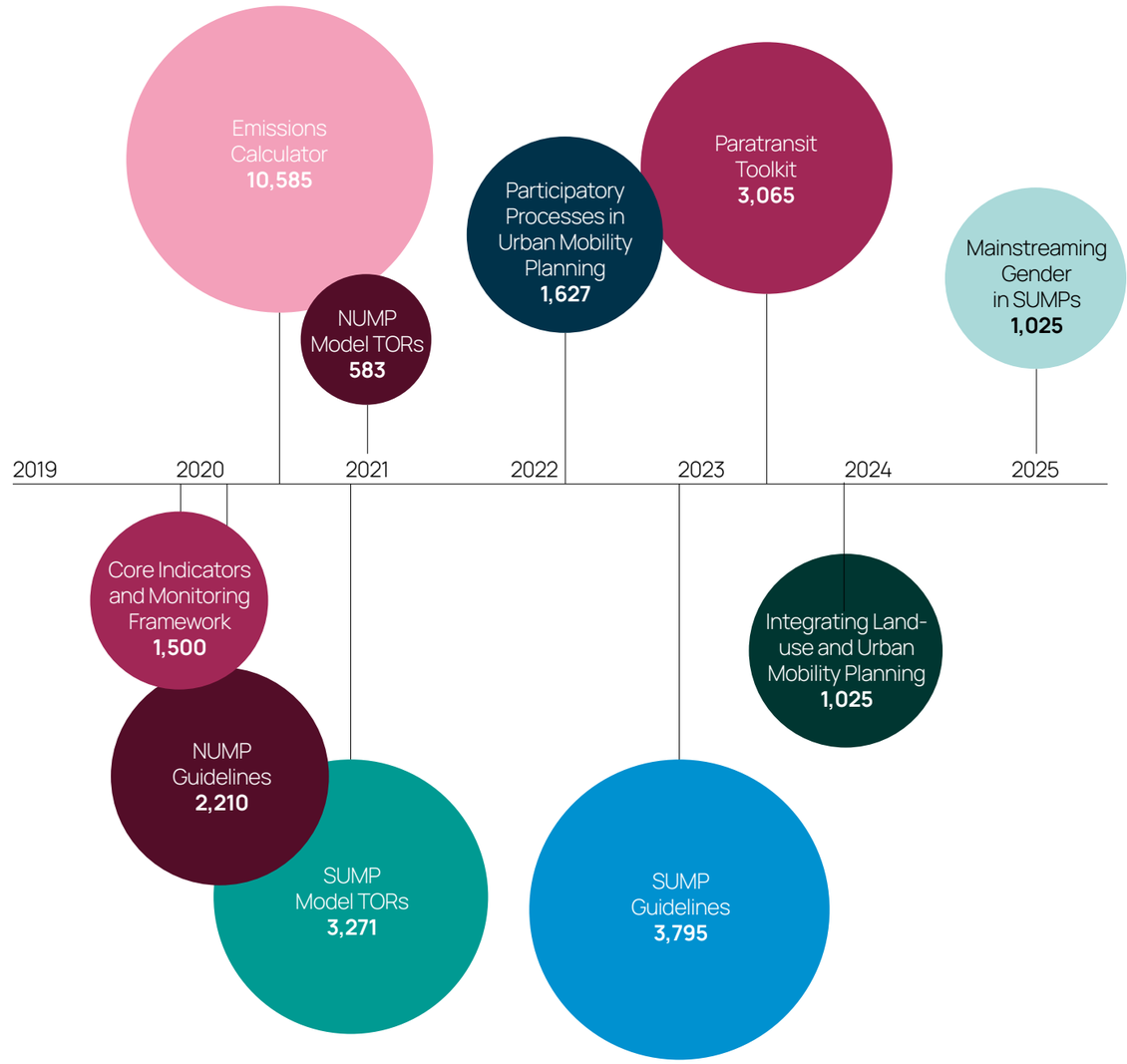
The NUMP Guidelines provide a structured, step-by-step approach organised around a standardised NUMP cycle with four main phases. Cross-cutting components include financing mechanisms, institutional coordination, and monitoring, reporting and verification systems to ensure long-term implementation and accountability.

The development of the Guidelines itself reflects the Partnership's collaborative DNA. Prepared over a two-year period through broad stakeholder participation, the process drew directly on practical experience from NUMP-related work in more than fifteen countries. Technical contributions from long-standing partners, including the French Development Agency (AFD), CEREMA, CODATU, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the Wuppertal Institute for Climate, Environment and Energy, ensured both scientific robustness and operational relevance. The first draft was presented at COP24 in Poland, opening the door to extensive peer review and refinement before the release of the current version.

To operationalise NUMPs, MobiliseYourCity developed in 2022 the *NUMP Model Terms of Reference (ToR)* (also available in French and Spanish), used as templates when commissioning expert support or consulting services for NUMP preparation. This work was carried out in parallel with the development of Terms of Reference for SUMPs, reflecting the alignment between SUMP and NUMP methodologies. The effort was also motivated by the upcoming implementation of multiple SUMP and NUMP processes in Latin America under the EUROCLIMA Programme, creating an opportunity to transform these frameworks into practical, operational tools for practitioners across different regions.

The NUMPs Model Terms of Reference support a shared methodology across geographies. These ToRs lay out the objectives, scope, tasks and deliverables expected from consultants and are designed to ensure consistency and quality across different national contexts while allowing adaptation to local needs. They typically include guidance on stakeholder engagement, data collection and analysis, scenario building, communication strategies, and establishing monitoring frameworks. By using a standardised ToR adapted to each country, governments can more efficiently select qualified teams and structure the NUMP development process.

Fig. 20 Cumulative views of MobiliseYourCity publications since their launch



MobiliseYourCity bridged planning and climate action through the Emissions Calculator

MobiliseYourCity built the *GHG Emissions Calculator* to help cities and countries assess climate mitigation scenarios for urban mobility. The MobiliseYourCity Partnership leveraged the potential of sustainable urban mobility to reduce greenhouse gas (GHG) emissions, achieving local sustainability objectives and complying with global climate action frameworks such as the Paris Agreement. The Partnership noticed a significant analytical gap in that area and sought to help cities and countries project future GHG emissions under different policy choices. This is why MobiliseYourCity developed the GHG Emissions Calculator in 2020, explicitly designed to help cities and countries quantify greenhouse gas (GHG) emissions from urban transport and to assess the potential impact of climate-friendly policy scenarios in the long run, normally linked to SUMP or NUMP development and implementation. Typically, the GHG Emissions Calculator is used by consultants engaged to develop SUMPs; it is required in the Terms of Reference that they apply the tool to construct scenarios.

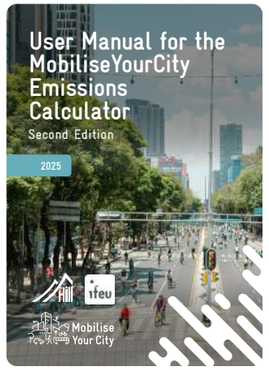
The MobiliseYourCity GHG Emission calculator aims at supporting users in building a GHG inventory, modelling a business-as-usual baseline, and comparing it with an alternative "climate scenario" reflecting sustainable mobility measures, including SUMP/NUMP policies. The Excel-based tool thus enables planners to evaluate ex-ante the GHG mitigation potential of sustainable transport plans by translating mobility measures into emissions outcomes. By building this tool, the MobiliseYourCity Partnership explicitly bridged urban mobility decisions and climate action goals, allowing cities and countries to generate evidence for both transport policy design and climate reporting and monitoring.

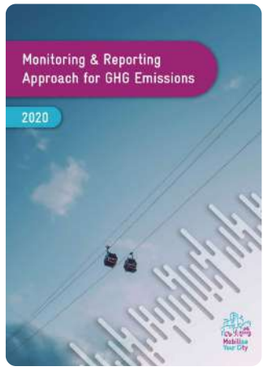
The MobiliseYourCity GHG Emissions Calculator was first produced as an Excel-based tool, available on MobiliseYourCity's homepage in English, French and Spanish. *User Manual* tutorial videos and other resources facilitate easy engagement with the tool. Emissions analysis was included as a key activity for SUMP and NUMP development in the MobiliseYourCity framework. The GHG Emission Calculator was improved as cities and countries used it and provided feedback. The Excel-based tool is now in its 1.5 version, constantly incorporating improvements based on practical implementation.

[Left photo]
User Manual fot the MobiliseYourCity Emissions Calculator

[Center photo]
Monitoring & Reporting Approach for GHG Emissions

[Right photo]
How to integrate paratransit data into GHG emissions calculations





"I have gained valuable insights into the processes involved in preparing SUMPs, as well as access to research conducted by industry leaders. The webinars also provided an opportunity to hear from other cities that have successfully prepared and implemented their SUMPs. I even reached out to some of these cities directly and applied a few lessons learned".

Randolf Wilson
Kumasi County (MobiliseYourCity member).
Attended 5 training sessions

Fig. 21 Timeline of the main evolutions of the Emissions Calculator

2020 — Version 1.0
- → GHG inventory for a reference Year
- → BAU and climate scenario modelling
- → Emission projections up to 2050
- → ASIF-based analysis of mitigation measures
- → Outputs: transport demand, energy use, GHG emissions

2020-2021 — Early refinements
- → Refinement of calculation logic and model structure
- → Improved data validation checks within Excel sheets
- → Updated emission factors and vehicle parameters
- → Expanded transport mode definitions and fuel categories
- → Improved scenario modelling workflows

2023 — Version 1.5
- → Improvement of the interface
- → More flexibility for the vehicle choice for GHG inventory: allows to include paratransit
- → Orientation values to be used as a reference for fuel consumption and vehicle occupancy in case of missing data
- → Automatic correction of errors to improve user's experience
- → Quality control and feedback integration

2024 — Online version
- → A user-friendly interface for easier navigation
- → Quick data downloads and image exports
- → Online user profiles for project management and data sharing

The Emissions Calculator was then further adapted to cities' needs and made more accessible through an online format. In 2022, in the framework of Euroclima+, users of the Emissions Calculator in Latin America provided feedback mostly related to the data input ease and user friendliness.

In 2024, the Secretariat launched a *web-based version of the Emissions Calculator*, complementing the original Excel-based tool. This new platform brought several innovations to improve accessibility and usability:

A user-friendly interface for easier navigation

Quick data downloads and image exports

Online user profiles for project management and data sharing.

While the Excel-based tool remains available, the web version that exists today allows users to compare data across cities, fostering collaboration and shared learning. This transition to an online format ensures that more practitioners can access and benefit from the tool's capabilities, and illustrates MobiliseYourCity's key effort to support peer-to-peer learning.

MobiliseYourCity elevated paratransit as a distinctive Global South mobility issue

In 2021, the MobiliseYourCity Partnership identified paratransit as a strategic priority area. This decision followed thematic co-creation sessions held with its African Community of Practice and implementing partners, and reflected the widespread recognition in SUMPs and NUMPs worldwide of the need to modernise this essential mode of transport. Paratransit (informal modes such as tuktuks, minibuses and bodabodas) constitutes the primary mode of collective transport in numerous cities across Africa, Asia and Latin America, yet remains largely informal and under-recognised in traditional planning frameworks. This growing consensus among local authorities, practitioners and partners underscored the need to elevate paratransit within international and national sustainable mobility agendas.

Responding to this imperative, MobiliseYourCity and partners (notably AFD and CODATU) in partnership with the African Transport Policy Program (SSATP) developed a series of paratransit methodological guides, beginning with foundational resources that define and diagnose the sector and propose actionable reforms. The original Paratransit Toolkit comprised two documents: Understanding Paratransit and a Catalogue of measures. Today, incorporating feedback from partner institutions, the Paratransit toolkit includes four documents:

[Left photo]
Understanding Paratransit

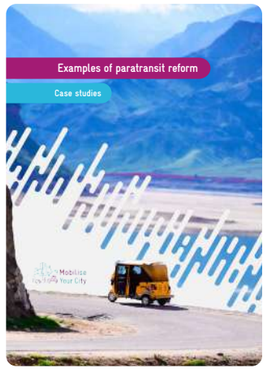
[Center photo]
Conducting a Paratransit Diagnosis

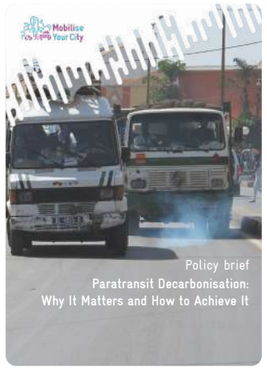
[Right photo]
Topic Guide on Paratransit Contracting Options

[Left photo]
Reforming Paratransit

[Center photo]
Examples of Paratransit Reform

[Right photo]
Paratransit Decarbonisation: Why It Matters and How to Achieve It





These resources help cities integrate paratransit reform within broader mobility planning rather than treating it as a standalone issue. They collectively provide decision-makers, planners and practitioners with coherent, structured guidance to assess, plan and implement integrated paratransit reforms within sustainable urban mobility systems. The Paratransit Toolkit is available in English, French and Spanish.

The Paratransit toolkit was then complemented by a *Topic Guide on Paratransit Contracting Options*, offering practical frameworks for public–operator agreements. The publications *Driving Change: reforming urban bus services* and *Going electric: A pathway to zero-emission buses* developed in partnership with EBRD complement the Paratransit Toolkit and provide guidance on how to undertake a reform process for service improvement and fleet renewal.

By 2024, the Partnership's attention had shifted further toward the climate dimension of paratransit, illustrated by the compilation of paratransit decarbonisation resources and the policy brief *Paratransit Decarbonisation: Why It Matters and How to Achieve It*, supported by ADEME, which frames paratransit systems as both critical transport providers and significant contributors to emissions, and presents an actionable roadmap using the EASI (Enable – Avoid – Shift – Improve) framework to support equitable, low-carbon transitions.

MobiliseYourCity continuously develops its knowledge platform to widely disseminate knowledge products.

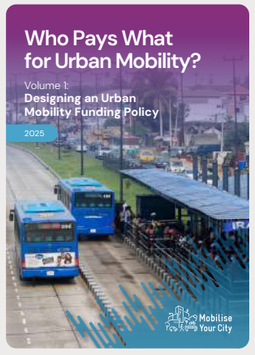
The MobiliseYourCity Knowledge Platform is a collaborative digital space hosted on the Partnership's website where members, practitioners and knowledge partners can share and access a wide range of publications, tools and resources related to sustainable urban mobility. It functions as a centralised library of knowledge products made available to support peer learning, co-creation and evidence-based planning across cities and countries. Contributions by the global community, as well as core MobiliseYourCity outputs, are categorised by topic and format, and can be accessed with or without registration, reflecting the Partnership's commitment to open, practitioner-oriented knowledge exchange. As of the latest records, 633 of publications spanning multiple topics such as SUMP, NUMP, GHG emissions, paratransit and governance are hosted on the platform, with regular updates to ensure continued relevance and usability. In average, the MobiliseYourCity Knowledge Platform hosts 85 new publications every year.

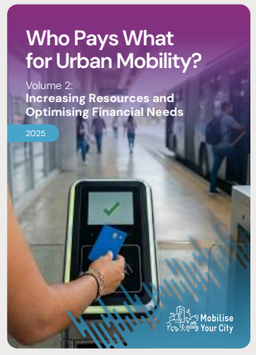
MobiliseYourCity's approach to presenting knowledge was further refined in 2022, with a classification of resources into core formats:

Guidelines/Methodologies
Operational Tools
Training Materials
Case Studies/Sample Documents.

This format allows readers to filter by format and topic to quickly find what they need, making toolkits more tangible and easier to access. This structured presentation helps users find the type of support they need depending on their context or stage in the planning process, whether they are looking for strategic guidance (e.g., SUMP or NUMP guidelines), practical training modules (e.g., training materials for capacity building), analytical tools (e.g., emissions calculator and MRV documents), or real-world examples (e.g., case studies). This clear categorisation underpins the Knowledge Platform's role as a one-stop hub for the Partnership's accumulated expertise and evolving methodology, supporting both learning and implementation worldwide.

Who Pays What for Urban Mobility? is a two-volume guide that helps cities structure the way they fund and finance sustainable urban mobility - by clarifying roles, priorities, and the choices behind "who pays for what. "





Our training offers are designed to be freely available, readily adaptable, and easily scaled.

To disseminate the knowledge encapsulated in our methodologies, MobiliseYourCity has developed a training offer by organising training sessions and making available materials to scale them up. The Partnership training offer covers the full SUMP lifecycle, from diagnosis to implementation, complemented by cross-cutting themes such as governance, finance, inclusion, GHG Emissions, paratransit, and multimodal transport systems, providing a comprehensive capacity-building framework for sustainable urban mobility planning. It intends to reach out to practitioners, decision-makers, advocates and students to address key pressing issues on sustainable urban mobility. We reinforce our capacity-building efforts by delivering experiences at the local level with global partners and audiences. MobiliseYourCity training sessions can be replicated by using the training materials made available by the Secretariat.

Our training sessions, in-person or via webinars, are at the heart of our capacity-building mission

Since its inception, MobiliseYourCity has placed capacity development at the heart of its mission to enable autonomy and scale up proven sustainable mobility solutions. Through structured guidance on the development of SUMPs and NUMPs, the Partnership supports cities and countries in embedding long-term, measurable sustainability goals. The MobiliseYourCity Partnership has continuously adapted its format to evolving circumstances and learning needs. During and in the immediate aftermath of the COVID-19 pandemic, it developed a broad series of webinars that ensured continuity of engagement and enabled outreach to a wide global audience. These online sessions proved highly effective in maintaining momentum, disseminating knowledge and connecting practitioners across regions at a time when in-person exchanges were limited.

> “The average attendance of women at MobiliseYourCity webinars is 46%, reaching an all-time high of 64% in 2025.”

In 2021, the MobiliseYourCity Secretariat launched the “Mastering Mobility” online training series. Together with Implementing Partners and Knowledge and Network partners, the webinars covered diverse topics including mobility observatories and data collection for urban mobility diagnostics, land-use, active mobility, paratransit reform, gender-responsive planning, digital mapping, road safety and governance, climate adaptation, and communication strategies for SUMPs. Many other topics have been tackled in our training sessions, responding to city and country members and the priorities of donors. For instance, webinars on transport modelling, scenario definition and mobility observatories drew directly on applied examples such as the SUMP of Medan, Indonesia, and the implementation of Urban Mobility Observatories in Ahmedabad, Nagpur and Kochi in India, illustrating methods developed with local city data and contexts. The Secretariat showcased results from projects in Bouaké and Antananarivo.

As of December 2025, MobiliseYourCity has organised 91 online training sessions with an average attendance rate of 42 people per webinar. The sessions have been co-organised with our implementing partners and the city and country members, showcasing results from projects on the ground, and sharing globally good local practices related to SUMP and NUMP development. The sessions have been conducted in English, French, and Spanish to better reach our regional audiences.

[Previous page]
Ahmedabad
Photo: HarshilPatel

After several highly successful years of engaging cities and practitioners through webinars, the MobiliseYourCity Secretariat has observed a decline in attendance. This trend presents an opportunity to reflect on how to sustain engagement in an increasingly saturated digital landscape and encourages MobiliseYourCity to explore and test new formats.

Fig. 22 Cumulative count of online training sessions & annual average attendance per session

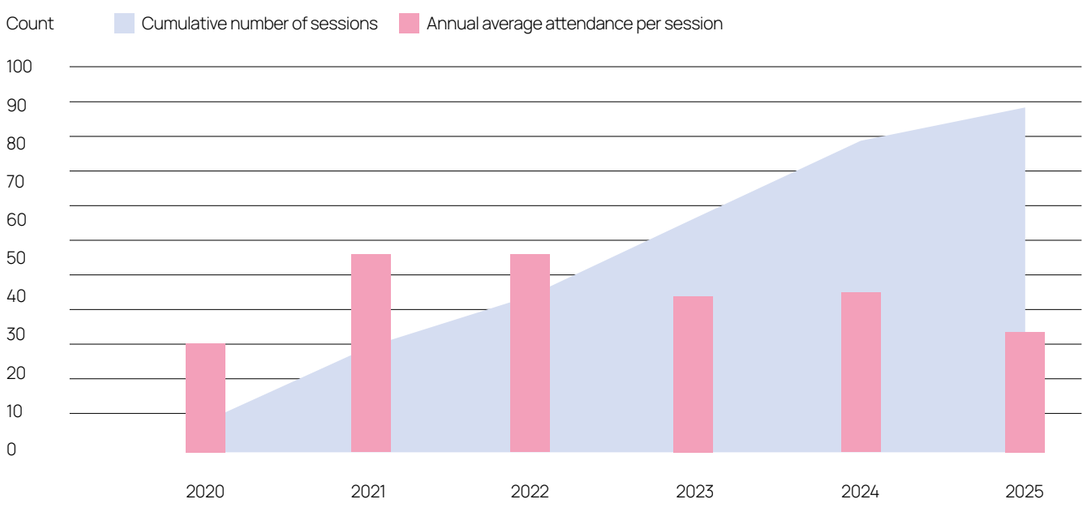
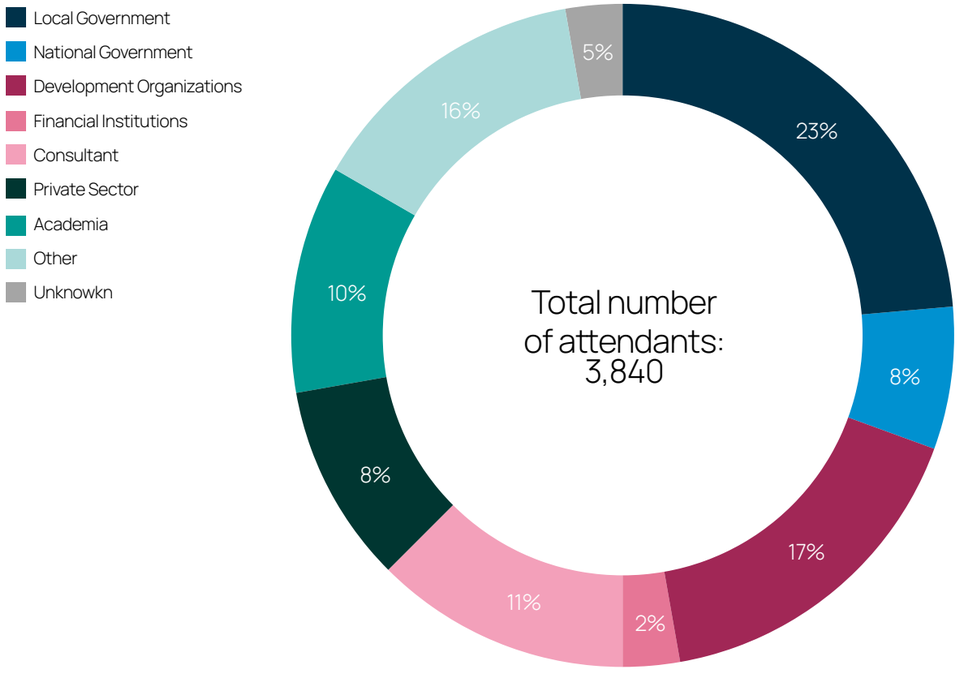


Fig. 23 Historic attendance to online webinars - Share by type of institution



Our webinars have reached 3,840 attendees in 6 years. 31% of the attendants to MobiliseYourCity webinars work in public institutions, either national or local, 30% from development organisations, consultants or financial institutions, and 34% are from the private sector, academia or other institutions. Together, more than half of the participants are from institutions that are potentially involved in SUMP and NUMP development under MobiliseYourCity, or are somehow related to the planning process of urban mobility. The average attendance of women to MobiliseYourCity webinars is 46%, reaching an all-time high of 64% in 2025, mainly driven by the webinars conducted on gender, suggesting a strong interest in the topic.

> “As of December 2025, MobiliseYourCity has organised 91 online training sessions with an average attendance rate of 42 people per webinar.”

Building on several successful years of virtual delivery, the Partnership is now diversifying its formats to further enrich engagement and share lessons learned in new ways. In 2025, the Secretariat launched Expert Voices, a short interview-based format that gives the floor to public- and private-sector mobility experts to share practical insights and field experience. This new series complements the existing training offer, broadens outreach and provides an opportunity to experiment with more dynamic and accessible knowledge-sharing approaches. In 2025, MobiliseYourCity held 9 online sessions with this new format.

Fig. 24 Selected examples of Expert Voices episodes

Additionally in 2025, the Secretariat organised a series of webinars in Spanish on Mainstreaming gender in Sustainable Urban Mobility Plans, to complement the publication of the Topic Guide dedicated to that issue. Experiences from Mexico City were shared to illustrate methodology to include equality and gender issues in the SUMP cycle. The webinar in which the Topic Guide on gender was launched was the most-attended MobiliseYourCity training session in 2025, reaching 91 attendees.

To scale and facilitate the capacity-building process, MobiliseYourCity developed a catalogue of training materials, encapsulating the most important knowledge about sustainable urban mobility planning.

Over the years, the MobiliseYourCity Partnership accumulated valuable knowledge and lessons-learned from the ground thanks to its unique positioning across various practitioners and experts. To maximise impact of these insights beyond webinars organised by the Partnership itself, we worked on consolidating them and make them accessible, adaptable, easily scaled, and ready to be used by third parties.

Fig. 25 Feedback loop for capacity building activities in MobiliseYourCity

Together with implementing partners, Knowledge and Network partners and consultancies developing SUMPs worldwide, we identified and put together the most important trainings and topics that are commonly addressed when developing a SUMP. Thanks to this work, the Training *materials catalogue*, published in 2023, addresses the full SUMP and NUMP cycles. It includes cross-cutting priorities as well as specific issues such as land-use, gender, paratransit contracting schemes, and financing active transport.

Training materials catalogue

[Previous page]
Istanbul
Photo: Tolga Deniz Aran

Beyond putting together this knowledge, an important work has been realised to make it easy to appropriate and support the broad dissemination of the knowledge:

Each module includes all essential training materials to conduct a training session, such as an annotated slide decks, a training agenda, interactive exercises, and guidance for trainers. The level of expertise in a particular topic might differ from context to context. For this reason, MobiliseYourCity has prepared the content of the training materials targeting three levels of proficiency in the practice of sustainable mobility planning: Fundamental / Practitioner / Expert. The Partnership has worked to have the full offer of training materials in its three working languages: English, French, Spanish.

Previews of the training materials slide decks are available on the MobiliseYourCity website, and the editable files to replicate a training session are shared upon request to the Global Secretariat.

As MobiliseYourCity's Partnership gained maturity, it gathered more and more lessons-learned from projects to nourish its training offer. Thanks to the wide range of insights collected through member cities, countries and partners, MobiliseYourCity's training material systematically draws on ongoing and completed urban mobility projects, uses specific city cases to illustrate methods, and consistently showcases lessons learned from practice into webinars, recurring catalogued modules and hands-on exchanges. This is what makes MobiliseYourCity training series grounded in real-world projects and the lessons learned from them.

In 2023, for example, a Mastering Mobility webinar on Greenhouse Gas Emissions Impact Assessment was delivered and presented the case of the Greater Sousse Urban Mobility Plan in Tunisia, where technical assistance from the EuroMed Transport Support Project and MobiliseYourCity helped assess the SUMP's emissions impacts using MobiliseYourCity's tools.

Trainings conducted in Peru in 2023 illustrate the Partnership's efforts to train trainers, autonomise partners, and scale up capacity-building activities. AFD and CODATU, within the FEXTE technical assistance framework in Peru, connected the MobiliseYourCity Partnership with the Promovilidad team to share tools supporting the transition to sustainable urban transport. Four hybrid training sessions were held over two weeks with 31 Promovilidad participants. The aim was to equip them to replicate capacity-building activities in Peruvian secondary cities. The sessions covered global urban mobility challenges, their relevance for Peru, and key public policy concepts for sustainable mobility. Topics also included promoting walking and cycling, integrating gender perspectives in mobility planning, and the role of informal transport. The training used MobiliseYourCity materials, which remained available for future replication. These resources proved effective in strengthening officials' knowledge and supporting a more holistic approach to urban transport planning in Peru.

Belo Horizonte
Photo: Gustavo Nacht

Our Communities of Practice enable peer-to-peer learning and facilitate experience exchange

At the core of MobiliseYourCity there has existed the concept of promoting and facilitating regional Communities of Practice. For partners and cities, these communities provide ongoing access to peer solutions and practical examples that complement formal guidance. The organisation of a Community of Practice formally varies by region: rather than being prescribed a fixed structure, these communities have been shaped through practice and peer engagement, adapting to the needs and dynamics of their members. This evolving definition is grounded in how practitioners actually interact and co-create knowledge, and represents precisely what makes the regional Communities of Practice interesting and effective as learning environments.

The Latin American Community of Practice grew from an online platform to an institutionally autonomous community

The Latin American Community of Practice is today the most institutionally mature example of how these networks can function as engines of peer learning and experience exchange.

In 2019, and increasingly in 2020 as COVID 19 made online meetings the norm, Euroclima+ pioneered digital peer exchange and launched an online platform in Latin America and the Caribbean that enabled continuous knowledge flows across the region. This emergence was driven in part by the alignment of six cities and three countries simultaneously developing SUMPs and NUMPs, catalysing demand for peer learning sessions.

In 2019, the EUROCLIMA+ / MobiliseYourCity Community of Practice supported a cohort of Latin American cities, Antofagasta, Chile; Ambato, Ecuador; the Metropolitan Area of Guadalajara, Mexico; La Havana, Cuba; Arequipa, Peru; Córdoba, Argentina; and Baixada Santista, Brazil in launching and advancing their SUMPs. These cities actively participated in the EUROCLIMA+ SUMP Learning Programme combining courses, webinars, and workshops to build technical capacity across the region. At the same time, national governments such as Chile, Ecuador, and Uruguay progressed NUMPs under the same programme framework, with dedicated exchanges and virtual trainings on national mobility policy development. Together, these synchronised efforts at city and country levels fostered coherence and strengthened the Latin American Community of Practice around sustainable urban mobility planning and policy.

Between 2021 and 2022, the Community of Practice transitioned from digital networking toward structured policy-cycle support. During this period, significant moments included the 2021 SUMP workshop, and the 2022 Urban Mobility Annual Event in Montevideo, where 19 projects were presented, six urban mobility actions were discussed, and thematic capacity-building on active and electric mobility was organised. A LinkedIn Group was also created for the Community of Practice, gathering up to December 2025 nearly 5,000 practitioners of urban mobility in the region.

In 2024, the Latin American Community of Practice gained regional autonomy with an Executive Secretariat supported by BMZ and implemented by GIZ with a defined governance structure. It showed clear strategic alignment with European cooperation frameworks such as the EU's Global Gateway. An in-person gathering in La Paz demonstrated both thematic depth and operational ownership by the community.

The Latin American Community of Practice is called *"Somos LAC"*. It brings together government representatives, NGOs, technical experts, and other stakeholders to share knowledge, tools, best practices and to explore collaborative solutions for equitable, resilient and low-carbon transport systems. The community functions through thematic working groups (e.g., gender & inclusion, active mobility, micromobility, public transport, climate commitments) and organizes peer-learning exchanges, workshops, webinars and strategic dialogues. Through its dedicated Secretariat, it documents and shares its progress annually, ensuring transparency and continuous learning.

[Left photo]
SoMosLAC Annual Report

[Right photo]
CODATU Conference Bogotà (2023)

Through its development stages, the Latin American Community of Practice illustrates how a mobilised community can define itself through practice, progressively formalise governance, and anchor its exchanges in real projects and policy cycles.

The African Community of Practice gained visibility through political leadership and major regional events

In Africa, the MobiliseYourCity Community of Practice has largely been built around major regional events bringing together policymakers and practitioners from across the continent, with a strong role played by the AFD in promoting sustainable urban mobility planning under a common methodology. AFD is involved in almost all MobiliseYourCity projects in Africa and leads MobiliseYourCity activities in the continent, including support to more than a dozen SUMPs and NUMPs in countries such as Cameroon and Tunisia, positioning Africa as the region with the largest number of SUMPs supported under the Partnership.

The African Community of Practice first converged at the MobiliseYourCity Africa Mobility Conferences, (in Agadir in 2017 and Abidjan in 2018). The third MobiliseYourCity Africa Mobility Conference took place in Yaoundé in September 2019 and brought together over 200 participants from 10 countries and 12 African cities, including around 40 political and technical representatives of the Community of Practice for exchanges and training on mobility planning.

In October 2022, the Community of Practice reconvened in Dakar as part of the CODATU-Climate Chance Sustainable Mobility and Climate Week, with more than 20 city and country representatives, where MobiliseYourCity and partners shared experiences on urban mobility transformation and linked with the TUMI eBus Mission in Africa to deepen peer learning on electric mobility and transit oriented development.

The African Community of Practice's visibility continued to grow on the global stage through COP27 in 2022, where representatives contributed video testimonials and messages to bring African urban mobility perspectives into the international climate dialogue, reflecting the region's priority needs and expectations of global partners.

In June 2024 in Kigali, the Community, particularly its English-speaking members, engaged in a regional exchange on minibus electrification alongside the Mobilize NetZero Project, GIZ, VREF and TUMI, focusing on decarbonising informal transport and paratransit sectors and highlighting new thematic leadership within the network.

Gatherings of the African Community of Practice in Dakar (2022) **and Kigali** (2024)

These high profile gatherings are where the Community's activity tends to peak. Together, they have given the Community strong political positioning and continental visibility.

The Asian Community of Practice emerged through institutional leadership and by bridging urban mobility planning with financing mechanisms

In Asia, the MobiliseYourCity Community of Practice was anchored by a high level regional event in Manila closely linking sustainable mobility planning with financing mechanisms through development partners. The first major MobiliseYourCity Asia Regional Event was held in November 2023 at Asian Development Bank (ADB) Headquarters in Manila, Philippines, co-organised by ADB, the Agence Française de Développement (AFD), and the MobiliseYourCity Secretariat. This three-day gathering convened over 80 decision-makers, government officials, mobility practitioners, experts and partners from across the region to share progress under the MobiliseYourCity Partnership in Asia.

Alongside sessions on planning and governance, the programme included training workshops on SUMPs and practical exchanges on regional challenges and solutions.

The event also formalised cooperation through the signing of a Memorandum of Understanding between AFD and ADB, reaffirming and strengthening their joint commitment to supporting sustainable urban mobility planning and investment across Asian cities within the Partnership framework.

The Manila event served as a foundational opportunity to understand regional needs, build cohesion among member cities and national stakeholders, and establish a distinct Asian regional identity within the MobiliseYourCity Community of Practice. It laid the groundwork for the Partnership's ongoing work in Asia.

"Attending these sessions has been an excellent way to stay updated on innovative solutions and learn from global experts. The insights gained have been particularly beneficial for my work on the Kaduna Bus Rapid Transit (BRT) Project, helping to shape strategies for improving public transport in my city".

Musa Luka
Kaduna County (MobiliseYourCity member).
Attended 5 training sessions

Knowledge and Network Partners

Since its launch in 2015, the MobiliseYourCity Partnership has grown into a global network that not only brings together donors and implementing partners but also knowledge and network organisations.

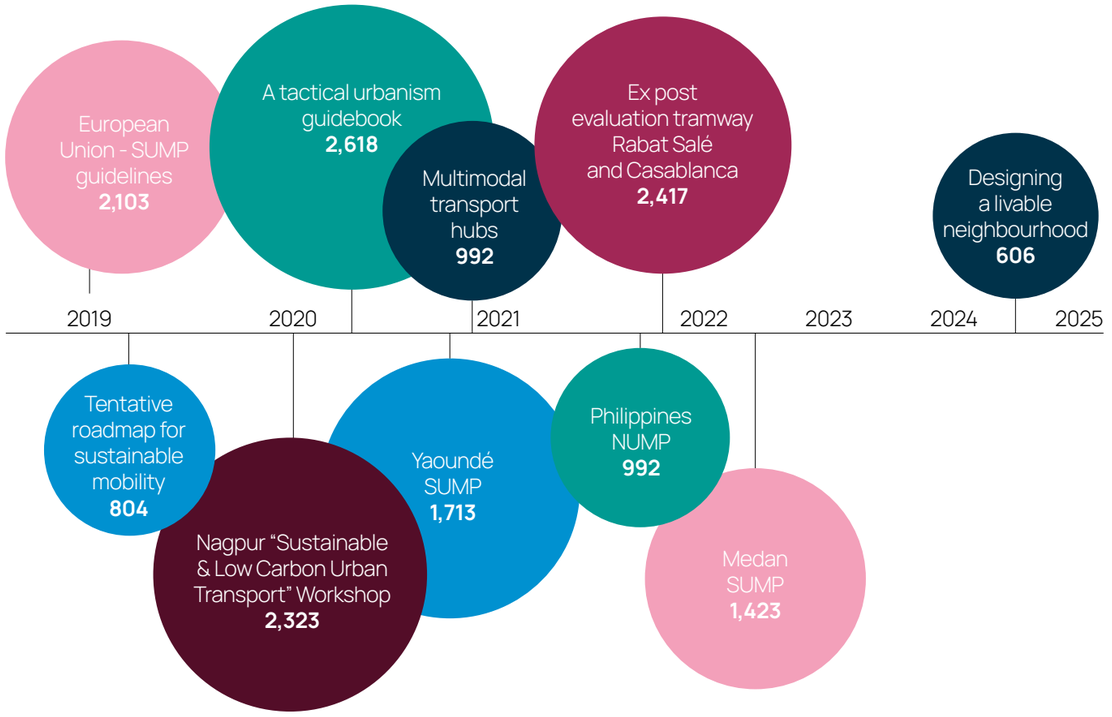
Knowledge and Networks Partners have enabled to gather expertise to identify and validate key issues and produce knowledge on them

[Previous page]
Istanbul
Photo: Nick Night

From the outset, the Partnership recognised that no single actor could generate the breadth of resources and insights required to accelerate sustainable mobility solutions alone. By drawing on the diverse competencies of an expanding roster of Knowledge & Network Partners, MobiliseYourCity has created a foundation for cocreation, validation and broader engagement that bridges technical, institutional and policy silos. This collaborative network, allowing to build on existing materials and to avoid duplication, has positioned MobiliseYourCity as a knowledge hub where expertise is pooled and disseminated to leverage existing insights.

The Knowledge Platform plays a key role in centralising and disseminating learning materials produced by the Knowledge and Network Partners. As previously mentioned, it gathers today 633 freely available items spanning topics like active transport, public transport, financing, MRV, and e-mobility.

Fig. 26 Most visited partners' publications on the MobiliseYourCity knowledge platform



The Partnership grows into leading working groups to reflect on emerging priorities.

Beyond static knowledge products, the Partnership's Knowledge and Network Partners allow to continuously channel expertise into working groups and thematic exchanges that translate knowledge into action.

To better harness the knowledge and expertise of our donors, implementing partners, and knowledge and network partners, the MobiliseYourCity Secretariat established three working groups in 2024:

1. Climate change adaptation: brought together donors, implementing partners, and specialist organisations to integrate resilience into SUMPs and NUMPs. Financed by ADEME, the MobiliseYourCity Secretariat produced 3 publications and delivered 8 training sessions in English, French and Spanish.
2. Urban logistics: emphasises improving urban logistics efficiency and reducing negative impacts like congestion, pollution, and road safety issues. Based on the discussions, the Secretariat together with AFD launched a consulting assignment to develop methodologies to better plan urban logistics in urban areas in the Global South.
3. Paratransit decarbonisation: recognises the mitigation outcomes that reform process could produce based on the ASI framework. Financed by ADEME, the Secretariat is calculating GHG emissions for the paratransit sector in a handful of cities and proposing mitigation scenarios to quantify the impact of reforms.

These working groups serve as platforms for partner organisations to exchange insights, focusing on knowledge management and advocacy to drive progress on each topic. The goal of these groups is to work to develop a clear roadmap for how the Partnership can best support these areas.

MobiliseYourCity is increasingly demanded to be part of collective knowledge products and working groups

Organisations increasingly request to deliver trainings and co create knowledge with MobiliseYourCity, illustrating the partnership's relevance as a platform for global capacity building. The MOOC *"Mobilités Urbaines en Afrique"*, created in French and then translated in English, is a strong illustration of the collaborative dynamics of the Partnership. The MobiliseYourCity Secretariat teamed up with AFD, CODATU, AUF, and Université Senghor to deliver an online course to train African practitioners on concrete solutions involving transport authorities and mobility planning, financing and project management of urban mobility investment projects. The Secretariat hosted two live webinars in the MOOC's framework focusing on walking and cycling, and climate adaptation.

In 2024, more than nine organisations reached out to the Secretariat to deliver 12 training sessions. This demonstrates that partners increasingly see MobiliseYourCity as an efficient entry point to reach practitioners globally. Besides the training sessions co-hosted with partners, the Secretariat was invited to provide technical inputs to international working groups. ITF invited the Secretariat to participate in the informal transport roundtable, which led to a policy paper that reflected the sector situation and advocated for professionalisation. Additionally, encouraged by the French Ministry for Ecological Transition (MTE), one of MobiliseYourCity donors, the Secretariat officially joined in 2025 ITF's working group on Transport Demand Management, which aims to gather global research and insights on the impacts and effectiveness of travel demand management policies from economic, social, and environmental perspectives, aiming to identify best practice design principles for urban policymakers.

[Next page]
Bangkok
Photo: AllPhoto Bangkok

Chapter 5

Advocacy and Outreach

Encouraging institutions and individuals to adopt and invest in sustainable mobility

Since its launch at COP21 in 2015, MobiliseYourCity has worked to position integrated, multimodal mobility planning as a key mechanism for advancing climate and development action. This advocacy has unfolded across five main fronts: promoting the European model of sustainable urban mobility planning globally, embedding mobility planning within the international climate agenda, positioning SUMPs and NUMPs as instruments to achieve the Sustainable Development Goals, demonstrating their capacity to unlock finance and implementation, and building a growing coalition of cities, countries and donors around a shared approach. Together, these efforts have contributed to institutionalising structured mobility planning as a recognised pathway toward low-carbon and inclusive urban mobility systems over the past decade. Data presented in this chapter is more comprehensive from 2020 onward, reflecting the progressive strengthening of the Partnership's monitoring and evaluation framework and reporting systems as activities expanded and implementation advanced.

Promoting and enriching the European model of sustainable urban mobility planning globally

Since its creation, MobiliseYourCity has played a key role in promoting the European model of integrated mobility planning beyond Europe while fostering exchange between European and international practice. Sustainable Urban Mobility Plans (SUMPs) emerged in Europe as a structured framework to address the complexity of urban mobility systems through integrated, participatory and evidence-based planning. As a European-led partnership, MobiliseYourCity has actively contributed to adapting and disseminating this model in emerging and developing economies, while also bringing the experiences of cities in Africa, Asia and Latin America into European mobility policy discussions. Through this two-way exchange, the Partnership has helped position structured mobility planning as a globally relevant framework for advancing sustainable, inclusive and climate-compatible urban transport systems.

This advocacy has taken place across multiple policy and professional platforms. MobiliseYourCity has participated in key European mobility planning events such as the European Conferences on Sustainable Urban Mobility Plans (2017 and 2019), the CIVITAS Forum 2019 and the Sustainable Urban Mobility Forum 2019, contributing to discussions on how European planning approaches can inform mobility transitions worldwide. Through these engagements, the Partnership has helped build a bridge between the European planning methodology and the realities of cities in Africa, Asia and Latin America, demonstrating how the principles of integrated mobility planning can be adapted to different institutional, financial and urban contexts. At the same time, these exchanges have enabled MobiliseYourCity to bring the experience and challenges of cities in the Global South back into European policy discussions, enriching debates on sustainable mobility planning with perspectives from rapidly urbanising regions.

A key element of this effort has been the development and dissemination of MobiliseYourCity's planning guidelines. Building on the European guidelines for developing Sustainable Urban Mobility Plans, the Partnership has adapted the methodology to the realities of cities in Africa, Asia, Eastern Europe and Latin America, integrating lessons learned from implementation in these contexts. The MobiliseYourCity SUMP Guidelines were launched in 2023 at an EU InfoPoint conference and have been broadly disseminated since then, demonstrating strong interest with 3,800 views on the MobiliseYourCity knowledge platform to date.

"The recognition of SUMPs in the Phnom Penh Declaration on Sustainable Urban Mobility in 2021 illustrates the growing institutional recognition of integrated mobility planning in regional transport policy and reflects the broader diffusion of the SUMP approach beyond its European origins".

The international diffusion of this planning approach has also been reflected in regional policy frameworks. In Southeast Asia, the Twenty-Seventh ASEAN Transport Ministers Meeting adopted the Phnom Penh Declaration on Sustainable Urban Mobility in 2021. The declaration highlights the importance of applying the Avoid–Shift–Improve approach to urban transport planning, governance and management, and encourages the promotion and operationalisation of Sustainable Urban Mobility Plans at national, metropolitan and city levels. Accompanied by regional SUMP guidelines, the declaration provides guidance on collaborative planning processes addressing the design, implementation, financing and monitoring of mobility measures in metropolitan areas. The adoption of this framework illustrates the growing institutional recognition of integrated mobility planning in regional transport policy and reflects the broader diffusion of the SUMP approach beyond its European origins.

Through these efforts, MobiliseYourCity has contributed to extending the reach of the European mobility planning model to new geographies. By adapting its methodologies to diverse institutional and mobility contexts while maintaining core planning principles, the Partnership has helped establish SUMPs and NUMPs as internationally recognised instruments for transforming urban mobility systems.

Embedding SUMPs and NUMPs within the global climate agenda

Since its launch at COP21, MobiliseYourCity has consistently worked to anchor sustainable urban mobility planning within the international climate agenda. The Partnership is recognised as an international transport initiative under the UN Marrakech Partnership for Global Climate Action, providing an institutional basis to advocate for the integration of urban mobility into global climate frameworks.

Over the past decade, MobiliseYourCity has maintained a continuous presence at UNFCCC COPs, using these forums to promote the integration of transport into Nationally Determined Contributions (NDCs) and long-term strategies. Through side events, high-level dialogues and coordinated messaging, the Partnership has consistently framed SUMPs and NUMPs as instruments that enable measurable decarbonisation and investment mobilisation at the city and national level. At COP28, for example, MobiliseYourCity positioned mobility planning as a core tool to decarbonise transport and provided a platform for its members and partners to share their experience.

[Left photo]
COP22
Marrakech Morocco – 2016

[Right photo]
COP23
Bonn
Germany – 2017

[Left photo]
COP24
Katowice
Poland - 2018

[Right photo]
COP25
Madrid
Spain - 2019

This advocacy has been strengthened through active participation in the SLOCAT UNFCCC Transport Stakeholders Taskforce, where MobiliseYourCity has coordinated with other transport actors to articulate common sector messages ahead of COP negotiations. By contributing to joint positioning efforts, the Partnership has helped ensure that urban mobility planning remains visible within the broader transport decarbonisation narrative.

MobiliseYourCity has also contributed directly to shaping the strategic direction of transport climate action. In 2021, MobiliseYourCity contributed to the revision of the Marrakech Partnership for Global Climate Action (MPGCA) Transport Climate Action Pathways, originally launched in 2019. These Pathways outline sectoral transformation trajectories aligned with the Paris Agreement and provide reference benchmarks for transport decarbonisation. Through this engagement, the Partnership reinforced the role of structured mobility planning within long-term climate transition frameworks.

Importantly, the Partnership's engagement at COPs has gone beyond high-level policy discussions. The Partnership has consistently used these global platforms to amplify the voices of its member cities and countries. Cities such as Kathmandu, Nouakchott, at COP28 and Fortaleza at COP30 were provided opportunities to present their mobility planning efforts in international climate arenas. In doing so, MobiliseYourCity has translated global climate discourse into tangible local experiences, demonstrating how planning instruments contribute to emissions reductions, improved access, and inclusive urban development.

"The LCo2TUS initiative launched at COP27 explicitly called for enhancing coherence between SUMPs, NUMPs and NDCs and aligned its objectives with the Paris Agreement and SDGs."

A concrete illustration of this long-term positioning is the elevation of SUMPs and NUMPs within the Low Carbon Transport for Urban Sustainability (LCO2TUS) initiative launched at COP27. The initiative explicitly called for enhancing coherence between SUMPs, NUMPs and NDCs and aligned its objectives with the Paris Agreement and SDGs. MobiliseYourCity was identified among the contributing entities, reflecting the gradual institutionalisation of mobility planning within the global climate architecture.

Through sustained engagement in the UNFCCC process, coordinated action within the SLOCAT Transport Taskforce, and contributions to the Marrakech Partnership's strategic frameworks, MobiliseYourCity has consistently advanced the case that structured urban mobility planning is indispensable to achieving climate objectives. By linking global climate commitments to concrete planning processes in cities and countries, the Partnership has demonstrated that SUMPs and NUMPs provide a practical interface between international climate ambition and local implementation.

Positioning SUMPs and NUMPs as instruments to achieve the Sustainable Development Goals

In parallel to its climate advocacy, MobiliseYourCity has consistently framed sustainable urban mobility planning as a contribution to the broader objectives of the 2030 Agenda. From the outset, the Partnership has emphasised that Sustainable Urban Mobility Plans (SUMPs) and National Urban Mobility Policies and Investment Programmes (NUMPs) are not only tools to reduce greenhouse gas emissions, but governance instruments that improve access to employment and essential services, prioritise walking and public transport, integrate paratransit systems, and strengthen institutional coordination.

Fig. 27 MobiliseYourCity contribution to the SDGs

3 Ensure healthy lives and promote well-being for all at all ages

Target

3.4 Reduce premature mortality from non-communicable diseases and promote mental health and well-being. 3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.

MobiliseYourCity Contribution

Sustainable urban mobility promotes healthier lifestyles by encouraging walking, cycling and public transport use, increasing daily physical activity and improving well-being. At the same time, safer street design, better traffic management and improved public transport reduce the risks of road traffic injuries and fatalities.

5 Achieve gender equality and empower all women and girls

Target

5.1 End all forms of discrimination against all women and girls everywhere.

MobiliseYourCity Contribution

Transport is not gender neutral. Sustainable urban mobility planning integrates gender-responsive approaches that address women's mobility needs, safety concerns and access barriers, helping close gaps in mobility justice for people of all gender identities and expressions.

8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Target

8.3 Promote development-oriented policies that support productive activities, decent job creation, and the formalisation of micro-, small- and medium-sized enterprises.

MobiliseYourCity Contribution

Urban mobility connects people with jobs, services and economic opportunities, making it a key driver of inclusive economic growth. Supporting the formalisation of informal transport improves working conditions and job security for transport workers, while investments in sustainable transport infrastructure generate employment and strengthen local economies.

9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Target

9.1 - Develop quality, reliable, sustainable, and resilient infrastructure
9.a - Facilitate sustainable and resilient infrastructure development in developing countries

MobiliseYourCity Contribution

The MobiliseYourCity planning methodology promotes climate-compatible and resilient mobility systems through SUMPs and NUMPs. Integrating climate adaptation into mobility planning enables cities and countries to develop infrastructure that is sustainable, resilient to climate impacts and capable of supporting long-term urban development.

This positioning has been grounded in practice. Across successive Global Monitors, the Partnership has documented how integrated mobility planning contributes to measurable development outcomes: improved modal balance, enhanced road safety, increased accessibility for vulnerable populations, and better alignment between transport and land use. By embedding the Enable–Avoid–Shift–Improve (EASI) logic into its advocacy, MobiliseYourCity has consistently promoted a systems-based approach that simultaneously addresses climate mitigation, public health, inclusion, and economic opportunity.

10 Reduce inequality within and among countries

Target

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory policies and practices and promoting appropriate policies and actions.

MobiliseYourCity Contribution

Improving access to mobility strengthens the right to the city for underserved and segregated communities. By expanding affordable and accessible transport services, sustainable urban mobility helps reduce spatial inequalities and enables better access to jobs, services and opportunities.

11 Make cities and human settlements inclusive, safe, resilient, and sustainable

Target

11.2 Provide access to safe, affordable, accessible and sustainable transport systems for all, expanding public transport and improving road safety; 11.6 Reduce the adverse per capita environmental impact of cities, including air quality.

MobiliseYourCity Contribution

MobiliseYourCity supports cities in expanding access to safe, affordable and sustainable transport systems while improving road safety. By promoting public transport, walking and cycling, cities can also reduce transport-related emissions and improve urban air quality.

13 Take urgent action to combat climate change and its impacts

Target

13.2 Integrate climate change measures into national policies, strategies and planning; 13.3 Improve education, awareness-raising and institutional capacity on climate change mitigation and adaptation.

MobiliseYourCity Contribution

Reducing greenhouse gas emissions from urban mobility is at the core of the MobiliseYourCity planning approach. By supporting countries and cities in developing SUMPs and NUMPs, the Partnership links local mobility actions with global climate mitigation and strengthens institutional capacity to measure, plan and reduce transport emissions.

17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

Target

17.3 Mobilise additional financial resources for developing countries
17.9 Enhance international support for capacity building
17.19 Strengthen global partnerships to share knowledge, expertise, technology and financial resources.

MobiliseYourCity Contribution

MobiliseYourCity brings together donors, development agencies, knowledge partners, cities and national governments to advance sustainable urban mobility worldwide. Through this partnership, finance is mobilised, knowledge and tools are shared, and collective action is strengthened to scale up sustainable mobility solutions.

This narrative has also been reinforced through engagement in major development and sustainability fora. MobiliseYourCity has contributed to discussions at the European Development Days, where mobility planning was framed within broader development cooperation and SDG implementation debates. The Partnership also engaged in global platforms such as the World Urban Forum and the UN Sustainable Transport Conference, placing sustainable mobility planning within wider discussions on urban governance, resilience and the implementation of the 2030 Agenda. Participation in the Asia and Pacific Transport Forum and the Hamburg Sustainability Conference further strengthened this positioning, embedding SUMPs and NUMPs within regional and global conversations on sustainable development and inclusive growth.

[Left photo]
European Development Days Brussels, Belgium - 2018

[Right photo]
World Urban Forum 9
Kuala Lumpur, Malaysia – 2018

[Left photo]
European Development Days,
Brussels, Belgium - 2022

[Right photo]
Roundtable before Hamburg Sustainability Conference
Hamburg, Germany – 2024

World Urban Forum 12
Cairo, Egypt - 2024

By consistently engaging in these arenas, the Partnership has positioned mobility planning as a cross-cutting development instrument rather than a purely sectoral transport tool. Through training activities, methodological guidelines, and capacity-building programmes, the Partnership has equipped cities and countries to embed mobility planning within broader urban development strategies, linking transport investments to land use, public health, and economic opportunity.

This dual alignment has enhanced SUMPs and NUMPs' political legitimacy and broadened their relevance for cities and national governments seeking integrated solutions to complex urban challenges.

Unlocking finance and ensuring implementation of mobility plans through structured mobility planning

Building on the positioning of SUMPs and NUMPs within climate and development agendas, MobiliseYourCity has consistently advanced a clear proposition: planning is not an end in itself, but structured mobility planning is a prerequisite for mobilising investment and delivering implementation. By integrating policy reform, infrastructure prioritisation, emissions modelling and stakeholder engagement within a coherent framework, SUMPs and NUMPs create the conditions necessary for financeable transport pipelines.

> “From its early years, the Partnership highlighted the imbalance between transport's share of global emissions and its limited access to climate finance, calling for greater resources to support urban transport decarbonisation.”

From its early years, the Partnership highlighted the imbalance between transport's share of global emissions and its limited access to climate finance, calling for greater resources to support urban transport decarbonisation. This message was carried to COPs and other international forums, including Regional Climate Weeks and the Asia and Pacific Transport Forum, where MobiliseYourCity advocated for stronger integration of transport into Nationally Determined Contributions and for increased financial support to cities. In these arenas, mobility planning was positioned as the bridge between climate ambition and investable action.

[Left photo]
ADB Transport Forum,
Manila, Philippines – 2023

[Right photo]
Transforming Transportation
Washington D.C., USA – 2023

[Left photo]
CODATU Business Club
Paris, France - 2024

[Right photo]
UITP Summit Hamburg, Germany – 2025

Crucially, this proposition has been supported by documented evidence. Successive Global Monitors have tracked the financing leveraged through mobility planning processes, demonstrating tangible outcomes. Leveraged finance increased from EUR 22 million in 2021 to EUR 2.3 billion by 2025. By systematically reporting these results, MobiliseYourCity showed that structured planning is not merely procedural, but catalytic in attracting capital.

Membership in the Partnership has therefore provided cities and countries with more than methodological guidance. It has offered structured access to implementing partners and development finance institutions capable of supporting project preparation and investment mobilisation. Demonstrated leverage has strengthened the attractiveness of the Partnership for both prospective members and donors, reinforcing confidence that mobility planning can translate into funded projects. In line with the Partnership's Strategy 2026–2030 and the EU Global Gateway agenda, MobiliseYourCity has also sought to mobilise private sector engagement around sustainable mobility investments. Platforms such as the UITP Summit 2025 have provided opportunities to connect cities and countries with transport operators, technology providers and investors.

In recent years, the Partnership has extended this approach further along the delivery chain. Implementation support has been formally integrated as a service area, and dedicated funding for pilot projects has marked a shift from plan preparation to on-the-ground execution. This evolution illustrates the maturation of the original advocacy message: when supported by institutional coordination and financial structuring, mobility planning enables implementation.

By consistently linking planning processes to measurable financial outcomes and concrete projects, MobiliseYourCity has demonstrated that SUMPs and NUMPs function as gateways to sustainable transport investment. Advocacy in international forums, combined with transparent reporting and expanding implementation support, has strengthened the credibility of the Partnership as a delivery-oriented platform capable of translating climate ambition into financed action.

Medan
Photo: FadlySuhada

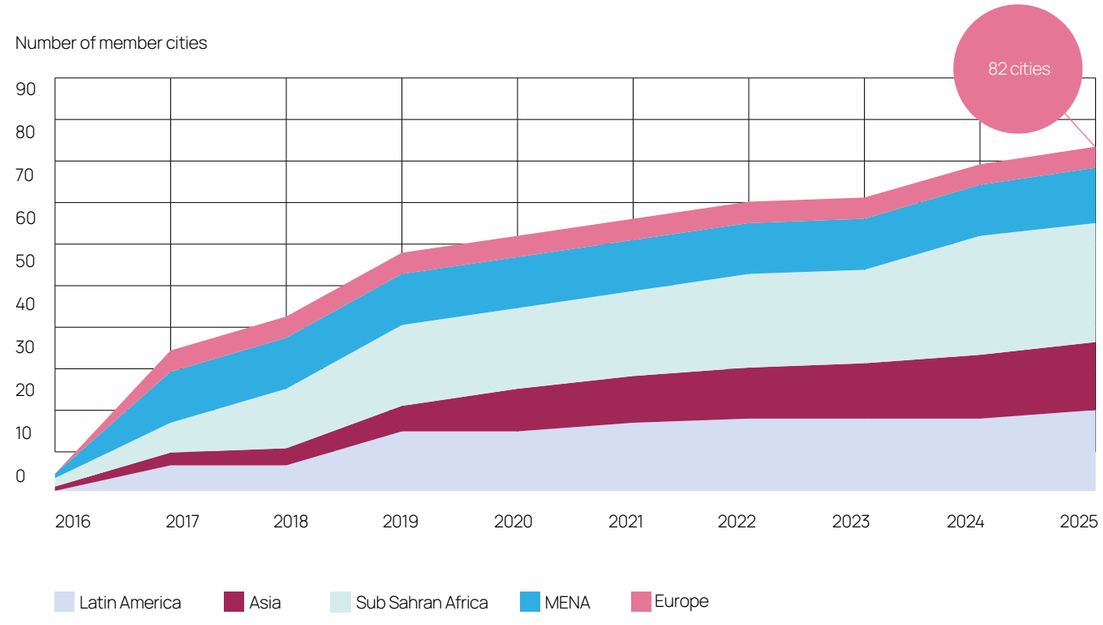
Building a growing coalition of cities and countries aligned around common objectives

From its early years, MobiliseYourCity has not only sought to expand its membership but to build a coalition of cities and countries committed to advancing sustainable urban mobility through shared principles and methodologies. By signing the MobiliseYourCity Declaration and engaging in the development of Sustainable Urban Mobility Plans (SUMPs) or National Urban Mobility Policies and Investment Programmes (NUMPs), members align around common objectives: integrated planning, climate compatibility, social inclusion and evidence-based decision-making.

The sustained growth of the Partnership over the past decade reflects the consolidation of this coalition. In its first four years, from 2016 to 2020, the Secretariat prioritised recruiting cities and countries to establish MobiliseYourCity as a recognised global initiative and to create a critical mass of committed actors. This expansion phase laid the foundation for a community of practice that spans regions and governance levels, anchored in a shared mobility planning methodology.

As the initiative matured, the focus shifted toward strengthening the service offer and deepening engagement with existing members. Yet membership continued to grow organically, indicating that the vision underpinning the Partnership, systemic mobility planning as a pathway to low-carbon and inclusive urban development, had gained independent traction. By 2021, the Partnership counted 63 member cities and 15 member countries. Growth has continued steadily, reaching 82 member cities and 16 member countries by 2026.

Fig. 28 MYC Member Cities – cumulative growth per region



This expansion is not merely quantitative. Each new member strengthens the collective voice of cities and countries advocating for integrated mobility planning within national, regional and global debates. Through peer exchanges, regional meetings and participation in international fora, MobiliseYourCity has enabled its members to share experiences, showcase progress and reinforce common messages. In doing so, the Partnership has contributed to shaping a movement of cities and countries leading the way on sustainable urban mobility.

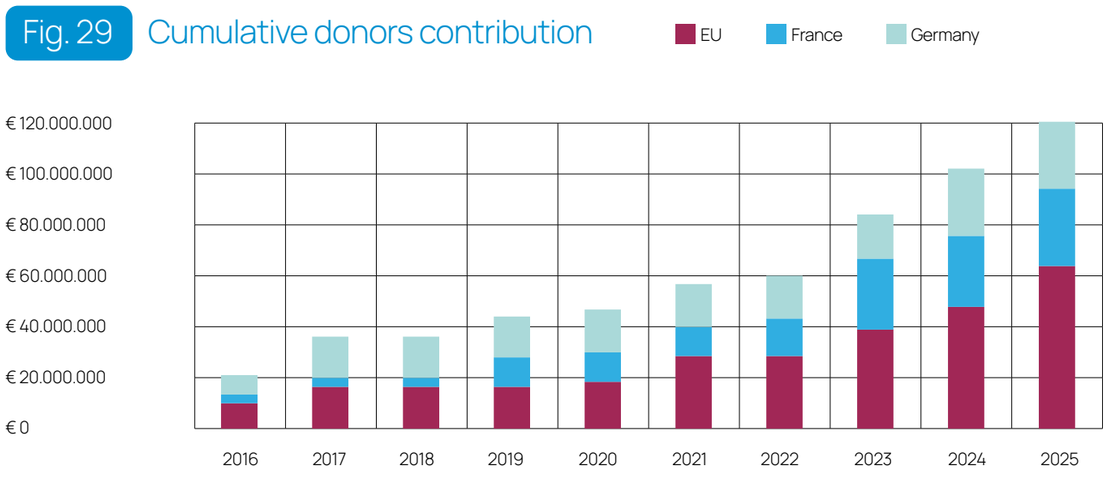
Since 2025, the Secretariat has taken a more discerning approach to expanding this coalition. Building on a decade of demonstrated delivery and strengthened methodologies, renewed outreach efforts aim not only to increase numbers but to broaden the geographical and political reach of the movement. The continued interest from cities and countries suggests that the Partnership's advocacy message resonates, but also that there is growing recognition of the value of acting collectively through a structured and shared framework.

From initiative to Partnership: Ten years of institutional development

Ten years after its launch at COP21, MobiliseYourCity has evolved from a newly established initiative into a mature global partnership with sustained political recognition, diversified donor support and an expanding service portfolio. Longevity in itself represents an advocacy achievement in a climate landscape where many initiatives struggle to maintain momentum beyond their initial launch phase. The Partnership has navigated shifts in development finance, evolving geopolitical contexts, and changing climate priorities while maintaining its core mission: promoting collaborative, evidence-based mobility planning as a pathway to low-carbon, inclusive cities.

Over the decade, donor engagement has progressively broadened. What began with core support from EU DG INTPA, FFEM and the French Ministry for Ecological Transition expanded to include German ministries and development agencies, with strengthened commitments from AFD and BMZ and, more recently, from EU DG NEAR. This diversification across climate and development portfolios signals institutional confidence in the Partnership's ability to deliver measurable results. Rather than relying on short-term project funding, MobiliseYourCity has secured sustained backing that supports both technical assistance and implementation-oriented activities.

Fig. 29 Cumulative donors contribution



At the same time, the Secretariat's role has evolved. Initial efforts focused on establishing the Partnership and scaling membership. As the initiative matured, emphasis shifted toward strengthening methodological guidance, expanding capacity-building, and improving monitoring tools such as the Emissions Calculator. In recent years, implementation support has been formally integrated as a service area, reflecting an adaptive response to member demand and to the broader shift in international climate finance toward tangible results.

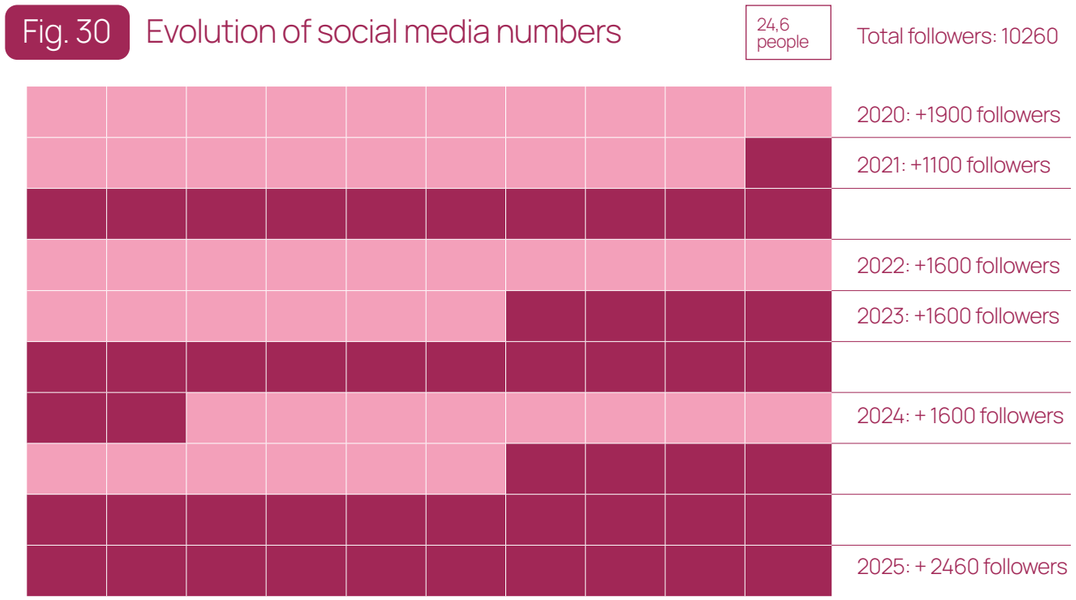
Institutional maturity has also been reflected in the expansion of the Partnership's knowledge and communication reach. Over the past decade, MobiliseYourCity has strengthened its digital presence, growing its newsletter subscriber base, increasing website traffic, and expanding engagement across social media platforms. These channels have enabled the Partnership to disseminate methodological guidance, showcase member achievements, and contribute to global debates on sustainable mobility beyond formal policy arenas.

By 2026, the Partnership's newsletter reaches 3,000 subscribers, the website attracts approximately 45,000 annual visitors, and its social media channels connect with more than 10,000 followers globally.

Mandalay
Photo: RenaudConfavreux

Growth and Impact of MobiliseYourCity Communication

Fig. 30 Evolution of social media numbers



Other interesting facts and numbers from socials

Since the launch of the social pages, the account has achieved an average annual growth rate of over 40% through 2025, demonstrating sustained expansion over time. Across all platforms (LinkedIn, Facebook, X, and YouTube), we have published 4,160 posts to date.

Fig. 31 LinkedIn Audience Overview

LinkedIn is our main communications channel, reaching over 7,000 followers.Audience breakdown by sector:

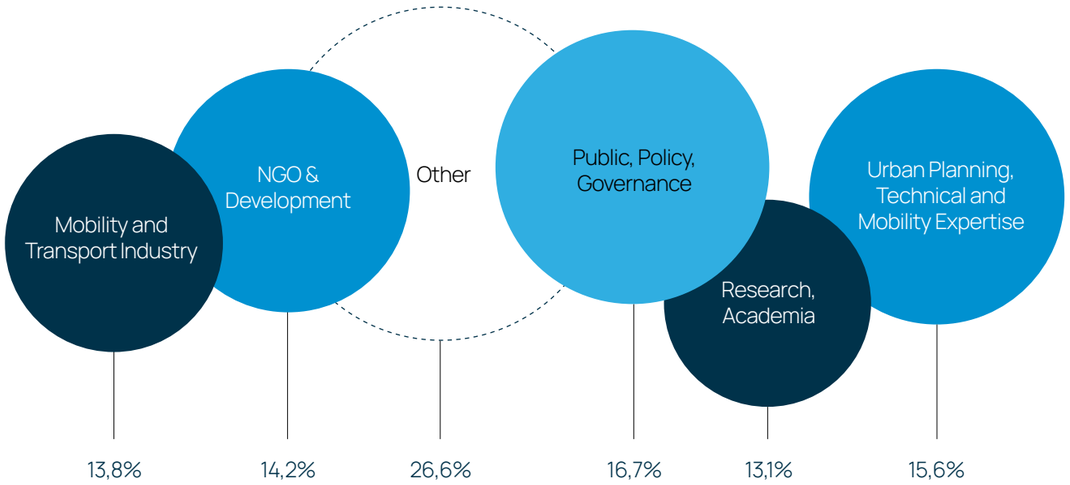


Fig. 32 Website numbers

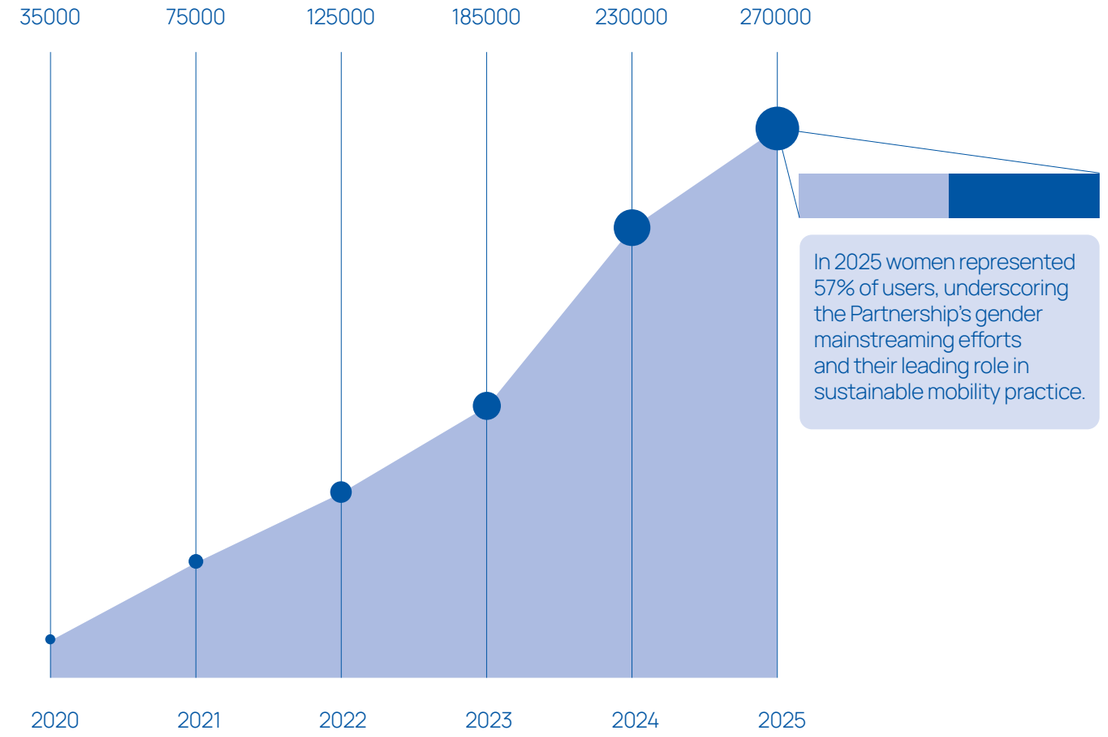
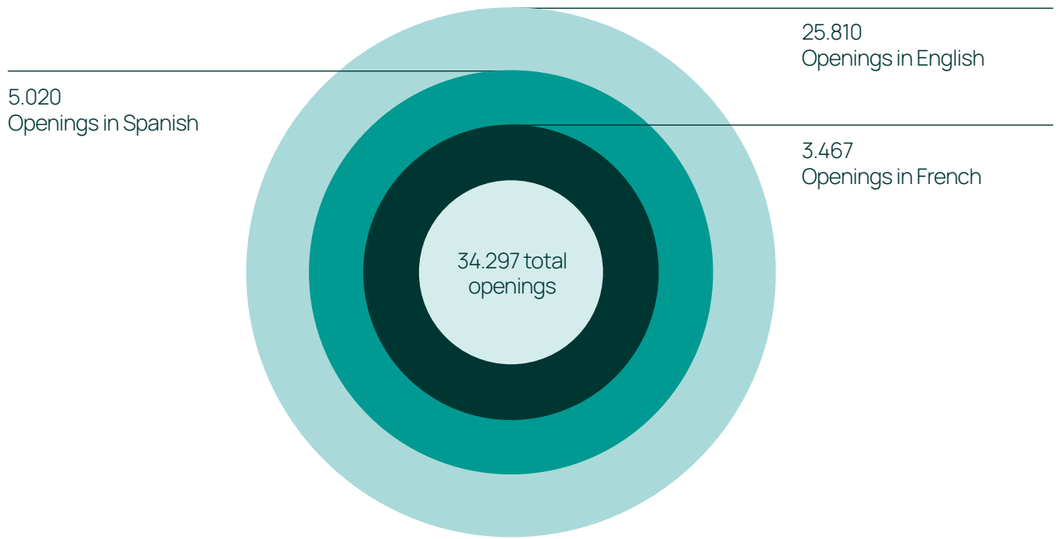


Fig. 33 Newsletter numbers

Since 2020, we have delivered 27 editions of the Connections newsletter to our 3,000 subscribers in three languages.



[Next page]
Marrakech
Photo: Mourad Saadi

Institutionally, MobiliseYourCity has maintained its anchoring within the Marrakech Partnership for Global Climate Action while continuing to engage in collaborative platforms such as the SLOCAT Transport Taskforce. This continuity has allowed the Partnership to remain relevant as global climate discourse has evolved, from initial ambition-setting toward implementation and accountability. The creation of thematic working groups on urban logistics and paratransit decarbonisation demonstrates how advocacy has evolved toward coalition-building and structured thematic leadership.

The past decade has therefore been characterised not only by growth, but by consolidation and adaptation. MobiliseYourCity has expanded its membership, increased leveraged finance, strengthened donor partnerships and broadened its methodological and implementation support. It has demonstrated an ability to evolve alongside changing global priorities while maintaining a clear and consistent advocacy message.

As the Partnership enters its second decade, this institutional maturity provides a stable foundation for renewed scaling efforts. The continued interest from cities, countries and donors suggests that the model developed over the past ten years has moved beyond experimentation and is now recognised as a structured pathway to support low-carbon and inclusive urban mobility transitions. MobiliseYourCity's advocacy will continue to focus on ensuring that mobility planning remains aligned with Paris Agreement objectives and SDG implementation, while balancing the practical needs of cities and countries striving to deliver equitable, resilient transport systems.

Chapter 6

Looking Forward

Strengthening the Partnership's role as a platform supporting countries and cities in developing coherent mobility frameworks and investment pipelines for sustainable urban transport

MobiliseYourCity 2026–2030: A Partnership Renewed for the Next Decade of Urban Mobility

As urbanisation accelerates across Africa, Asia and Latin America, cities are becoming decisive arenas for delivering the objectives of the Paris Agreement, the Sustainable Development Goals and the EU's Global Gateway strategy. In this context, the MobiliseYourCity Strategy 2026–2030, which will be adopted in 2026, will strengthen the Partnership's role as a platform supporting countries and cities in developing coherent mobility frameworks and investment pipelines for sustainable urban transport.

At the same time, the Strategy positions sustainable urban mobility as a strategic lever for strengthening economic resilience, trade connectivity and mutually beneficial cooperation between Europe and its partners. Efficient urban transport systems underpin the functioning of key infrastructure, including ports, industrial zones and regional corridors, enabling cities to act as productive nodes within global value chains.

Developed through sustained dialogue with its partners, the Strategy clarifies the Partnership's priority objectives for the coming years.

1 Anchor sustainable urban mobility policies and planning in global climate and development frameworks

Strengthen SUMPs and NUMPs as strategic tools that connect local mobility priorities with international climate, development and investment agendas while promoting low-carbon, resilient and inclusive systems.

2 Accelerate the transition from planning to implementation

Support cities and countries in moving from approved plans to concrete action by reinforcing governance, institutional capacity and project readiness.

3 Improve coordination and alignment of partner-supported investments

Enhance alignment among development partners to ensure technical assistance and investments are coordinated around agreed mobility priorities and existing planning frameworks.

4 Integrate economic and strategic dimensions into mobility planning

Embed economic competitiveness, innovation and strategic value creation into mobility planning to better contribute to local development goals.

5 Scale capacity development through innovative and accessible delivery approaches

Expand and modernise capacity-building efforts through digital tools, peer learning and partnerships to reach a wider audience.

6 Expand advocacy and engagement on sustainable mobility to mobilise broader support and investment

Strengthen outreach and stakeholder engagement to catalyse public and private investment in sustainable urban mobility.

MobiliseMENA: Renewed Engagement in the Southern Neighbourhood

The MobiliseYourCity Partnership will launch the MobiliseMENA project, targeting sustainable urban mobility in the EU Southern Neighbourhood. The project is supported by the European Commission Directorate-General for the Middle East, North Africa and the Gulf (DG MENA), contributing EUR 6.0 million, alongside EUR 0.65 million from the German Federal Ministry for Economic Cooperation and Development.

MobiliseMENA marks a renewed engagement in a region where the Partnership has already laid important foundations. Earlier MobiliseYourCity activities included capacity development and Sustainable Urban Mobility Planning in Morocco, as well as the development of a National Urban Mobility Policy and Investment Programme in Tunisia.

Building on these initial efforts, MobiliseMENA will expand support across the region with a stronger focus on implementation and project preparation. The project will support the development and implementation of SUMPs and NUMPs, provide targeted assistance in selected cities in Morocco and Tunisia, and strengthen institutional capacities through regional training and peer exchange, while aligning mobility priorities with the Sustainable Development Goals, the Paris Agreement and the Union for the Mediterranean Urban Development Agenda 2040.

Accelerating the Implementation of Sustainable Urban Mobility Plans

Demand for the Partnership's support has increasingly expanded beyond the development of Sustainable Urban Mobility Plans (SUMPs) to include their implementation. In response, MobiliseYourCity has structured its implementation support around three core policy areas: governance, paratransit and active mobility.

MobiliseYourCity will deepen collaboration with key partners, including the private sector, to help cities and countries move from planning to action. Through engagement platforms such as CODATU Club Affaires and Movin'On, as well as regional industry events, the Partnership will mobilise private-sector expertise and investment to scale up innovative mobility solutions identified in SUMPs and National Urban Mobility Policies and Investment Programmes (NUMPs).

The Partnership will also reinforce support for project preparation and financing readiness. The City Climate Finance Gap Fund, managed by the European Investment Bank, provides an important opportunity to strengthen early-stage planning, project definition and finance readiness for climate-aligned urban mobility investments.

MobiliseYourCity is preparing a set of operational Terms of Reference covering paratransit electrification for two- and three-wheelers, integrated street management ("Sharing the Road"), and sustainable long-term financing for public transport.

Partners have also identified a significant financing gap for walking and cycling infrastructure in member cities: while SUMPs outline more than EUR 2.6 billion in investment needs, only EUR 45 million has been mobilised to date. To help bridge this gap, MobiliseYourCity will publish a study on active mobility case studies and advocacy strategies, funded by Agence Française de Développement in cooperation with Walk21 and the European Cyclists' Federation.

The Secretariat will also publish a synthesis of lessons learned from ten years of SUMP and NUMP support, highlighting practical insights for advancing sustainable urban mobility implementation.

Advancing a New Generation of Sustainable Urban Mobility Plans

MobiliseYourCity will continue supporting the development of new Sustainable Urban Mobility Plans (SUMPs), further consolidating long-term and systemic mobility reforms across partner regions. Upcoming SUMPs in Thiès, Senegal (supported by Agence Française de Développement through CETUD), Harare, Zimbabwe (supported by the European Investment Bank through the City Climate Finance Gap Fund and implemented by GIZ), and four cities in Peru (financed by the European Union's LACIF facility through KfW) illustrate a growing and diversified pipeline of sustainable urban mobility investments.

This new generation of cities will benefit from the experience of a rapidly expanding MobiliseYourCity community. More than 30 partner cities have already completed their SUMPs, creating a strong base of peer learning and practical experience from which new cities can draw. At the same time, cities entering the process today benefit from the most robust methodological offer the Partnership has developed to date, reflecting ten years of accumulated operational experience and the continuous refinement of planning tools, guidance and implementation methodologies.

Looking ahead, the European Union's Urban Nodes programme is expected to further expand financing opportunities for SUMP development, particularly across Africa. This evolving landscape positions MobiliseYourCity to play a central role in supporting cities to develop coherent mobility strategies and translate them into investment-ready project pipelines.

Scaling Capacity Development and Practitioner Engagement

Three toolkits will be developed focusing on urban governance, urban freight and logistics, and the management of transport-related air pollutants. These will be complemented by webinars on operational topics including financing urban mobility, a greenhouse-gas emissions calculator incorporating paratransit activity, methodologies for stakeholder analysis in the paratransit sector, and roadmaps for paratransit decarbonisation.

In-person training sessions will take place at major sector events, including the CODATU-organised International Conference on Sustainable Mobility and Climate (CIMDC2026) and the Partnership's 10-year anniversary event, as well as dedicated training activities in Yaoundé. The CIMDC2026, scheduled in Abidjan in October 2026, will convene the African Community of Practice established under the Partnership.

MobiliseYourCity will also continue testing engagement formats aimed at broadening practitioner participation, including the Expert Voices series launched in 2025 and training modules involving private-sector expertise.

Enhancing Visibility, Accessibility and Outreach

In 2026, MobiliseYourCity will invest in targeted communication developments to make its knowledge products, tools and results more visible and accessible to practitioners, policymakers and partners.

The Partnership will redesign its website, improving navigation and information architecture to make resources easier to find and use. The new platform will be built in accordance with European accessibility standards and will reflect MobiliseYourCity's updated visual identity.

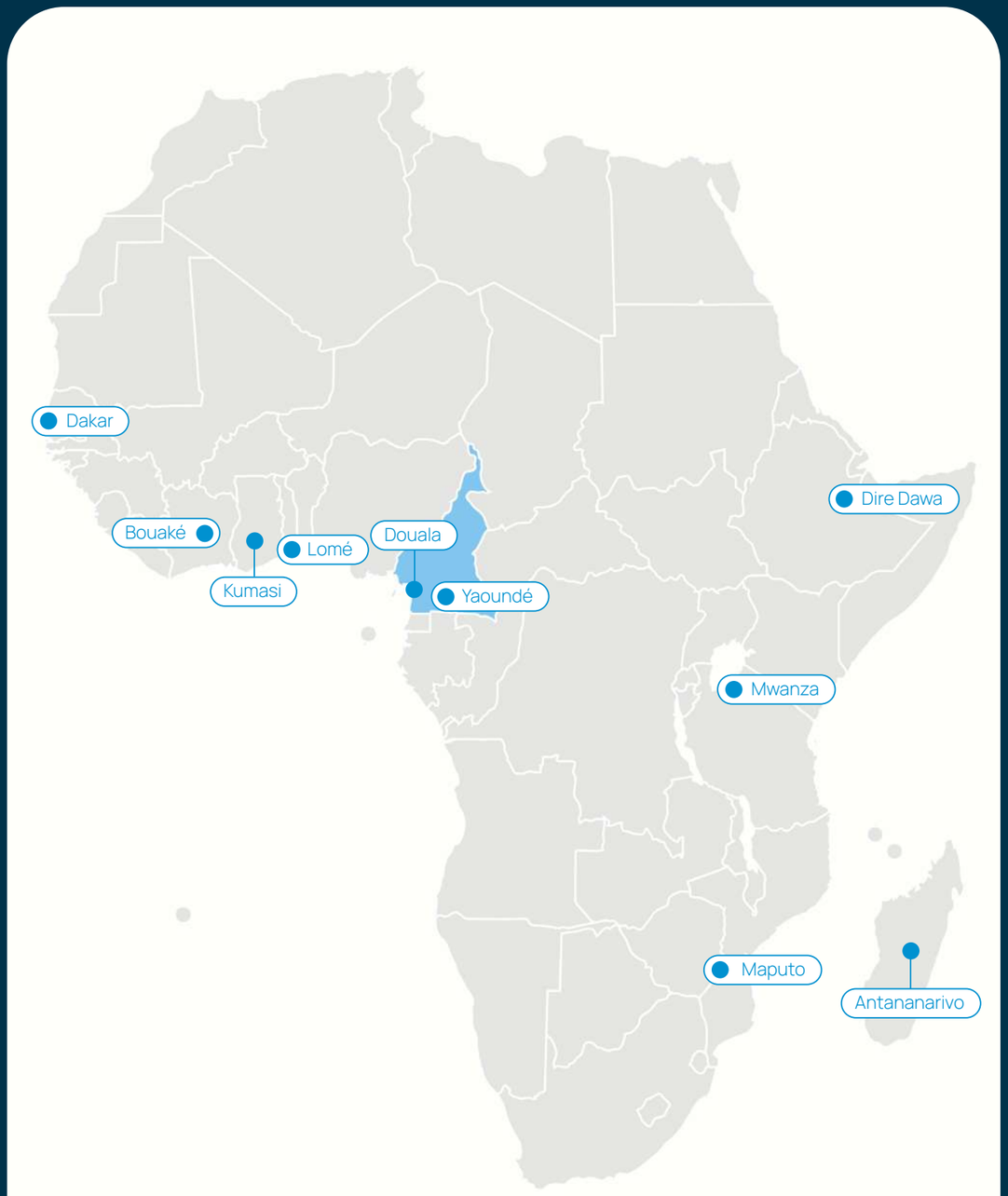
Beyond the website, MobiliseYourCity will adapt its social media presence to better match evolving digital audiences. A dedicated Instagram account (@mobilise.yourcity) has been launched to engage a broader community of urban mobility professionals and researchers. The Partnership will also begin transitioning from X to Bluesky and will launch a Spotify channel hosting the Expert Voices series as a podcast.

[Next page]
Ahmedabad
Photo: PranavPanchal

Chapter 7

City and country factsheets

Sub-Saharan Africa



Countries

Cities

Cameroon

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	27,744,989
Growth rate	→	2.54%
Percentage of urban population	→	57%
GDP per capita	→	USD 1,498
Percentage of the population living below the national poverty line	→	69%
Annual average infrastructure expenditures as a percet of GDP	→	1.8%
Nationally Determined Contribution (NDC)	→	No quantified transport related NDC
National GHG emissions per capita	→	0,4 (tCO2eq)
Proportion of transport-related GHG emissions	→	53%
Exposure to climate change	→	HIGH

Context

Cameroon is undergoing a rapid population growth. With over 55% of the population living in cities, it is the most urbanised country in Central Africa, and the urban population is expected to reach 22 million by 2035. The geographical, economic, and social context of the country is complex and diverse, but is largely dominated by two major cities, Douala, the economic capital, and Yaoundé, the administrative capital.

Yet the quality and efficiency of urban mobility systems, and ultimately their performance, are not satisfactory. Growing congestion in cities and the unpredictability of traffic are the most visible signs of these problems. The slowness, cost, and discomfort of mostly informal public transport also greatly affect populations who have no other choice for their journeys. Walking is particularly neglected in Cameroonian cities. The high number of accidents and victims, often pedestrians, calls for emergency measures. Finally, Cameroon's greenhouse gas emissions from urban transport, although very low in absolute terms, could be addressed more effectively.

Generally speaking, and with the notable exception of Douala, urban communities have neither the institutional nor the human resources to carry out some of the essential tasks entrusted to them by law, in particular the organisation and management of public transport and traffic management. Urban communities also do not fulfil their role in the continuous monitoring of urban mobility, its performance, and the services provided to citizens by urban transport infrastructure and systems.

In this context, as Sustainable Urban Mobility Plans were being developed for Douala and Yaoundé, it appeared necessary for Cameroon to have a National Urban Mobility Policy (NUMP) that facilitates and guides local actions and is shared and appropriated by all actors, whether at the city or State level.

The NUMP was delivered and presented in September 2019 during the MobiliseYourCity Africa Mobility Conference, organised in Yaoundé.

Support from the Partnership

Technical Assistance: National Urban Mobility Policy or Program (NUMP)
Type of NUMP: Policy NUMP
Funded by: European Union
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity Africa Program
Local counterpart: Ministère de l'Habitat et du Développement Urbain
Final NUMP report: **NUMP CameroonIMobiliseYourCity**

The main purpose of the NUMP:

Offer cities a general enabling framework for SUMPs.

Objectives

The NUMP for Cameroon provides guidance and action recommendations focusing on four main targets:

- Reinforcement of urban mobility governance;
- Increase of financing resources for urban mobility;
- Restructuring, modernisation, and public transport;
- Better use of state-of-the-art transport technologies.

Status of implementation

Project start date: 2018 Q1
NUMP adoption date: 2019 Q3

Completed outputs:

- National Urban Mobility Policy: Diagnosis, national vision, and strategic measures for its realisation

NUMP key measures and cost estimates

The following list highlights the most significant measures and recommendations identified in the NUMP.

Measure	Cost estimate (EUR)
1. Strengthen the governance of urban mobility • Strengthen the capacity of urban communities • Better integrate the activities of all urban mobility stakeholders • Strengthen MINHDU • Develop human resources and capacities at all levels • Develop governance tools • Develop an approach for the metropolitan governance of urban governance of urban mobility	N/A
2. Improve the financing of urban mobility • Increase planning and spending capacities of urban communities on urban mobility • Strategic area: The State must continue to finance urban mobility while optimising its contributions	N/A
3. Restructure and modernisation of public transport • Introduce in Yaoundé and Douala strong public transport axes by bus, starting with the congested roads • Organise and professionalise the motorbike taxi sector by building on existing structures to drive organisation • Organise and professionalise taxi services in the main cities and encourage the development of new taxi services	N/A
4. Better use of transport technologies • Gradually improve the vehicle fleet • Improve road maintenance technologies • Develop knowledge of the issues and institutional capacities in the digital field, and promote pilot projects	N/A

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Urban Platform in Cameroon[1]	EU	Grant	Secured	4,900,000

[1] https://www.expertisefrance.fr/fr/projets/plateforme-urbaine-au-cameroun

Perspectives for implementation

Cameroon has a strong partnership with the EU and EU member states to implement mobility planning[2]

Cameroon has established a robust and multifaceted partnership with the European Union and EU Member States that extends to sustainable urban mobility planning and related transport reforms. Under the EU-Cameroon Partnership framework, the European Union supports Cameroon in strengthening strategic transport infrastructure, improving urban mobility in major cities, and enhancing resilience in planning processes, including backing for sustainable urban mobility plans (SUMPs) in Douala and Yaoundé and climate-resilient urban planning in other regions. This cooperation is part of broader EU efforts to promote sustainable development, regional connectivity, and inclusive growth. It is implemented through mechanisms such as technical assistance, grant funding, and coordinated actions with development partners. The partnership reflects a long-standing commitment to shared development objectives and provides a significant source of support for mobility planning and implementation in Cameroon's urban centres.

Last updated December 2025

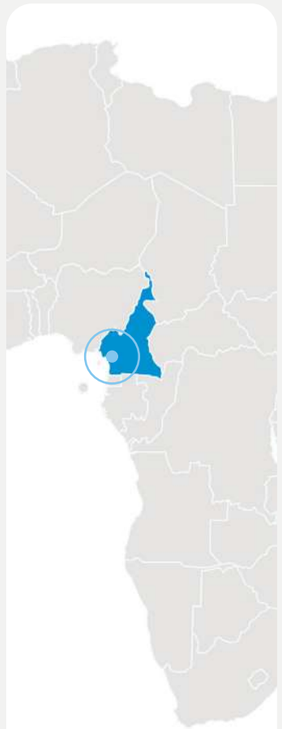
[2] https://international-partnerships.ec.europa.eu/publications-library/eu-cameroon-partnership-infographic_fr

Douala, Cameroon

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	923 km²
Population	→	3,663,227
Growth rate	→	3.6%
Regional capital city		
GDP per capita	→	USD 2,952
Baseline motorisation rate	→	≈20 automobiles / 1,000 inhab.
Modal share		
Minibuses (paratransit)	→	1%
Walking	→	35%
Private cars	→	5%
Private motorbikes or 2-wheelers	→	4%
Taxis (paratransit)	→	12%
Moto taxis (paratransit)	→	40%
Other	→	3%
National GHG emissions per capita	→	0.4 (tCO2eq)
Exposure to climate change	→	HIGH



Context

The port city of Douala, Cameroon's central economic hub, lies on a low coastal plateau with numerous natural drainage channels and flood-prone valleys. With a population of more than 4 million, projected to reach 5 million by 2030[1], Douala is a dynamic, fast-growing city. Douala's rapid growth is particularly pronounced on the outskirts, where access to formal public transport services is low or non-existent. Urban sprawl forces people to travel farther to access jobs, markets, health care, and education. The low quality and inadequacy of infrastructure for walking and cycling add to the low provision of public transport services.

This combination of factors pushes travellers to rely on informal motorcycle taxis and mini-bus services instead of more sustainable modes such as walking, cycling and higher-capacity public transport. Informal transport services have taken an increasingly large modal share in outlying areas and in the city centre. This entails threats to the citizens' health, safety, and comfort, as the precariousness of working conditions and high competitiveness of paratransit services are associated with a higher risk of traffic accidents and sexual harassment toward women. Ageing or badly maintained vehicles also significantly increase air and water pollution and greenhouse gas emissions.

Regulating and supervising urban development are significant challenges for public authorities, as a large percentage of urban territory is subject to unsanctioned land use, which is associated with the isolation of working-class neighbourhoods, the lack of tertiary roads, the saturation of industrial zones, and the growth of informal settlements on often unsuitable land.

In addition, the lack of dialogue between land-use planning and mobility planning authorities exacerbates the urban transport problem. Above all, creating the conditions for viable integration between urban and transport planning is necessary. This diagnosis has led to the recognition of the need to adopt a more operational planning approach than previously used to respond to the challenges posed by the rapid development of metropolitan areas.

[1] https://worldpopulationreview.com/cities/cameroon/douala

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Founded by: European Commission and Fonds Français pour l'Environnement Mondial (FFEM)
Funding amount: EUR 400,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity Africa Program
Local counterpart: Urban Community of Douala
Consultant(s) involved: SYSTRA
Project start date: 2018 Q1
SUMP completion date: 2019 Q3
Final SUMP report: No public SUMP report available

Supported activities:

- Organisation of Mobilise Days, in conjunction with Yaoundé, to officially launch SUMP development and raise awareness.
- Preparation of a Sustainable Urban Mobility Plan for Douala, with three main objectives:
  - → Enhancing citizens' access to destinations, activities and services offered in Douala;
  - → Enhancing the urban environment in Douala;
  - → Renewing the governance of Douala, its mobility, and projects

Completed outputs:

- Sustainable Urban Mobility Plan

Diagnosis
Vision and goals
Action and financing plan

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measures	Cost estimates (EUR)	Proposed financing source	Implementation by
Physical investments (infrastructure, rolling stock, etc.)	547,000,000		
Road infrastructure projects	107,000,000	Domestic financing	2021
Purchase of 283 Bus 12m 2021: 150 2024: 133	66,000,000 2021: 33,000,000 2024: 33,000,000	World Bank & Domestic Financing	2021 2024
Bus facilities (stations)	24,000,000 2021: 4,000,000 2024: 20,000,000	World Bank & Domestic Financing	2021 2024
Purchase of 164 BRT 18m 2021: 50 2024: 75 2029: 39	66,000,000 2021: 20,000,000 2024: 30,000,000 2029: 16,000,000	World Bank & Domestic Financing	2021 2024 2029
BRT facilities (stations)	92,000,000 2021: 18,000,000 2024: 49,000,000 2029: 25,000,000	World Bank & Domestic Financing	2021 2024 2029
Cable Car line	26,000,000	World Bank & Domestic Financing	2024
Development of 5 major multimodal interchange centres and 15 transfer points	15,000,000 2021: 4,000,000 2024: 6,000,000 2029: 5,000,000	World Bank & Domestic Financing	2021 2024 2029
Walking plan	15,000,000 2021: 3,000,000 2024: 7,000,000 2029: 5,000,000	World Bank & Domestic Financing	2021 2024 2029
Investments for cycling	5,000,000 2024: 1,000,000 2029: 4,000,000	World Bank & Domestic Financing	2024 2029
Reinforcement of the river links to Manuka	4,000,000	Domestic financing	2021
Development of river and rail transport infrastructure	5,000,000	Domestic financing	2029
Centralised Control Centre	10,000,000 2021: 3,000,000 2024: 4,000,000 2029: 3,000,000	World Bank & Domestic Financing	2021 2024 2029
Project management, call for interest and contingency provision	63,000,000 2021: 15,000,000 2024: 37,000,000 2029: 11,000,000	Domestic financing	2021 2024 2029
Development of logistical hubs and truck parking spaces	11,000,000 2024: 7,000,000 2029: 4,000,000	Domestic financing	2024 2029
Complementary actions and policy reforms in three phases	38,000,000 2021: 10,000,000 2024: 10,000,000 2029: 38,000,000		
Technical (studies, plans, designs, etc.)			
Short-term complementary studies and strategy setting			2021
Guidelines for logistics platforms and truck parking			2021
Concerted plans and strategies for • upkeep and maintenance of the road network • valorisation/distribution of the public space • Tariff and ticketing of public transport			2021
Integration of mobility and other urban networks (water, sewage, energy, waste)			2024
Municipal traffic and parking plans			2024
Anticipation of plans after the SUMP			2029
Policy & regulation			
Informal transport project Continuous formalisation of motorcycle taxis and informal buses through establishing a new institution responsible for vocational training, schedule regulation, and administrative formalisation.		European Union	2024
Implementation of a digital action plan • Open data policy • Support the development of information and service platforms • Mobility Observatory			2024
Strengthening the capacity of police officers in mobility			2024
Adaptation of public transport services and recruitment policy to tackle gender-related issues			2024
Improved road upkeep and maintenance			2024
Improved road signage			2024
Creation of a transport organising authority		European Union	2029
Monitoring and reporting on air quality and water pollution			2029
Emergence of new public transport operators			2029
Public support for the adoption of clean vehicles through financial incentives			2029
Optimised integration of port activities and reconversion of industrial disused sites			2029

The following table summarises the total capital expenditure (CapEx) estimates for different measures in the SUMP.

Urban transport investment measures	Capex estimate (EUR)
Public transport and NMT	328,000,000
Street shaping urban roads and traffic management	107,000,000
Other measures	74,000,000
Total	509,000,000

Projected impacts

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2019	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO2eq)	-0,19 Mt CO2eq -20 %	0.548 Mt CO2eq	0.95 Mt CO2eq	0.76 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	-36 kg CO2eq / capita -20.7 %	161 kg CO2eq/ capita	174 kg CO2eq/ capita	138 kg CO2eq/ capita
Access Increase the proportion of the population living within 500 meters or less of a public transport stop.	Improved but not quantified	Not quantified	Not quantified	Not quantified
Air pollution Decrease in mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations.	Improved but not quantified	Not quantified	Not quantified	Not quantified
Modal share Increase in the modal shares of trips by public transport, walking and cycling	Formal public transport : +5% Informal public transport: 0% Walking : +6% Cycling : 0% **TOTAL : +6%**	Formal public transport : 2% Informal public transport: 1% Walking : 35% Cycling : 0% **TOTAL : 38%**	Formal public transport : 1% Informal public transport: 0% Walking : 34% Cycling : 0% **TOTAL : 35%**	Formal public transport : 6% Informal public transport: 0% Walking : 40% Cycling : 0% **TOTAL : 46%**
Road safety Decrease in traffic fatalities in the urban area per 100,000 inhabitants	Improved but not quantified	Not quantified	Not quantified	Not quantified

Finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Implementation of SUMP soft measures	European Union	Grant	Secured	2,000,000

Associated financing

Description	Source of financing	Type	Status	Amount (EUR)
Douala BRT and other investments	World Bank	Loan	Secured	400,000,000
Domestic contribution to the BRT and other investments	Government of Cameroon	Budget allocation	Secured	50,000,000
Private investment in the BRT project	Public-Private Partnership	Equity	Secured	19,000,000

Perspectives for implementation

The Douala Urban Mobility Project (PMUD) aims to implement BRT and improve moto-taxi services in Douala.

The Douala Urban Municipality (CUD) will implement two of the main measures of the SUMP adopted in 2019 through the Douala Urban Mobility Project (PMUD), signed in August 2024 between the State of Cameroon and the World Bank. The main objective of this project is to improve urban mobility by implementing a pilot BRT corridor in Douala, and to support economic and inclusive development along the BRT and feeder lines. The project will also help improve governance in the sector, strengthen stakeholders' roles in urban mobility, and improve the service and working conditions of moto-taxis in Douala. Douala's BRT will be based on Dakar's experience[2].

The planned Bus Rapid Transit (BRT) system in Douala is being developed with a view toward adapting the Senegalese BRT model used in Dakar. As part of this effort, a delegation from Douala led by Cameroon's Minister of Habitat and Urban Development conducted a benchmarking mission to Dakar in February 2025 to study the implementation, operations, and institutional arrangements of the Dakar BRT. During the visit, the delegation met with Senegalese counterparts, toured key infrastructure and stations, and exchanged technical insights to inform the design of Douala's own system. This approach reflects a deliberate effort by Cameroonian authorities to learn from Dakar's experience and best practices to tailor a BRT solution that can effectively address Douala's urban mobility challenges and support a more efficient, sustainable public transport network.

[2] https://citieshebdo.com/2025/03/05/cooperation-sous-regionale-douala-sinspire-du-modele-senegalais-de-bus-rapid-transit-pour-revolutionner-sa-mobilite-urbaine

Insights from practice: lessons learned from the SUMP process

The Douala Urban Mobility Project (PMUD) aims to implement BRT and improve moto-taxi services in Douala.

It links mobility and urban planning, incorporates existing actors and transport modes, and proposes innovative solutions beyond road infrastructure, such as constructing a cable car line.

The SUMP's Action, Financing and Governance Plan is fully fundable from existing financial resources, newly identified resources, and international finance. It is based on a transport investment plan from the previous decade, with additional revenue from higher fuel taxes, car ownership, and parking. Funding is sourced from the public budget, resulting in a positive revenue-to-expenditure ratio for the operation of the public transport network. The SUMP is also tailored to the area's context, location, and specificities, ensuring a progressive and realistic implementation of the plan.

The Douala SUMP is inclusive, facilitating information workshops and thematic focus groups that include young people, women, and actors from both modern and informal private sectors. This participatory process identifies overlooked issues affecting population groups and devises appropriate solutions. Notably, these public and stakeholder consultations mobilised new actors to organise a car-free day.

Significant governance and institutional reforms are prerequisites to SUMP implementation.

Although the Douala Sustainable Urban Mobility Plan (SUMP) has strengths and opportunities, structural and urban limitations remain. The liberalisation of the economy and decentralisation have led to a proliferation of actors with diverse interests, sometimes in conflict with existing laws and regulations, complicating the organisation of the transport sector.

The management of regulatory urban planning poses a significant challenge in Douala and other African cities of similar size, given the creation of new districts on the outskirts, which necessitate new infrastructure and improvements in urban transportation. However, given the city's current investment and management capacity, these may not be sustainable.

Additionally, mobility data is often outdated and unavailable in a format suitable for long-term urban planning. Institutional reforms are necessary, including establishing a Transport Organising Authority, an Urban Planning Agency, and a Mobility Observatory to improve coordination between urban planning and mobility. These institutions should prioritise the representation of women and consider vulnerable groups, such as children and older people, who face systemic mobility challenges, such as safety and lack of suitable infrastructure, as identified by the diagnostic.

Highlights from the past year

Communication campaigns on the BRT construction have kicked off

The Bus Rapid Transit (BRT) project in Douala is entering a new phase of its implementation. On September 11, 2025, the city's mayor, Roger Mbassa Ndine, officially launched the community awareness campaign in the presence of the Minister of Housing and Urban Development, Célestine Ketcha Courtès[3].

Last updated December 2025

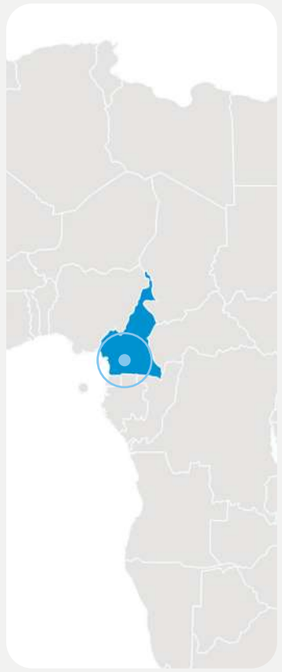
[3] https://www.investiraucameroun.com/gestion-publique/1209-22442-bus-rapid-transit-a-douala-lancement-de-la-sensibilisation-communautaire-avant-les-travaux-annonces-pour-2026

Yaoundé, Cameroon

Sustainable Urban Development Plan — Completed — Page 143
SUMP Implementation Support — Ongoing — Page 153

Basic information

Population (metropolitan area)	→	4,100,000
Growth rate	→	+3.5%
Urban area	→	183 km²
Baseline motorisation rate	→	58 cars / 1,000 inhab. 18 motorbikes / 1,000 inhab.
GDP per capita	→	USD 1,422.70 (2019)
Modal share		
Walking	→	33%
Private car	→	10%
Moto-taxi	→	12%
Bus	→	5%
Taxis	→	40%
Transport GHG per capita	→	241 kg CO2eq
Exposure to climate change	→	MEDIUM



Context

Yaoundé is the political and administrative capital of Cameroon, located in the Centre Region on a hilly plateau at approximately 750 m above sea level. With a metropolitan population exceeding 3 million inhabitants, it functions as the country's primary governmental hub and a major centre for public administration, services, and higher education. Its economy is dominated by the tertiary sector, particularly public administration, finance, commerce, and services, while industrial activity remains more limited compared to Douala. As a national decision-making centre and strategic inland node connected to the Douala–Yaoundé corridor, the city plays a central role in Cameroon's institutional governance and territorial development.

Sustainable Urban Mobility Plan (SUMP)

Technical Assistance: Support for Sustainable Urban Mobility Plan (SUMP) Development
Funded by: European Union under INTRA ACP[1]
Funding amount: EUR 350,000
Implemented by: Agence Française de Développement (AFD) and Coopération pour le Développement et l'Amélioration des Transports Urbains et Périurbains (CODATU)
Local counterpart: Urban Community of Yaoundé (CUY)
Consultant(s) involved: Systra
Final SUMP Report: Yaoundé SUMP - Final Report | MobiliseYourCity

Supported activities:

- Supporting SUMP development in Yaoundé
- Conducting capacity development activities, including workshops and technical committees

SUMP summary

SUMP Status	De facto approved – no formal adoption expected
SUMP Development Timeline	Yaoundé joined MobiliseYourCity in Q4 2016 MobiliseDays in Q2 2016 Start of SUMP development in Q2 2018 SUMP finalised and approved in Q3 2019
SUMP Vision	No concise vision formulated.
Key expected results (GHG, modal share and access)	Projected increase of annual GHG emissions by 2029, in percentage of the baseline: • Business-as-usual scenario: +101% • SUMP scenario: +59%
Total SUMP Investment Requirement	CAPEX by term • 2025: EUR 298,100,000 • 2035: EUR 554,700,000 Yearly OPEX to term (2035) • EUR 770,000,000 CAPEX by 2030 • EUR 550,000,000 OPEX by 2030 • EUR 151,000,000 Total CAPEX & OPEX requirements (by 2030) • EUR 701,000,000

[1] https://capacity4dev.europa.eu/groups/gcca-community/info/gcca-intra-acp-programme_en

SUMP preparation process and stakeholder involvement

To account for future urban development, the SUMP functional urban area encompasses approximately 700 km², of which 304 km² are within Yaoundé's administrative boundaries.

Throughout the development of the SUMP, the various stakeholders involved in mobility were associated through technical committees, specific exchange workshops, and bilateral meetings. The technical committees gathered the Yaoundé Urban Community, the Ministries of Urban Development, Transport, Public Works, Economy and Planning, Environment, the Police, the various taxi and motorbike taxi unions, the Stecy bus company and the AFD.

Specific workshops in small groups linked representatives of the technical committee with academics, officials from local districts, rail transporters, and managers of areas that generate large volumes of travel, such as markets. These workshops enabled the different actors to take sufficient ownership of the approach. In addition to the technical committee members, the team in charge of developing the SUMP also met bilaterally with international donors and local district representatives.

Diagnosis of urban mobility

Like many other major cities in sub-Saharan Africa, Yaoundé is experiencing rapid population growth. The metropolis lacks mobility infrastructure and the financial resources to properly maintain what it has, whether it is the public transport network, the organisation of small-scale transport offers, parking facilities or even simply roads and pedestrian areas. The city's economy suffers from inadequate infrastructure and struggles to attract investors.

Given the current rapid urban growth, the population will reach 5.5 million by 2035, and the urban area will have a radius of 25 km by the end of the century. The increase in travel demand and the rate of motorisation accompanying rising incomes may rapidly lead to saturation of the existing system. Hence, travel times will increase significantly, along with overall travel costs, due to higher fuel consumption by private vehicles and taxis.

Existing mobility and transport services

The transport system in Yaoundé, while being relatively fluid, is accident-prone, uncomfortable, polluting, and expensive for the population.

About 8 million trips are taken daily, of which one-third are short-distance trips made on foot or by motorbike taxis. For longer trips, taxis, motorbikes, and cars are the main modes of transport. Official bus services and informal minibuses currently play only a minor role.

All these modes of transport use the same poorly maintained road network, where only 300 km of the 2700 km are asphalted. The state of the road network limits both private and public transport. More precisely, it suffers from the following problems:

- Most of the secondary and local roads are unpaved.
- Main and metropolitan roads are not optimally laid out and do not provide for sharing the road network among low-capacity modes, high-capacity modes (bus), and soft modes.
- Degraded road surfaces or unmanaged intersections create traffic bottlenecks.
- Vehicles, including freight vehicles, are parked on the road.
- Geographical elements and neighbourhoods that are densely built over several km², without wide roads, constitute obstacles to the transit traffic of cars and public transport.

Walking: 4 million trips are travelled daily by pedestrians, and walking is the main mode of transport. However, the lack of sidewalks, combined with chaotic traffic, poses a threat to pedestrians' safety, leaving them particularly vulnerable to traffic accidents.

Taxi service: Less than 5% of vehicles are taxis, yet they account for 38% of the modal split by distance. They transport all population categories, and with an average occupation rate of 3 passengers, they are the primary motorised mode of transport. Taxis, even when used collectively, are relatively expensive: taxi fares account for over 15% of household income for one passenger in four.

Moto-taxis: Moto-taxis are particularly present in the outlying districts. Their flexibility and agility allow them to use impracticable roads for other vehicles due to poor pavement or narrowness. Moto-taxis, often operated informally by very young drivers, are notably resistant to any regulation, which is necessary to address the safety issues associated with this mode of transport.

Private cars: The state of the road network handicaps them, and only 10% of trips are made by private vehicles. The car ownership rate, which is highly dependent on household income, is increasing alongside rising living standards.

Informal minibuses: Informal minibuses are less important than in other African cities. In Yaoundé, they are mainly used for transport between the centre and the periphery, following fixed routes and departing from bus stations. Formal buses: A formal bus service is available through the private company Stecy and is growing, but remains a minority element in the current mobility landscape. No facilities are in place to encourage this mode of transport. Buses travel on the same roadway as other vehicles and experience congestion and low commercial speeds.

Environmental challenges

The vehicle fleet is very old (20% of vehicles are over 20 years old) and is very polluting, emitting large amounts of greenhouse gases and air pollutants.

Internal trips within the CUY emit approximately 635 ktCO2 per year. Along with vehicle travel distances, emissions are also growing rapidly. Unfortunately, the gradual improvement in the vehicle fleet's performance, driven by renewal, does not offset this trend.

In a list of 54 countries, Cameroon ranked 15th among the most polluted countries in Africa in 2017. While average pollutant concentrations are not well documented, punctual measurements have recorded peak concentrations of fine particulate matter (PM2.5) that were 100 times above the WHO standard.

Safety and comfort are key issues to be addressed.

Safety is a significant issue for mobility in Yaoundé, where accidents cause around 1,000 deaths and 5,000 serious injuries per year. A study of a sample of taxi drivers found that 73% had been in an accident in the previous 2 years. In addition to accidents, passengers inquired about the risk of assault in taxis.

Comfort is also often a problem: long waits in hot or rainy weather, difficulty finding a taxi in certain areas, or vehicles overloaded with passengers and goods.

Gender disparities: women travel less and use less comfortable modes of transport

The diagnosis describes a slight difference in the number of journeys women make, which can be linked to significant disparities in full-time formal employment (15% of women compared to 27% of men). Compared to men, women in Yaoundé make half as many journeys using private cars but travel more by foot or on moto-taxis.

The high cost of transport puts low-income users under pressure.

After housing and food, transport is the third-largest expenditure item for Yaoundé residents, accounting for more than 11% of household spending. This is particularly critical in this city, where inequalities are incredibly high, and the highest 20% of incomes are, on average, more than 7 times higher than the bottom 20%. The high transport costs are attributed to the low efficiency of minibuses, taxis, and motor taxis, which are linked to a poor road network and weak public transport services.

Institutional and financial capacity of the CUY:

A gap persists between the mandate and the resources. The Urban Community of Yaoundé is the transport organising authority, both legally and in practice. However, despite notable capacities, the CUY does not currently have the institutional means nor the adequate human resources to perform some of the essential tasks assigned to it by law, including the following: (i) the organisation and management of public transport, (ii) the traffic and parking management, and (iii) continuous monitoring of performance the urban transport system and the quality of service provided to citizens.

As the majority of the city will develop outside the administrative boundaries of the CUY by 2035, the municipal authorities, i.e. the CUY and the peripheral municipalities, will have to create together an integrated organisation for public transport and define a structured infrastructure network and priority multimodal investment plans on the scale of the future large conurbation.

In total, the nearly EUR 40 million per year allocated to road construction and maintenance is in line with expectations, given the city's and country's economic status. However, the CUY has an insufficient share of these resources given its mandate. The national level compensates financially with its much greater resources and the support of international donors. Still, coordination between the city and the ministries responsible for urban development and public works is insufficient.

SUMP visions and goals

Strategic Vision

The SUMP of Yaoundé does not propose a clear vision or goals for urban mobility. However, it fully adopts the EASI framework and strongly emphasises identifying challenges and solutions. Challenge-related objectives of the SUMP are:

- Improving traffic conditions by developing a network of roads beneficial to all.
- Reducing the cost of mobility supported by households.
- Improving the quality of life in the city with a less dangerous and less polluting system.

How does the SUMP adopt the EASI framework?

ENABLE - Improvement of steering and financing.

AVOID - Transit-Oriented Urban Development, urban densification, densification around developing mass transit routes.

SHIFT - Multimodal transport scheme, complementarity of transport modes.

IMPROVE - Optimisation of the road network and improvement of the vehicle fleet

- Developing main roads
- Sharing space
- Traffic regulation
- Renewing the vehicle fleet towards less polluting and lower emissions

The SUMP develops the concept of a coherent road network: The Cross. The network builds upon existing roads, uses north-south and east-west metropolitan axes, and features multiple hierarchical levels of roads. The road infrastructure will ensure efficient integration of the bus offer, for example, through reserved lanes on congested sections.

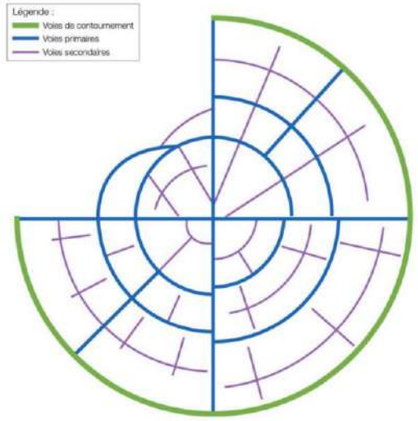


Figure 1 Conceptual Hierarchical Road Network for Greater Yaoundé

Test scenarios and selected scenario

Three time-horizons were considered:

- The very short term: the horizon of 1 to 2 years to highlight quick wins.
- The medium term: the horizon of 5 to 7 years to observe the effects of the first SUMP measures.
- The long term: a horizon of 15 years to aim at significant results and anticipate possible reorientation needs.

Three specific scenarios were defined to assess the impact of the SUMP by 2025 and by 2035, each one developed with a different level of ambition.

Baseline scenario: No SUMP implementation occurs, but existing laws and regulations remain in place. Private car ownership will increase, while public transport's modal share will decrease. Travel times are expected to rise sharply, mainly due to the increasing congestion in the capital.

Central scenario: This scenario provides immediate solutions to road network issues. It is an ambitious infrastructure project focused on increasing road capacity to accommodate rising private vehicle traffic. However, with appropriate road layout and the establishment of mass transport lines, this scenario enables a significant shift to public transport, whose modal share is expected to increase.

Ambitious scenario: The ambitious scenario also includes a vital road infrastructure component in the short term, but focuses more on creating mass transport lines, including a train-tram project by 2035.

The selected scenario is the **central scenario**. This scenario aims to complete, in the short term (2025), a more efficient, adequate, and structured road network. A public transport offer will also be put in place, but on a reduced number of lines, aiming to maintain a good level of service and reliability, and to offer an affordable, financially balanced service for users. After proving its effectiveness and relevance and gaining users' approval, the public transport offer can be extended and replicated on a larger scale, at a level of ambition yet to be defined. Indeed, the current measures respond to imperative needs but will not enable meeting all long-term challenges, particularly the reduction of greenhouse gas emissions. The SUMP therefore recommends a reassessment in 2025 and envisages an increase in the long-term ambition for public transport.

SUMP key measures

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost estimates (EUR)	Proposed financing source	Implementation by
Total Action Plan	891,900,000		
Physical investments, infrastructure and rolling stock	852,800,000		
Bypass roads	2025: 157,000,000 2035: 304,000,000	Domestic financing[2]	2025 2035
Primary roads	2025: 29,700,000 2035: 94,500,000	Domestic financing	2025 2035
Secondary roads	13,000,000	Domestic financing	2035
Intersections and road measures	2025: 51,500,000 2030: 19,800,000	AFD	2025 2030
Space for pedestrians, including the pilot neighbourhood "Coeur de Ville".	2020: 5,000,000 2035: 21,000,000	AFD	2020 2035
Public transport lines (bus and minibus) and related road facilities	2025: 54,900,000 2035: 102,400,000	Domestic financing	2025 2035
Additional studies and plans	28,700,000		
Studies and support the reorganisation plan for bus lines	2025: 9,700,000 2035: 19,000,000	Domestic financing	2025 2035
Regulation, institution and policy reforms	10,400,000		
Informal transport project **Reform of the taxi and moto-taxi systems** Continuous formalisation of moto-taxis and informal buses through establishing a new institution responsible for vocational training, schedule regulation, and administrative formalisation.	4,500,000	EU	2024
Institutional reforms: creation of a local commission and a technical service for mobility	2,100,000	Domestic financing	2020
Control and training centre for mobility and transport	3,800,000	Domestic financing	2023

[2] Domestic financing / no international financing identified

SUMP expected results and impact

Implementing the measures identified in the SUMP is expected to significantly reduce GHG emissions, improve the modal share of sustainable transport modes, and more. The following table presents the expected results and effects.

Impact area	Expected impact
GHG emission (SDG 11)	Projected emissions in absolute value: Baseline 2018: • Per capita: 241 kg CO2eq • Total: 0.78 Mt CO2eq BAU 2025: • Per capita: 284 kg CO2eq • Total: 1.14 Mt CO2eq SUMP 2025: • Per capita: 251 kg CO2eq • Total: 1.01 Mt CO2eq BAU 2035: • Per capita: 367 kg CO2eq • Total: 2.00 Mt CO2eq SUMP 2035: • Per capita: 271 kg CO2eq • Total: 1.48 Mt CO2eq SUMP vs BAU 2035: • Per capita: -26.16% • Total: -26.00% Projected increase of annual GHG emissions by 2029, in percentage of the baseline: • Business-as-usual scenario: +101% • SUMP scenario: +59%:
Accessibility (SDG 11)	Baseline 2018: • Total population covered: 2,212,283 • Population at 500m or less of public transport stops: 1,350,000 • % Access: 42% BAU 2025: • Total population covered: 4,028,557 • Population at 500m or less of public transport stops: 1,415,700 • % Access: 35% SUMP 2025: • Total population covered: 4,028,557 • Population at 500m or less of public transport stops: 1,405,500 • % Access: 35% BAU 2035: • Total population covered: 5,599,757 • Population at 500m or less of public transport stops: 1,528,900 • % Access: 27% SUMP 2035: • Total population covered: 5,599,757 • Population at 500m or less of public transport stops: 1,888,600 • % Access: 34%
Air pollution (SDG 11)	Improved but not quantified

Impact area	Expected impact
Modal share	Percentage of total trips being realized with Public Transport Baseline 2018: • The modal share of public transport: 2% • The modal share of walking and cycling: 32% • Total: 34% BAU 2025: • The modal share of public transport: 1% • The modal share of walking and cycling: 31% • Total: 32% SUMP 2025: • The modal share of public transport: 9% • The modal share of walking and cycling: 34% • Total: 43% BAU 2035: • The modal share of public transport: 2% • The modal share of walking and cycling: 29% • Total: 31% SUMP 2035: • The modal share of public transport: 19% • The modal share of walking and cycling: 35% • Total: 54%
Road safety (SDG 3)	Baseline 2018: • Deaths: 1,000 • Heavily wounded: 5,000 SUMP 2025: • Deaths: 800 • Heavily wounded: 4,000 SUMP 2035: • Deaths: 500 • Heavily wounded: 2,500
Mobilised finance (SDG 17)	• EUR 66 million- Secured international grant from AFD for the "Yaoundé Coeur de Ville" project • 15 M€ - Secured national funding from Cameroon's government for the 'Yaoundé Coeur de Ville' project • EUR 2 million - Secured grant for the implementation of SUMP governance measures, including the creation of a Transport Organising Authority, an Urban Planning Agency, and the formalisation of moto-taxis and informal buses through outreach • (European Union) • EUR 40 million - Associated finance from the World Bank for urban road updates and pilot projects for non-motorised transport. The measures have been identified before the SUMP but are included in the plan.
Expected institutional impact	The measures identified in the SUMP are complemented by a national urban mobility policy adopted in parallel with the SUMP process.

Insights from practice: lessons learned from the SUMP development process

On the occasion of the 3rd MobiliseYourCity conference in Yaoundé in 2019 and the official presentation of the SUMP, a reflection group[3] composed of different stakeholders, proposed areas for improvement for future SUMPs, particularly on the African continent

Placing the project owner at the centre of the SUMP process is important:

Authorities responsible for mobility should lead the planning process, with support from MobiliseYourCity partners.

Recommendation: When drafting the ToRs, clearly state the role of the responsible local authorities in project ownership and ensure their capacity to monitor the process.

Ambitious surveys, such as "household travel surveys," are expensive, sometimes poorly adapted to local contexts and available resources, and can produce unreliable data.

Recommendation: Demographic surveys (including motorisation rates for cars and two-wheelers) can be carried out using existing national surveys. They should be supplemented by origin-destination surveys (such as a simplified household survey or road corridor and public transport network surveys) and qualitative socio-anthropological fieldwork to better capture the individual and collective factors behind respondents' behaviour regarding urban mobility. These two methodologies can be complementary, and origin-destination surveys would rapidly identify many journeys.

Predictive traffic models are expensive to develop.

They can create the illusion of a "scientific" approach and may generate a gap between their results and the actual appropriation by technicians and local elected officials.

Recommendation: Limit the use of models and base them on observations and the expertise of local counterparts and consultants (expert opinion). The SUMP must help identify "strong lines", a concept that does not necessarily lead to choosing one mode rather than another, and use the models in a second stage, like during pre-feasibility studies.

The link between transport and urban planning is insufficiently considered, even though transport planning documents can be used to implement other types of plans.

Recommendation: Strengthen local project management, institutional structuring, and governance, build capacities of local contracting authorities, and provide them with a framework for steering the implementation of SUMP action plans. When master plans exist for urban planning in African cities, they should be included in the SUMP's terms of reference, even if their application is limited to a few projects. Work done at the national level (NUMP) should contribute to providing a legislative and legal framework, as well as funding sources.

[3] Reflection group led by CODATU: Patrice Berger and Thibaut Descroux (UrbaLyon), Thierry Goin (CEREMA), Marie Dols (consultant), Philipe Bossuet (SYTRAL), Jean-Jacques Helluin, Mael Martinie, Sofia Martin, Antoine Clémot (CODATU).

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Ringroads, street shaping, traffic management & crossings, parking facilities[4]	AFD C2D	Loan	Secured	66,000,000
Informal transport project	EU	Grant	Secured	4,500,000
Institutional reforms	Government of Cameroon	Budget allocation	Secured	2,100,000
SUMP governance, CR, studies, taxis and moto-taxi management	EUR 4 million grant from EU to Douala / Yaoundé (impl. = CODATU) for SUMP soft measures implementation	Grant	Secured	2,000,000
Control and training centre for mobility and transport	Government of Cameroon	Budget allocation	Planned	3,800,000
Project Yaoundé Cœur de Ville[5]	AFD C2D Government of Cameroon	Soft concessional finance & domestic	Secured	65,500,000 8,500,000
Capacity building for CUY staff	EU Communauté Urbaine de Yaoundé	Grant & Budget allocation	Secured	2,040,000 350,000
The creation of a Public Transport and Soft Mobility Unit for BRT[6]	EU AFD	Grant	Secured	3,280,000 500,000
Improving Air Quality	FASEP	Grant	Secured	470,000
MoVe Yaoundé and preparation of the North-South BRT Line	EU, BMZ, AFD	Grant	Secured	10,870,000
BRT and train feasibility studies[7]	Swedish Fund	Grant	Secured	1,000,000
Projet Villes et Gestion Foncière Durables (PVGFD)[8]	World Bank		Planned	200,000,000
BRT construction	AFD		Planned	100,000,000

[4] https://www.afd.fr/fr/carte-des-projets/yaounde-coeur-de-ville-un-projet-integrant-les-mobilites-actives-et-les-gares-routieres
[5] https://www.afd.fr/fr/carte-des-projets/yaounde-coeur-de-ville-un-projet-integrant-les-mobilites-actives-et-les-gares-routieres
[6] https://www.afd.fr/sites/default/files/2025-05/yaounde_fr.pdf
[7] https://www.investiraucameroun.com/transport/3005-22062-mobilite-urbaine-le-cameroun-commande-une-etude-pour-un-train-de-banlieue-et-un-brt-a-yaounde-financee-par-la-suede
[8] https://fr.journalducameroun.com/cameroun-121-milliards-f-de-la-banque-mondiale-pour-les-travaux-dans-douala-et-yaounde/

Associated financing (independently secured financing for measures related to the SUMP)

Description	Source of financing	Status	Amount (EUR)
Ring roads, street shaping, traffic management & crossings, parking facilities	EU AFIF facility for Yaoundé ring road design preparation studies	Planned	10,000,000

Implementation support – SUMP Implementation

Project title: Mobilité Verte Yaoundé – MoVe Yaoundé[9]
Co-Funded by: European Union (EU), German Ministry for Economic Cooperation and Development (BMZ) and the Agence Française de Développement (AFD)
Funding amount: EUR 10,870,000 million (EUR 9,800,000 million EU, EUR 570,000 million BMZ, EUR 500,000 million AFD -CICLIA)
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and AFD in a Team Europe Approach.
Local counterparts and SUMP Implementation agency: Urban Community of Yaoundé (CUY), Ministry for Habitat and Urban Development (MINHDU)
Project implementation period: 2023-2027

Objectives and main supported activities

The expected outcomes include continuous and safe pavement development, a decrease in gender-based violence (GBV), a reduction in greenhouse gas (GHG) emissions, the development of green spaces, and the professionalisation of the taxi service.

Project preparation for the Bus Rapid Transit System "Trans-Yaoundé" (AFD)

- Conduct an in-depth analysis of the project to confirm or challenge the BRT proposal in the SUMP.
- Propose alternatives if needed.
- Define technical details from the chosen alternative.

Professionalisation of the paratransit sector (GIZ)

- Census and diagnostic of the paratransit sector.
- Drivers Training (to be developed based on diagnostic results).
- Stakeholder engagement strategy.
- Reorganisation of the paratransit services by taxi.
- Foreseen output: Digital platform for taxi registration and license management.
- Distinctives (taxi roofs) for the registered taxis.
- App development "Alert Gender-based violence"

[9] https://transformative-mobility.org/regions/cameroon-move-yaounde/

Green corridors and redevelopment of downtown Yaoundé (GIZ)

- Baseline study on security and infrastructure assessment,
- Study on road safety, identifying accident hotspots; study on subjective security (gender aggregated)
- Baseline study on benefits and needs of street vendors, recommendations for incorporation and formalisation of street vendors (implementation targeted around marché centrale).
- Urban redesign and greening concept with detailed design drawings for the implementation zone.
- Proposition of the new mobility (including parking concept) with a one-way mobility system.

Completed outputs:

TransYaoundé BRT feasibility studies (AFD)

- BRT feasibility studies
- Diagnostic: including urban, socio-economic and institutional analysis; mobility supply and demand analysis, and climate vulnerability study to identify effects on the project, and inclusion of gender dimension analysis.
- Proposal of alternatives from the SUMP and comparative analysis.
- Detailed description of the selected alternative, including characterisation, quality of service, environmental and social impact, financial and economic model, GHG emissions, project governance and implementation.

Professionalisation of the paratransit sector (GIZ)

- Stakeholder map for Yaoundé's paratransit service by taxi.
- Stakeholder engagement strategy.
- Stakeholder engagement activities, including the 1st forum on the MoVe Yaoundé project, the conference on paratransit services by taxi in Yaoundé and workshops with taxi unions.
- Diagnostic of the paratransit service by taxi.
- First census of taxis in Yaoundé from 9th April to 10th May 2025.
- Taxi drivers conference[10]
- Digital platform for taxis and driver registration and management of taxi licenses.

Green corridors and redevelopment of downtown Yaoundé (GIZ)

The preliminary city centre and mobility concept has been developed. It foresees the following key interventions:

- Reduction of approximately 300 on-street parking spaces, with a parking management and pricing system to be defined.
- Creation of approximately 1,000 m² of green and recreational spaces, contributing to urban cooling and improved public space quality.
- Creation of approximately 1,000 m² of additional street vending space within the public domain.
- Establishment of four designated taxi stopping zones to improve traffic organisation and accessibility.
- Upgrading of sidewalks and pedestrian zones along Narvik and Goker streets

[10] https://www.minhdu.gov.cm/inondations-au-marche-essos-le-minhdu-propose-des-solutions-durables-2-2/

(with connections to Kennedy and Indépendance), fully accessible for persons with reduced mobility (PMR).

- Improvement of five key intersections to enhance safety, circulation, and multimodal integration.

While the overall city centre and mobility concept covers the area around Grand Marché, MoVe Yaoundé is committed to executing exemplary and preliminary works on sections of at least 2 intended roads within the area to illustrate feasibility. Rue Ahidjo and Boulevard Kennedy are not included at this stage due to ongoing and planned parallel projects (BRT and Ville de Paris initiatives).

Next expected outputs:

- Official launch of the digital platform for taxi and registration campaign of all taxis and drivers.
- Distinctives (taxi roofs) for the registered taxis.
- Development of one or two pilot taxi routes.
- Creation of one or two taxi cooperatives of taxi owners and drivers.
- Training of trainers on drivers' behaviour, road safety, and proper conduct for paratransit drivers.
- Validation of the Mobility concept for the green corridor and piloting selected measures.
- Formalisation of public space use, including registration and taxation of activities, supported by the Inform'all City digital application.
- Preparatory and exemplary works for the implementation of the city centre and mobility concept are planned to start in Q3 2026.

Main SUMP implementation challenges

Decision-making is complex due to overlapping responsibilities and coordination challenges.

The political partner for urban mobility is the Ministry of Housing (MINDUH), rather than the Ministry of Transport, which regulates taxis but is not involved in city and infrastructure design. The MoveYaounde team operates between these two institutions, complicating decision-making on implementation. Although the Urban Community of Yaoundé (CUY), the project's local counterpart, implements project activities in the city, it is not the primary institution in charge, and government elections can lead to changes that affect coordination. CUY also lacks decision-makers, making it difficult to establish a shared vision between the national and city governments.

The CUY has the potential to strengthen its human and institutional capacities[11].

Local teams face increasingly complex projects, requiring tailored support in terms of training, project management, and organisational structure. Establishing a fully operational Mobility Authority is a top priority to ensure continuity and follow-up of the initiated projects in Yaoundé. While progress has been made, its realisation demands stronger alignment among stakeholders and better integration of existing tools.

[11] https://www.mobiliseyourcity.net/roadworks-vision-how-yaounde-rethinking-mobility

Securing sustainable funding and reliable data systems is essential to sustain SUMP implementation.

In Yaoundé, the long-term success of SUMP implementation depends heavily on the availability of adequate financial resources and access to up-to-date, reliable mobility data. Limited funding constrains the transition from planning to execution, while data gaps hinder monitoring, prioritisation, and adaptive management of measures. Targeted support to mobilise domestic and international funding, combined with the establishment of a mobility observatory, would help maintain implementation momentum, strengthen institutional capacity, and enable evidence-based decision-making throughout the SUMP lifecycle.

Takeaways on SUMP implementation support

Yaoundé SUMP recommendations have guided current decision-making and supported ongoing projects.

The SUMP proved successful, as its recommendations serve as the foundation for decision-making in Yaoundé. Both local and national assistance continue to use the SUMP and NUMP to implement projects, with the SUMP diagnostic and recommendations regularly presented at workshops and external meetings, demonstrating the government's eagerness to showcase visible results. The SUMP document, being data-driven, enhances credibility and reduces doubts about the rationale for certain project implementations. Another beneficial product was the roadmap for paratransit reform, which was frequently referenced. However, one challenge is that issues tend to be identified only as activities progress during project implementation.

Yaoundé stands out for the effective planning and implementation of urban mobility projects in Africa.

Its success is largely thanks to the convergence of local and national dynamics. The simultaneous development of the NUMP in Cameroon and the city-level SUMP has provided Yaoundé with a clear, coherent, and action-oriented strategic framework. This dual-level planning has helped align priorities and strengthen the legitimacy of interventions.

This success also stems from the commitment of a wide range of actors—from the State, local governments, civil society, and technical partners—who have come together around a shared vision. The MobiliseYourCity Partnership contributed to this momentum by providing a framework that promotes dialogue, coordination, and mutual learning, thereby enabling more structured and coherent action.

Finally, the city's strong political will to sustainably transform urban mobility has been a decisive factor. It demonstrates that when planning tools are well-designed and stakeholders are mobilised, tangible progress is possible, even in complex contexts.

The way forward

MoVe Yaoundé seeks to improve urban mobility through safer infrastructure, reduced gender-based violence, and a professionalised taxi sector, with key activities planned for 2026.

The Move Yaoundé project aims to foster safer, sustainable, efficient, inclusive, and affordable mobility in the city. The local team will continue to progress in implementation to achieve these objectives over the next three years.

The Trans Yaoundé BRT project on the city's North–South corridor is feasible. The project demonstrates a strong balance between environmental, economic, and social benefits.

AFD will carry out detailed design studies and provide project management assistance for the contractual and financial structuring of the BRT's operation and maintenance. In parallel, a dedicated technical project management unit has been established within the Yaoundé Urban Community to oversee the project's development. Looking ahead, AFD may provide a loan to finance the project, estimated to cost between €100 million and €180 million, potentially alongside co-financing from European development partners.

Construction work on the planned BRT system is expected to begin in 2026.

Highlights in the past year

The Taxi Congress was held in Yaoundé[12]

The Ministry of Habitat and Urban Development (MINHDU) in Yaoundé organised a conference on urban taxi transport (9-11 April) under the MoVe Yaoundé project to advance discussions on reforms to improve taxi services, as part of broader efforts to enhance urban mobility in the city. The event, presided over by Minister Célestine Ketcha Courtès, brought together diverse stakeholders, including government partners such as the EU, GIZ, AFD, taxi owners, and unions, to foster large-scale dialogue on practical measures to improve the quality, regulation, and organisation of taxi transport in Yaoundé. During the opening ceremony, the Mayor of Yaoundé formally launched a city-wide taxi enumeration campaign to register operators as a key step toward better planning and service delivery, reflecting the government's commitment to modernising informal transport and making mobility more efficient and inclusive for residents.

The conference was also an opportunity to present MoVe Yaoundé's objectives, progress and planned activities. Based on case studies of best practices in Africa presented and on the diagnosis of the paratransit service by taxi, elaborated by the MoVe Yaoundé project, the conference agreed on the key actions to be adopted by the City of Yaoundé for the reform of the paratransit service by taxi.

Yaoundé advances the MoVe city centre concept to deliver climate-resilient and inclusive urban renewal

The MoVe city centre and mobility concept was developed as an integrated planning framework to support climate change mitigation and urban resilience in Yaoundé. The concept applies a comprehensive and gender-responsive methodology, combining road safety assessments, mobility and traffic reorganisation (including one-way systems), greening strategies, and the structured integration of street vending. It defines continuous green corridors, multifunctional public space interventions, and governance considerations to enable scalable, maintainable, and inclusive urban renewal.

[12] https://www.minhdu.gov.cm/inondations-au-marche-essos-le-minhdu-propose-des-solutions-durables-2-2

Cameroon joins UNDA 17 and launches PAAPAM to accelerate active mobility reform in Francophone Africa

With the support of the GIZ MoVe, UNEP (Active Mobility, Digitalisation & Mode Integration – Sustainable Mobility Unit), and the Government of Cameroon, with the commitment of CUY and Yaoundé, I confirmed their commitment to launch the UN Development Account (UNDA) 17th partnership agreement[13]. and to initiate the PAAPAM section for Francophone Africa.

Through UNDA 17, Cameroon will receive targeted technical assistance and capacity-building support, including an active mobility ecosystem assessment, tailored training for national and city-level institutions, policy and institutional strengthening, and the development of a validated national or city-level roadmap for safer walking and cycling. The project also provides access to regional peer learning, knowledge products, and a Pan-African knowledge-sharing platform, while minimising administrative burden and strengthening existing mandates.

*UNDA 17, titled "Safer, Healthier and Cleaner Transport in Africa" (Q1 2025 – Q2 2028), is a fully funded UN Development Account programme implemented by UNEP in partnership with UN-Habitat. It aims to strengthen national and local capacities to accelerate resilient, low-carbon, inclusive, healthy, and safe mobility, with a strong focus on walking and cycling, using the Pan-African Action Plan for Active Mobility (PAAPAM) framework. Cameroon is one of five selected partner countries, alongside Morocco, Ghana, Kenya, and Malawi.

Last updated December 2025

Dire Dawa, Ethiopia

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	1,213 km²
Population	→	521,000
Growth rate	→	4,44%
GDP per capita	→	USD 855,8 (2019)
Baseline motorisation rate	→	Marginal (not quantified)
Modal share		
Formal public transport (city buses/minibuses)	→	1 %
Informal public transport (mainly Bajaj)	→	41 %
Walking	→	46 %
Cycling	→	≈0 %
Private cars	→	4%
Private motorbikes or 2-wheelers	→	1%
Other	→	7%
Annual transport emissions per capita	→	0,127 (tCO2eq)
Exposure to climate change	→	HIGH

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: European Commission
Funding amount: EUR 550,000
Implemented by: Agence Française de Développement (AFD) through Intra-ACP
Local counterpart: Dire Dawa Administration Mayor and Cabinet Affairs Office, Finance and Economy Bureau
Consultant(s) involved: Systra
Final Sump report: Sustainable Urban Mobility Plan of Dire Dawa I MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Dire Dawa joined MobiliseYourCity in Q2 2018. Preparation phase – 2023-2024 SUMP short term program - 2025-2029 SUMP medium term program - 2030-2034 SUMP long term program - 2035-2039
SUMP Vision	"Make Dire Dawa a polycentric, inclusive, compact and mobility-wise city."
Key expected results (GHG, modal share and access)	GHG: -40% vs BAU (0.029 → 0.018 Mt CO_2eq) Modal share: Maintain 88% sustainable modes (PT + NMT) vs drop to 83% in BAU Accessibility: 86% of residents within 500m of a PT stop (+28% vs BAU 2040)
Total SUMP Investment Requirement	Total investment of 373 012 531 EUR. • 98% of the SUMP budget corresponds to operational projects / CAPEX • 52% of the SUMP budget is spent in the midterm, when the BRT is introduced. The financial plan is built so that the City has 7 years to consolidate its financial resources, improving revenue collection and liaising with IFIs. • 18% (about 69 MEUR) of the SUMP budget are related to the New Industrial Park internal infrastructures and services.

The SUMP preparation process and stakeholder involvement

Functional urban area

The SUMP perimeter is an urban boundary distinct from the regional perimeter of the Dire Dawa region. The latter is much more extensive and includes wide rural areas, to be structured with upgraded rural centres (rural cities)

Stakeholder involvement process. Throughout the SUMP development process, institutions and civil society were actively involved through various consultation activities:

- **Technical workshops:** Regular workshops with the technical committee were held to discuss key elements of the SUMP and ensure that each output was adapted to the local context. The vision and development scenarios were prepared collaboratively with technical stakeholders.
- **Stakeholder interviews:** Mobility stakeholders were interviewed to support the diagnostic phase, gathering insights from institutions, transport operators, and Bajaj associations. Meetings with Kebele administrations provided a closer look at location-specific issues, particularly those related to central markets.
- **Focus groups:** During the diagnostic stage, focus groups explored the links among mobility, the local economy, and perceptions of Bajaj services. Additional sessions were organised during the action and financing plan phase to gather feedback on proposed micro-actions and refine measures, particularly those related to non-motorised transport (NMT) and urban marketplaces.

Diagnosis of urban mobility in Dire Dawa

Located on a vast, flat plain between Addis Ababa and Djibouti, Dire Dawa is poised to emerge as the primary economic hub in eastern Ethiopia. Nowadays, it boasts a high concentration of commercial activities, with bustling markets generating substantial flows of goods and people across different scales. This has placed considerable pressure on the city's roads and public spaces. In the future, the city anticipates a surge in national freight transit, aligned with the expansion of the national road network and the integration of a new railway system. Currently, Dire Dawa witnesses 477,000 daily trips.

Dire Dawa sits on a secondary national/international freight corridor between Addis Ababa and Djibouti, serving as a pivotal point for a significant volume of truck traffic. Despite this, the city lacks a comprehensive transport master plan. Two railway lines serve the region: the century-old Ethio-Djiboutian railway, now mostly disused, and the new Chinese-built line connecting Addis Ababa and Djibouti, which has been operational since 2018. The latter accommodates both passenger and freight services, with a planned dry port near the new station. However, railways are not yet considered a competitive alternative to road freight.

The city's road network is notably imbalanced, with local roads bearing the brunt of pressure and a limited number of structuring roads (primary, secondary, tertiary). Notably, Dire Dawa lacks a mass transit system, and the public transport landscape is dominated by Bajaj, with 6,000 units and around 100 lines. Bajaj, a fully private service, predominantly targets the more affluent market segments, leaving some mobility demands unmet. During peak hours, a few minibuses complement the Bajaj services on three routes. The publicly operated city bus service is limited to 10 urban routes and operates only during peak hours (four rides a day).

Modal split

The household survey finds that a significant majority of trips in Dire Dawa are on foot, accounting for 45% of total trips. This data collection has brought to light an earlier underestimation of the importance of walking among local decision-makers. Consequently, it has played a pivotal role in elevating the significance of active modes of transportation in the SUMP process.

Considering these revelations, the SUMP's primary objective is to maintain the existing modal share of active modes while concurrently transforming the entire city into a pedestrian-friendly environment. The integration of non-motorised modes will be a key consideration in planning and enhancing roads to ensure sufficient space is allocated for pedestrians. This strategic approach underscores a commitment to fostering a walkable, sustainable urban environment in Dire Dawa.

Figure 1 Modal share per mode in Dire Dawa in 2020—source: Dire Dawa SUMP.

Environmental challenges

In 2019, the registered vehicle fleet in Dire Dawa totalled 18,689, which is a conservative estimate because it does not account for vehicles licensed in other cities that may be utilised in Dire Dawa. The largest share of the fleet consists of 4- and 3-wheeled taxis, with approximately 4,000 and 7,000 vehicles, respectively. Following closely are 4-wheeled trucks, automobiles, and public cars, each category with nearly 2.000 vehicles.

According to representatives from Bajaj associations, there is a widespread lack of trust among drivers in electric vehicles. This scepticism is attributed to factors such as a scarce electricity supply and the high cost of spare parts. Previous attempts with electric motorcycles were hindered by battery failures after just two years of operation, mainly due to the unavailability of spare parts and heat-related damage.

Regulations favour the importation of vehicles aged 9 years or older, as newer models face significantly higher taxation, reaching up to 200%. Additionally, purchasing a new locally manufactured car is economically challenging, with a Toyota Yaris priced at 15,000 EUR, which far exceeds local spending power.

Fuel quality in Dire Dawa is currently suboptimal, limiting motorisation to the EURO 3 norm due to catalyst converter limitations. The Integrated Green Economy Implementation Plan of Dire Dawa proposes establishing emission standards, imposing a limited service life on imported vehicles, and actively encouraging the importation of new vehicles, including hybrid and plug-in electric vehicles. These measures aim to facilitate a sustainable and environmentally conscious transition in the city's transportation landscape.

Regarding climate hazards, Dire Dawa faces significant exposure to climate change, which could disrupt precipitation patterns in the highlands. Currently, the high-altitude areas receive around 1,200 mm of rainfall per year, which contributes to the rivers that flow through the city. The city is intersected by five rivers that flow from south to north, with torrential flow during the rainy seasons for approximately two months, followed by mostly dry periods for the rest of the year. The primary river, Dechatu, divides the city into two distinct parts.

While not deep, these rivers have noticeable erosive effects on the city, severing some districts from one another. This challenge is exacerbated by the city's loose main road pattern and a limited number of bridges. Formal and informal fords provide alternatives for crossing the rivers, but they are periodically submerged during the rainy season.

The abundance of water serves as a crucial asset for Dire Dawa, creating a green oasis in an otherwise semi-desert region. However, heavy rainfall during the wet season poses the risk of potentially devastating flash floods. Situated in a floodplains expansion area where multiple large highland river basins converge, the city has experienced recurring flooding. One significant event took place in August 2006, resulting in the death of 250 people and widespread damage to housing and infrastructure. More recently, a flood destroyed the southern bridge over the Dechatu River. Subsequent measures have been implemented to enhance water management in the upper river basins and to establish early warning systems for flood risk, aiming to mitigate the impact of rainy episodes.

Social and economic issues

Safety: Since 2010, the number of road crashes has been steadily increasing. It found a peak in 2018, with more than 700 occurrences reported. However, the increase is mainly due to light crashes (damage only). The volume of fatalities or serious injuries remains constant over the period. Main causes for crashes are listed below:

- Drivers' behaviour.
- Road users are not using the space properly.
- Weather conditions, especially the heat, make long-distance drivers less cautious.
- Lack of working or coherent road facilities, such as traffic lights or signals.
- Road design, especially at intersections that are not necessarily dimensioned or managed for traffic.
- Second-hand vehicles, as there is neither a lifespan limit for vehicles nor effective technical control

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Gender: Due to societal roles, women exhibit lower mobility compared to men, with only 10% engaged in full-time employment (three times less than men). One-third of women stay at home, a rate six times higher than their male counterparts. The distribution of other occupations is similar between genders. The significant disparity in workforce participation is the primary factor influencing the mobility rate gap.

Setting aside the higher number of non-mobile women, the mobility rate is relatively comparable between mobile men and women. Among the mobile population, 20% of women undertake four trips per day, while the corresponding figure for men is 30%. Notably, the proportion of mobile women making two trips per day exceeds that of mobile men with the same mobility rate by 10%.

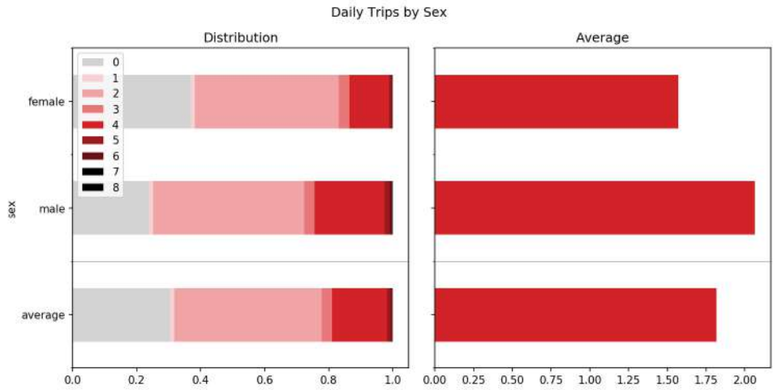


Figure 2 Daily trips according to gender. Source: Household survey, SYSTRA, 2020

Because of their lower mobility, women allocate less time and money to transportation. Interestingly, they also tend to cover significantly shorter distances, two-thirds of the average distance travelled by men. This pattern may indicate either lower spending power or a preference for engaging in activities nearby, influenced by the nature of the activity or the convenience it offers.

Daily Trips by Sex and Associated Data

sex	trips	distance	duration	price
female	1.6	2000	30	5.8
male	2.1	3200	39	8.4
average	1.8	2600	34	7.1

Figure 3 Mobility rate and associated data according to gender. Source: Household survey, SYSTRA, 2020

Compared to men, women are less likely to own a car, take a Bajaj, or use a staff bus. As a result, the walking share is higher among women. Indeed, the share of women mobilising themselves for non-constrained purposes is more important. Therefore, they might consider walking more easily than men.

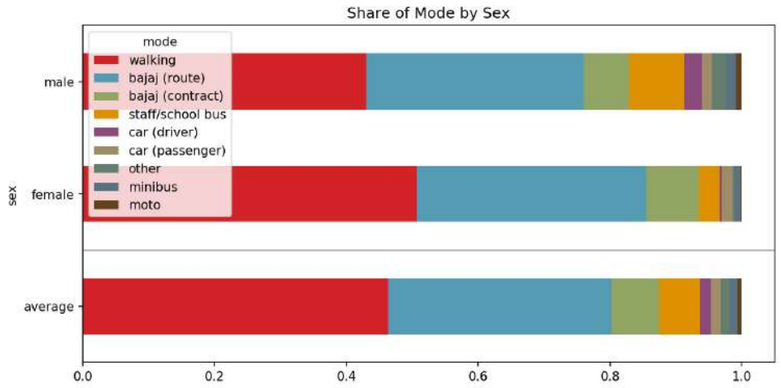


Figure 4 Share of mode by gender. Source: Household survey, SYSTRA, 2020

According to a focus group conducted with Bajaj users, both male and female participants identified high occupancy as a drawback. Female participants specifically mentioned that the issue is not the coexistence with male passengers but rather the overcrowding itself.

Affordability of transport for users

The average household consists of four individuals and exceeds the national income standard, with a monthly income of 5,000 BRR (142 USD), compared with the national average of 3,600 BRR (103 USD). Socioeconomic disparities are evident among the Kebeles: Kebeles 2, 3, 4, 5, and 9 exhibit higher wealth, while Kebeles 1, 6, 7, and 8 appear more vulnerable.

Mobility is a crucial factor in household organisation, accounting for 17% of their budget. At the individual level, daily commitments include 35 minutes and 7 BRR, with an average distance travelled of 7.6 km.

The primary mode of public transport in Dire Dawa is the Bajaj, with a fare system that exhibits economic segregation. Line-based operated Bajaj are affordable for most passengers, while contract Bajaj, which function like taxis, are considerably more expensive, with a cost difference of 5 to 10 times between the two. This disparity reflects differences in passenger time values, as contract Bajaj quickly transports well-off passengers directly to their destinations. At the same time, line Bajaj caters to passengers with fewer means and a lower value of time, resulting in longer, less predictable travel times. Additional challenges include scarcer and more expensive night services, as well as elevated prices on festival days for both shared and contract Bajaj.

Despite the mixed feelings among Bajaj users about the quality-to-cost ratio, household surveys reveal that contract Bajaj is perceived as very expensive. However, 98% of users are willing to pay a slightly higher fare for improved service. Focus group participants highlight the issue of unregulated pricing, as drivers often set their own prices. Consequently, there is a call for more regulated pricing to address this concern.

Institutional and financial situation

Management of urban and road transport is a shared responsibility between federal and local authorities. While responsibilities and perimeters are well-defined, certain interfaces related to road or urban transport can be challenging to navigate. Both the city and the region fall under the authority of the mayor, with the city administration overseeing the nine urban Kebeles and managing various transport-related duties, including city bus services, road authority, and traffic police. The Federal Transport Authority (FTA) plays a crucial role in regulating the transport sector and serves as the primary contact for Bajaj drivers' associations. Additionally, the Ethiopian Road Authority (ERA) manages the interurban road network and national interest road projects within the city, particularly in the industrial park.

The Dire Dawa Administration bears the mandate and responsibility for financing mass public transport infrastructure. The running costs of public transport are included in the public authority's budget, with the urban transport sector budget ranging from 480 to 655 million BRR (USD 14–19 million) in recent years.

The regional budget of Dire Dawa relies on various sources, including funds generated through tax and charge collections and contributions from Federal bodies, notably the Ministry of Works and Urban Development and the Ethiopian Road Authority. In 2018, the planned three-year budget showed an increase from 2,400 to approximately 3,000 million BRR (69 to 85 million USD) for the current fiscal year, with half of the revenues coming from proper funds. This share was expected to remain consistent over time.

Dire Dawa has established a robust partnership with the World Bank, engaging in five-year investment programs, including the Urban Integrated Infrastructure Development Program (UIIDP). UIIDP II, with an annual investment of about 500-650 million BRR (USD 14–18 million), has been completed, and UIIDP III is currently underway, focusing on funding public facilities such as schools, health centres, and roads.

In terms of expenses, there were deliberate efforts to increase capital investment, with a 40% and 54% increase in 2019 and 2020, respectively, compared with 2018. Regular expenses were expected to remain relatively stable, suggesting no foreseeable impact on operations and maintenance due to the increased investments.

In recent years, the budget for the urban transport sector has ranged from 480 to 655 million BRR (USD 14–19 million). Predominantly, the city has been the primary contributor, accounting for 70% to 80% of the sector budget. However, the Urban Integrated Infrastructure Development Program (UIIDP) has progressively increased its share in capital investment, surpassing 50%. There appears to be a disconnect between recurrent expenses (20% of expenditures) and capital expenses (80%), indicating a lack of integration between development planning and operation. The absence of upfront assessment for maintenance costs may pose future financial challenges.

Overall, capital investment declined by 20% from 2017 to 2019, attributed to the UIIDP's incremental annual budget, which accounted for over half of total capital investment in 2019. In 2017, a substantial investment of 324 million BRR (USD 9 million) was directed to the road network and related facilities, accounting for half of the total capital investment for that year. This effort resulted in the construction of 190 km of roads in 2018, a notable increase from the 20 km realised in the preceding and subsequent years. The City's reduced budget for road development contributed to the overall decline in capital investment.

Public transport, primarily supplied by Bajaj, is entirely funded by private and independent actors. Although operating Bajaj is lucrative, it is not highly profitable, with a daily net benefit of approximately USD 3. High vehicle costs, attributed to taxes and market organisation, make vehicle renting less profitable.

Urban transport sources of funding

	Investment	Operation & Maintenance
Road	City of Dire Dawa (own resources + Federal dotation)	Federal government (Road Fund)
Public bus	World Bank	City of Dire Dawa
	City of Dire Dawa	City of Dire Dawa

Table 1 Scope of responsibilities in transport funding. Source: Dire Dawa SUMP.

We are considering outsourcing bus operations to private operators and supplementing it with the city's subsidy. This approach, previously successful with the water company, has the potential to enhance service quality and profitability without significantly affecting fares. However, introducing the private sector into a structurally loss-making business is seen as a challenge, particularly amid rising demand and the need for service upgrades.

SUMP visions and goals

The 2040 mobility vision considers:

- A strong economic development, both industrial and commercial, makes Dire Dawa the eastern metropole of Ethiopia between Addis Ababa and Djibouti, and a significant mobility driver.
- A strong choice to keep and develop NMT mobility habits while developing public transport, with a similar distribution of modal shares between the two (about 45% each).
- More intensive mobility for all inhabitants, while maintaining time and distance in a polycentric city.
- A mobility for all, allowing all kinds of publics to move around with an affordable mobility system as a condition for a harmonious development: + 1.5 BRR per day on average while distance/time doubles.
- A connected and integrated mobility system based on a combination of transport modes articulated together to deliver an efficient, qualitative, and user-centred service (more than one connection on average).

Test scenarios and Selected scenario

Scenario 1 - Scattered City - Business-as-Usual (BAU) Scenario:

In this future scenario, urban growth in Dire Dawa is robust, and the population has surged from 320,000 in 2020 to 835,000 in 2040. This growth is attributed to both the city's natural expansion and the continuous influx of rural migrants seeking improved income and living conditions. Some migrants leave impoverished rural areas, drawn by the prospect of a better life in the city. Dire Dawa is recognised as Ethiopia's eastern metropolis, playing a significant regional role and serving as a crucial transit point between Addis Ababa and the Djibouti port.

Scenario 2 – Two Cities:

The evolution of Dire Dawa is closely tied to railway development. The original city emerged in the early 20th century around the first railway station, while a new city was established in the early 21st century around a second railway station. The growth of the new city, centred around the New Industrial Park (NIP), has been remarkable, starting from scratch in 2020 and housing approximately 180,000 residents and 70,000 jobs two decades later. The old city has also expanded, but to a lesser extent, accommodating 655,000 inhabitants.

Scenario 3 – Polycentric City (Selected scenario):

By 2040, Dire Dawa will be transformed into a "many cities all in one" model. The overall metropolis stretches nearly 30 km and is organised around several distinct urban centres along the city's east-west axis. These centres vary in size, shape, and function, but they operate cohesively, interconnected to form a polycentric structure. This organisation has been achieved through a well-thought-out polycentric development strategy, initiated at the local level, and supported by federal authorities. The strategy integrates urban, economic, and mobility development in carefully targeted areas. It has been successful over the years by facilitating gradual urbanisation and directing resource-efficient investments to meet the diverse needs of different urban centres.

SUMP key measures

The following table presents the measures for the sump in Dire Dawa, including the CAPEX for each measure.

Cluster	Measure	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Road networks	Main road projects	94,635,000	City of Dire Dawa; Federal Government (Road Fund); IFIs (World Bank)	2030–2039
Road networks	Micro road projects	15,000,000	City of Dire Dawa; Federal Government (Road Fund)	2025–2034
Road networks	Road design guidelines	312,458	City of Dire Dawa; IFIs (technical assistance)	2023–2029
Road networks	Road maintenance plan	312,458	City of Dire Dawa; Federal Government	2023–2029
Road networks	Target road and crossroad network	312,458	City of Dire Dawa; IFIs	2023–2029
Road management	Road axis upgrade projects	6,014,120	City of Dire Dawa; Federal Government; IFIs	2025–2034
Road management	Traffic and mobility management	14,120	City of Dire Dawa	2023–2029
Road management	Circulation plan	387,458	City of Dire Dawa; IFIs	2023–2029
Road management	Mobility management integrated taskforce / Traffic management unit	28,239	City of Dire Dawa	2023–2024
Paratransit	Paratransit structuration and development	6,034,053	City of Dire Dawa; IFIs; Private operators	2025–2034
Paratransit	Quality of service targets charter commitment	234,136	City of Dire Dawa; IFIs	2023–2029
Mass transit	Target local transit network	387,458	City of Dire Dawa; IFIs	2023–2029
Mass transit	Paratransit sector capacity reinforcement	900,000	IFIs; City of Dire Dawa	2025–2029
Mass transit	Bus network development	27,080,457	City of Dire Dawa; IFIs (World Bank, AFD)	2025–2034
Mass transit	BRT development	157,659,204	IFIs (World Bank, AFD); Federal Government	2030–2034
Mass transit	Mass transit development plan	612,458	City of Dire Dawa; IFIs	2023–2029
Mass transit	Mass transit fare integration	600,000	City of Dire Dawa; IFIs	2025–2034
NMT	Main NMT projects	3,000,000	City of Dire Dawa; IFIs	2025–2034
NMT	NMT micro projects	6,624,450	City of Dire Dawa; IFIs	2025–2034
NMT	Bikes for all	150,000	City of Dire Dawa; IFIs	2025–2029
NMT	NMT integration in transport and mobility projects	24,917	City of Dire Dawa	2023–2029
NMT	NMT development plan	609,136	City of Dire Dawa; IFIs	2023–2029
NMT	Pedestrian-centred approach	300,000	City of Dire Dawa; IFIs	2025–2029
NMT	Walking in Dire Dawa	300,000	City of Dire Dawa; IFIs	2025–2029
Urban logistics	Freight terminals	-	Federal Government; IFIs; Private sector	2030–2039

Cluster	Measure	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Urban logistics	Urban logistics projects	9,000,000	City of Dire Dawa; IFIs; Private sector	2030–2034
Urban logistics	Urban logistics development plan	450,000	City of Dire Dawa; IFIs	2023–2029
Urban logistics	Logistic pilot	24,917	City of Dire Dawa; IFIs	2025–2029
Integrated transport	Transport hubs reorganization	3,593,750	IFIs (World Bank, AFD); City of Dire Dawa	2030–2034
Integrated transport	Sustainable mobility planning process	3,322	City of Dire Dawa	2023–2024
Integrated transport	Mobility data management	150,000	City of Dire Dawa; IFIs	2023–2029
Integrated transport	SUMP evaluation	9,967	City of Dire Dawa	2025–2039
Integrated transport	Multimodality strategy	600,000	City of Dire Dawa; IFIs	2023–2029
Integrated transport	Energy-wise mobility development	450,000	City of Dire Dawa; IFIs	2025–2034
Integrated transport	Demand management	300,000	City of Dire Dawa	2025–2034
Integrated transport	Integrated Transport Authority	28,239	City of Dire Dawa; Federal Government	2023–2024
Integrated transport	Integrated Mobility financing	28,239	City of Dire Dawa; IFIs	2023–2024
Integrated transport	Sustainable mobility project management	450,000	City of Dire Dawa; IFIs	2023–2029
Integrated transport	Inclusive, green and gender-aware mobility	300,000	City of Dire Dawa; IFIs	2025–2029
Integrated transport	Inclusive, green and gender-aware mobility	28,239	City of Dire Dawa	2025–2029
Sustainable integration	TOD projects opportunities	6,016,611	IFIs; City of Dire Dawa; Private sector	2030–2039
Sustainable integration	TOD guidelines	230,814	City of Dire Dawa; IFIs	2023–2029
Sustainable integration	TOD development plan	225,000	City of Dire Dawa; IFIs	2023–2029
Sustainable integration	TOD funding opportunities	-	IFIs; Private sector	2030–2039

Table 2 SUMP measures CAPEX—source: Dire Dawa SUMP.

The measures with the highest budgets are the implementation of a new BRT system and the construction of main roads and micro roads, accounting for more than EUR 260 million of the EUR 343 million expected CAPEX investments.

Action Name	Administration (EUR)	Capex (EUR)	Consultancy (EUR)	Total (EUR)
Road Network	37,375	109,635,000	900,000	110,572,375
Road Axis Management	68,937	6,000,000	375,000	6,443,937
Paratransit	55,648	6,000,000	1,500,000	7,555,648
Mass transit	103,821	184,648,298	1,200,000	185,952,119
NMT	34,053	9,774,450	1,200,000	11,008,503
Urban Logistics	24,917	9,000,000	450,000	9,474,917
Integrated Transport	98,007	3,593,750	2,250,000	5,941,757
Sustainable Integration	22,425	6,000,000	450,000	6,472,425
Total	445,183	334,651,498	8,325,000	343,421,681

Table 3. SUMP measures CAPEX per objective. Source: Dire Dawa SUMP.

Consistent with the previous table, the objectives with the highest levels of investment are the road network (EUR 110 million) and mass transit (EUR 185 million), which are the focus of the plan, accounting for nearly EUR 300 million of the EUR 343 million. Accordingly, the following figure shows the sources expected for implementing the SUMP, including OPEX and CAPEX.

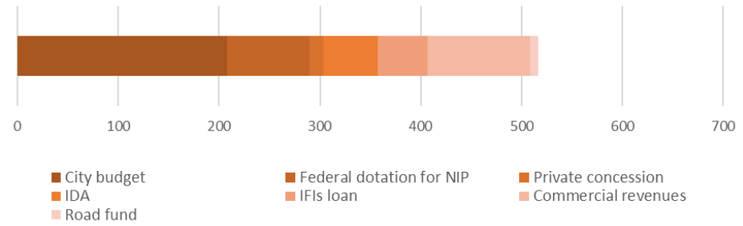


Figure 5. CAPEX and OPEX per source for SUMP implementation. Source› Dire Dawa SUMP.

The amount identified as potentially allocated to IFI loans is nearly EUR 50 million.

Investment indicators

Indicator	Baseline 2020	BAU scenario 2040	SUMP target 2040
km of roads	697	915	834
Km of Primary Roads	81	106	113
Km of Secondary Roads	18	81	88
Km of Tertiary Roads	18	187	118
Additional Km of Primary Roads	0	25	32
Km of Secondary Roads (DOW)	0	63	70
Additional Km of Tertiary Roads (DDW)	0	169	100
% of Primary Roads (DDW)	12%	12%	14%
% of Secondary Roads (DOW)	3%	9%	11%
% of Tertiary Roads (DOW)	3%	20%	14%

Indicator	Baseline 2020	BAU scenario 2040	SUMP target 2040
Km of BRT Lines (DDW)	0	0	30
Km of Bus Lines (DDW)	0	44	76
Km of Local Lines (DDW)	70	62	34
Total Km of PT Lines (DDW)	70	106	140
Average Travel Time per Trip (minutes)	25	39	36

SUMP expected results and impact

The implementation of the measures identified in the SUMP is expected to have a significant impact on GHG emissions reduction, the modal share of sustainable transport modes, and more. The following table presents the expected results and impact.

Impact area	Expected impact
GHG emission (SDG 11)	Projected emissions in absolute value: Baseline 2020: • Per capita (kg CO2eq): 27 • Total (Mt CO2eq): 0,011 BAU 2040: • Per capita (kg CO2eq): 27 • Total (Mt CO2eq): 0,011 SUMP 2040: • Per capita (kg CO2eq): 28 • Total (Mt CO2eq): 0,018 SUMP vs BAU 2040: • Per capita (kg CO2eq): -19 • Total (Mt CO2eq): -0,011
Accessibility (SDG 11)	Population at 500m or less of public transport stops: Baseline 2020: • 84% BAU 2040: • 58% SUMP 2040: • 86% SUMP vs BAU 2040: • +28%
Air pollution (SDG 11)	Improved but not quantified
Modal share	Percentage of total trips being realized with Public Transport Baseline 2020: • Modal share of Public Transport: 42% • Modal share of walking and cycling: 46% • Total: 88% BAU 2040: • Modal share of Public Transport: 43% • Modal share of walking and cycling: 40% • Total: 83% SUMP 2040: • Modal share of Public Transport: 44% • Modal share of walking and cycling: 44% • Total: 88% SUMP vs BAU 2040: • Modal share of Public Transport: +1% • Modal share of walking and cycling: +4% • Total: +5%
Road safety (SDG 3)	Baseline 2020: • Deaths: 31 BAU 2040: • Deaths: N/A SUMP 2040: • Deaths: N/A SUMP vs BAU 2040: • Deaths: N/A The SUMP does not identify a method to quantify the BAU scenario target. However, it targets to go to 0 fatalities per year according to vision 0.
Expected institutional impact	The SUMP taskforce is structured around three management levels: • The top management, who is accountable for the SUMP progress, the sound management of SUMP resources and the compliance to the SUMP principles, as for social inclusion and environment. It is set right after the SUMP adoption. • The middle management, composed of technical specialist of the relevant areas of the SUMP. They are here represented as per SUMP objectives. These technical experts oversee the actions related to their field. They also bring technical assistance to the operational team and are responsible for knowledge management. This team should develop between the preparation phase and the first programming period, in relation with the action plan schedule. • The operational level, that cares for the operational projects on a daily basis. The corresponding workforce thus varies according to the number of projects to be implemented over one programming period, considering that one person can follow-up a limited number of projects at a time. As for the SUMP taskforce, manpower needs can be detailed as follow, considering: • Up to 4 operational project followed-up by one project manager, except from the BRT that require different profiles rather than one person per line. In the present estimate, three profiles have been assumed to cover three different topics: infrastructure, systems and operation design. • Synergies between areas to optimize the workforce. Typically, personnel assigned to road network and road traffic management could form one pool of resource. The same goes for integrated transport and sustainable integration. • Involvement of the SUMP management team into actions falling into objective 7, Integrated transport. Especially, the following actions are assumed to be directly handled by the SUMP management team: Sustainable mobility planning process, Mobility data management, SUMP evaluation, Integrated Transport Authority, Integrated mobility financing, and Inclusive, green and gender aware mobility. Estimate of SUMP taskforce personnel per horizon (full time position per year)

Team	Preparation	short term	mid term	long term
SUMP management	4	4	4	4
Objective management	7	10	13	14
Project management	7	11	11	12
Total	**18**	**25**	**28**	**30**

Insights from practice: lessons learned from the SUMP development process

Integrated urban planning drives a polycentric and mobility-wise city structure

Dire Dawa's SUMP shows that mobility planning must be conceived as a structuring component of urban development rather than a corrective response to congestion. By promoting a polycentric, compact and mobility-wise city, the plan integrates transport and land-use planning to anticipate future expansion, particularly in relation to the New Industrial Park and emerging peripheral districts. The key lesson is that embedding mobility corridors, service hierarchies and coordinated land-use planning at an early stage strengthens territorial integration, limits the long-term costs of sprawl, and ensures that infrastructure investments support a coherent urban form.

Strong mobility governance ensures inclusive and coordinated transport services

The SUMP underlines that sustainable mobility transformation depends as much on governance reform as on infrastructure delivery. By seeking to build a connected and integrated city serving all citizens and districts, the plan addresses both social and territorial inequalities in access to mobility. This requires stronger coordination between local and federal actors, progressive institutional consolidation through a structured transport authority, and the establishment of publicly regulated services with clear coverage and affordability objectives. The lesson learned is that inclusive mobility outcomes emerge from regulatory frameworks, institutional capacity and stakeholder alignment, not solely from physical investments.

Sustainable mobility investment supports climate action and economic competitiveness

Dire Dawa's strategy demonstrates that environmental ambition and economic development can be mutually reinforcing. By committing to carbon-wise mobility solutions while positioning the city as a regional economic hub connected to national and international corridors, the SUMP integrates climate mitigation with competitiveness. The structured framework of ambitions and objectives ensures that mass transit development, logistics improvements and service efficiency contribute simultaneously to emissions reduction and economic attractiveness. The lesson is that mobility planning can serve as a strategic lever for both climate resilience and long-term economic growth when guided by a coherent and integrated roadmap.

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)[1]
Urban Corridor Development[2]	City & federal budget	Domestic allocation	Secured	Not specified

Associated finance

Description	Source of financing	Type	Status	Amount (EUR)[3]
Mieso-Dire Dawa Expressway[4]	World Bank/IDA	Loan	Secured	443,000,000

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR
[2] https://www.ena.et/web/eng/w/eng_7674805
[3] Exchange rate (USD→EUR): 1 USD = 0.85 EUR
[4] https://documents1.worldbank.org/curated/en/099635312232236188/pdf/P17448503c672a08509b1f0ba2180287178.pdf

Perspectives for implementation

Institutional coordination and phased financing enable the transition from SUMP preparation to implementation

The Dire Dawa SUMP is entering the critical phase of formal approval and operational rollout, underpinned by close collaboration between the City Administration, the Federal Transport Authority and the Ethiopian Roads Authority. Final approval lies with the Dire Dawa City Administration, with expected endorsement at both municipal and federal levels, particularly as governance reforms—starting with the establishment of a Mobility Committee and evolving into a fully-fledged Transport Authority—are essential for coordinated implementation. To ensure financial feasibility, the city intends to combine local revenues, federal transfers, Road Fund allocations and substantial support from International Financial Institutions, guided by balanced and conservative financing scenarios. This phased approach allows time to consolidate institutional capacity, improve revenue mobilisation and secure external funding before launching major capital-intensive projects such as the BRT.

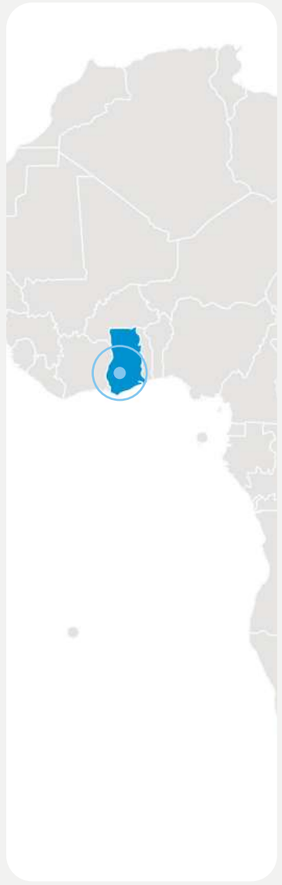
Last updated December 2025

Kumasi, Ghana

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	2,603 km²
Population	→	2,945,000 (2021 census)
Growth rate	→	4.00%
Region capital city		
GDP per capita	→	USD 4,700 (National)
Motorised Modal Share (Road Space Usage)		
Formal public transport (Bus): 15%	→	15%
Informal public transport (Trotro)	→	53%
Private cars	→	14%
Taxis	→	12%
Freight vehicles	→	1%
Other (LDV)	→	4%
(For all modes, not only road)		
NMTs	→	16%
Private cars/bikes	→	20%
Public transport	→	63%
National GHG emissions per capita	→	1.5 (tCO2eq)
Exposure to climate change	→	MEDIUM



Context

Kumasi functions as a major administrative, commercial and transport hub in central Ghana, with a dense Central Business District (CBD). The city's economy is strongly driven by trade, services and informal activities concentrated in the CBD, alongside major industrial clusters, including one of the largest informal industrial and vehicle-repair hubs in West Africa. At the regional scale, Kumasi plays a strategic nodal role in national mobility, hosting key institutions, markets, industrial zones and the country's second-largest airport, and serving as the principal economic and transport gateway for the Ashanti Region.

Support from the Partnership

Technical Assistance: Support to develop Sustainable Urban Mobility Plan (SUMP)
Founded by: Agence Française de Développement (AFD)
Funding amount: EUR 500,000
Implemented by: AFD through the MobiliseYourCity Africa Program
Local counterpart: Kumasi Metropolitan Assembly (KMA)
Consultant(s) involved: Ingerop, Rendel, and Building and Road Research Institute
SUMP project completion: 2024Q1
SUMP project adoption: 2024 Q1Technical
Link to the full SUMP report: Kumasi SUMP - Final Report I MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP development timeline	MobiliseDays Q4 2021 Urban mobility diagnosis Q2 2022 SUMP validation Q4 2023
SUMP Vision	Safe walking, quality PT, optimized road use, empowered institutions
GHG reduction	Down to 470 kt (2030) and 730 kt (2040)
Modal share target (PT)	Reduction from 71% (2030) to 57% (2040)
BRT population coverage	6% of the population will be covered by BRT in both 2030 and 2040 under the SUMP.
Total investment requirement	USD 997 million This includes investments across: • Public transport enhancement • Road network development • NMT infrastructure • Traffic management • Parking management • Institutional reforms

SUMP preparation process and stakeholder involvement

Geographic dimension

The SUMP study area is defined as the Expanded Kumasi Area, consisting of Greater Kumasi (7 MMDAs) and 10 additional surrounding MMDAs. This corresponds to the functional urban area on which all SUMP analyses, indicators, scenarios, and actions are based.

Stakeholder Involvement Process:

The SUMP development involved a structured, multi-tiered participation mechanism that combined steering committees, technical committees, a task force, bilateral interviews, and citywide engagement events.

Committees and Participation Structure

- Technical Committee Meetings (April 2022, July 2022, March 2023, Oct 2023): diagnosis review, objectives, vision, scenarios, action plan
- Steering Committees (July 2022, March 2023, Oct 2023): validation of diagnosis, scenario selection, approval of action plan

In addition, stakeholders were identified based on geography, governance structure, institutional mandates, and traditional factors. The process aimed to clarify roles, responsibilities, and resource constraints. Interviews were conducted with MMDAs, transport unions, DUR, DFR, GHA, EPA, and ministries, gathering information on the mobility context, ongoing projects, institutional capacities, and expectations for the SUMP.

MobiliseDays was a major public engagement event, co-chaired by the French Ambassador, that brought together transport operators, local politicians, business associations, and the media. Lessons highlighted the importance of education on mobility issues, enforcement, gender-inclusive mobility, public transport reform, and stakeholder commitment.

The Kumasi SUMP was validated through its formal governance process, with final steering-committee endorsement in October 2023 and official completion and adoption in 2024. The technical committee prepared and advised on the preferred hybrid scenario. In contrast, the steering committee, chaired by the Regional Minister and composed of MMDA Chief Executives, Coordinating Directors and the Regional Coordinating Council, approved the action plan. With adoption secured, the SUMP is now transitioning from strategic planning to a phased, operational implementation programme.

Diagnosis of urban mobility in Kumasi

Transport infrastructure and services

Kumasi is structured around a radial road network that converges on a dense, highly congested city centre. The inner ring road is incomplete and partially single-carriageway, creating bottlenecks. Road infrastructure quality varies: while several arterial roads remain in good condition, feeder and local roads suffer from poor pavement, drainage issues, and encroachment. Non-motorised transport (NMT) infrastructure is critically lacking. Sidewalks are absent along most major corridors; where they exist, they are obstructed by vendors, informal parking, and bus boarding activities. Pedestrian crossings and lighting are insufficient, contributing to high pedestrian fatality rates.

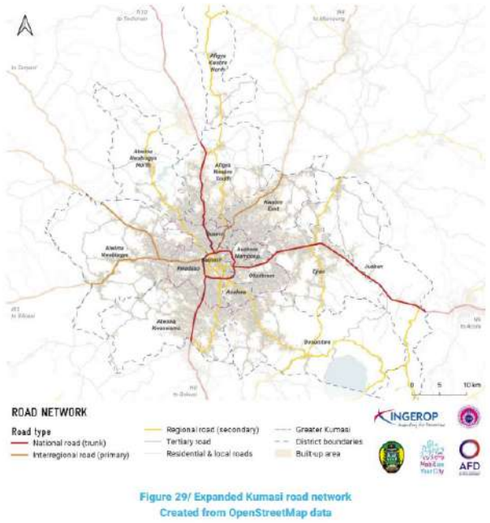


Figure 29/ Expanded Kumasi road network
Created from OpenStreetMap data

Figure 1 Expanded Kumasi road network

Public transport is predominantly provided by trotros, shared taxis, and a limited formal bus system (Ahyεyε). The system has excessive route duplication, with 450+ routes identified, and relies heavily on informal stops and "fill-and-go" operations. While coverage is extensive, reliability is low, waiting times fluctuate, and services converge chaotically into central terminals. Stations often lack sufficient space, and access roads around them are congested.

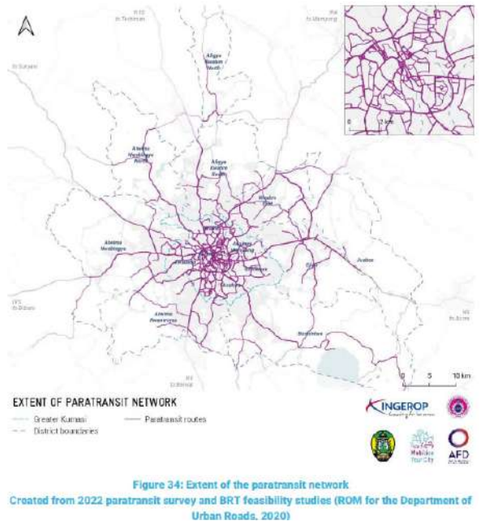


Figure 34: Extent of the paratransit network
Created from 2022 paratransit survey and BRT feasibility studies (ROM for the Department of Urban Roads, 2020)

Figure 2 Extent of the paratransit network created from the 2022 paratransit survey and BRT feasibility studies (ROM for the Department of Urban Roads, 2020)

Urban freight depends almost entirely on mixed-traffic road corridors. Freight flows concentrate at Suame Magazine, Kaase industrial zone, and market areas, where poor spatial organisation and encroachment exacerbate congestion. Overall, infrastructure inadequacies—particularly NMT gaps, and the absence of a structured, hierarchical public transport network generate inefficiencies, safety risks, and long travel times.

Mobility patterns and modal split

Kumasi has a high dependency on paratransit and relatively short travel distances. The mobility rate is 75%, with an average of 2.1 trips per mobile person per day. Trotros dominate the modal share, accounting for 50% of trips, followed by walking (15%, underreported) and private cars (14%). Private motorisation is rising, with 25% of households owning a car, although vehicle occupancy rates remain low. Spatial analysis reveals a strong centralisation of mobility flows: most trips occur within the inner ring or between the inner ring and the CBD. Outer-ring residents take longer, less frequent trips due to lower accessibility and fewer nearby services. Public transport is the preferred mode for inter-zonal travel, but walking remains fundamental for short-distance movements, particularly in low-income neighbourhoods.

Peak-period congestion is pronounced on arterials feeding the CBD, where morning travel times may double due to bottlenecks and limited alternative routes. Gender disparities are evident: women travel less, rely more on walking and paratransit, and face safety challenges in both modes. The dominance of paratransit, coupled with the absence of integrated schedules and the prevalence of "short-short" practices, results in unpredictable travel times, multiple transfers, and low-quality service for passengers.

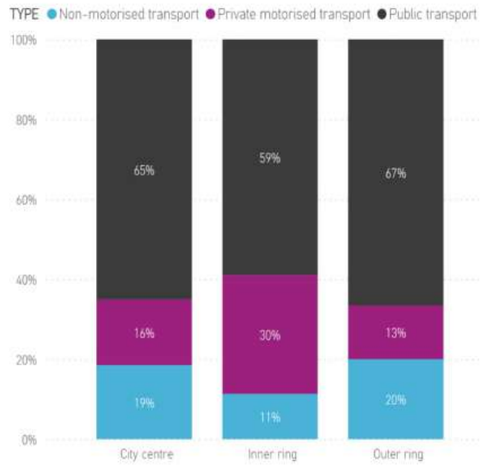


Figure 46: Modal share in number of travels according to the area
Created from Household survey, 2022

Figure 3 Modal share in number of travels according to the area created from household survey, 2022

Figure 46: Modal share in number of travels according to the area
Created from Household survey, 2022

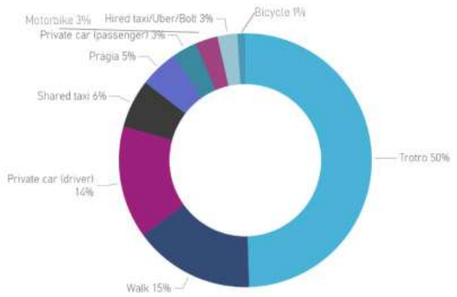


Figure 47: Modal share (in number of travels)
Created from Household survey, 2022

Figure 4 Modal share (in number of travels) created from household survey, 2022

Road safety

Kumasi faces a serious public health concern, with pedestrians representing the majority of fatalities. Spatial analysis shows accident clusters around major intersections, particularly Kejetia, Suame Roundabout, and Anloga Junction, where pedestrian flows and mixed traffic intensities are highest. Fatalities over time show persistent high levels, with limited improvement despite periodic enforcement campaigns. Structural risk factors include lack of sidewalks and safe crossings, poor lighting in residential and peri-urban areas, competition for road space between vehicles and informal activities, high-speed segments entering dense neighbourhoods, and an increase in illegal operations such as tricycles (pragias).

Vulnerable groups, women, children, and elderly residents face elevated risks due to insufficient NMT facilities and unsafe boarding/alighting environments. Enforcement remains reactive rather than preventive, and traffic-calming measures are scarce across the network.

Kumasi's road safety profile reflects systemic infrastructure and governance weaknesses that disproportionately affect vulnerable road users.

Accessibility and social dimensions of mobility

While the inner ring enjoys high proximity to jobs, education, and health services, outer MMDAs rely heavily on long, costly paratransit trips to access essential services. Only a fraction of the population lives within 500 m of a structured public transport corridor, limiting access for low-income households.

Gendered mobility patterns are clearly evident: women who rely more on walking and paratransit face increased safety risks at night; they spend a larger share of income on mobility; and they undertake more trip-chains linked to household responsibilities.

Transport poverty is widespread in peripheral areas, where transport costs consume a significant share of household income and travel options are limited. People with disabilities face significant accessibility barriers, such as inaccessible vehicles, a lack of ramps, and sidewalk obstructions.

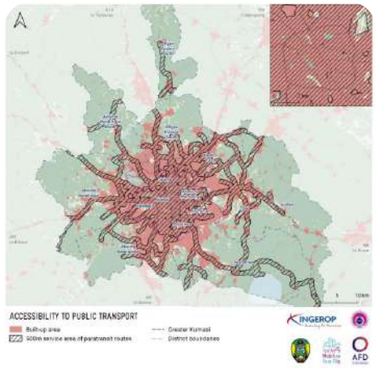


Figure 53: 500m accessibility to the public transport network
Created from paratransit survey (2022), BRT Projects Feasibility Study (ROM for Department of Urban Roads, 2020), and ESRI Land Cover 10m 2021

Figure 5 500m accessibility to the public transport network

City liveability is affected by pollution, noise, congestion, and unsafe streets. Informal traders occupy road space due to a lack of designated vending zones, creating both livelihood opportunities and mobility conflicts. Accessibility gaps are therefore not merely spatial but socio-economic and gendered, reinforcing disparities in opportunities and quality of life.

Environment and Climate Impacts:

Transport emissions in Kumasi are moderate by international standards (126 kg CO_2e per capita), largely due to high usage of shared modes. However, GHG emissions are expected to increase significantly by 2030 and 2040 under a business-as-usual scenario, driven by motorisation growth and urban sprawl.

Air quality in Kumasi constitutes a significant urban environmental challenge. Measurements indicate persistent PM2.5 concentrations exceeding WHO guideline values, with Air Quality Index (AQI) levels above 100—classified as "unhealthy for sensitive groups", particularly in central nodes such as Kejetia. Roadside pollution is strongly associated with ageing diesel vehicle fleets, chronic congestion, and unpaved road sections that contribute to particulate resuspension.

In parallel, noise pollution is concentrated along major transport corridors and terminals, adversely affecting urban liveability and contributing to stress-related health impacts. Without targeted intervention, continued traffic growth and dependence on obsolete vehicle fleets are expected to exacerbate local air pollution and accelerate greenhouse gas emissions, thereby undermining both public health outcomes and climate mitigation objectives.

Institutional and regulatory aspects:

The governance of UEBN mobility in the Expanded Kumasi area is highly fragmented, both horizontally (across institutions) and vertically (between national, regional, and local levels). At the national level, responsibilities are divided between the Ministry of Roads and Highways (MRH), which oversees infrastructure, and the Ministry of Transport (MoT), responsible for public transport operations and regulatory frameworks. While both ministries maintain regional representatives, strategic decision-making and budget allocation remain centralised in Accra, limiting responsiveness to local mobility challenges.

The 16 MMDAs that constitute the Expanded Kumasi area possess limited regulatory and operational leverage, despite being legally mandated to regulate local public transport, enforce by-laws, and maintain local roads. The many Departments of Transport (DoT) regulate paratransit licensing and route allocation, yet they lack digital databases, up-to-date fleet inventories, and enforcement capacity. The Urban and Metropolitan Roads Departments (URD/MRD) perform routine maintenance but lack predictable financing and autonomy to initiate infrastructure projects.

Paratransit is relatively well-regulated on paper; drivers, vehicles, and routes must be registered, but enforcement is weak in practice. Half of the paratransit system operates informally (wa-was), affecting safety, revenue collection, and the reliability of planning. Enforcement of traffic rules, encroachment, parking management, and route compliance is inconsistent, partly due to limited coordination between MTTD, MMDA Transport Departments, and NRSA. Overall, institutional fragmentation, low enforcement capacity, and weak multilevel coordination hinder the development of an integrated approach to mobility planning, road safety, and public transport modernisation.

SUMP visions and goals

The vision for mobility in Kumasi was articulated around four mottos:

"A city where it is safe and pleasant to walk, offering an improved urban environment";
A city offering a quality public transport system for every need
A city where road use is optimised through infrastructure and traffic management
A city offering its local officials the tools to manage mobility effectively."

General objectives for Kumasi SUMP

Adopted through participatory workshops involving the task force and key stakeholders, Kumasi's SUMP establishes a structured set of objectives to guide mobility transformation in the Expanded Metropolitan Area. These objectives prioritise improving road safety and pedestrian conditions, while enhancing the public transport system in terms of accessibility, operational efficiency, intermodality, and user security. The SUMP further seeks to strengthen the institutional and financial framework governing mobility, improve traffic circulation and parking management, particularly in congested central areas, reduce environmental externalities, reinforce regulatory and enforcement mechanisms, and promote public education on mobility-related issues.

Complementing these objectives, the institutional and regulatory vision aims to consolidate governance capacity and improve implementation effectiveness. Central to this vision is the progressive establishment of a dedicated Transport Authority to increase local autonomy in mobility planning and regulation. The framework also calls for stronger and more consistent enforcement systems, the legalisation and regulation of currently informal or illegal modes such as pragia, the development of robust monitoring and reporting mechanisms to support data-driven decision-making, and sustained capacity-building efforts targeting both public institutions and mobility stakeholders.

Identification of integrated packages of measures: During a major taskforce workshop, stakeholders first identified objectives, then proposed measures grouped into integrated action packages, which later formed the basis of the SUMP action plan.

Examples include:

- NMT improvements (sidewalk renewal, cycle lanes, traffic calming)
- Public transport modernisation (trotro renewal, Type B routes, mass transit backbone)
- Traffic and parking management (junction upgrades, structured parking)
- Environmental measures (GHG reduction, noise and air pollution reduction)
- Institutional strengthening (regulation, enforcement, revenue framework)
- Very Long-Term Vision (post-2040): A visionary future mobility map is presented, serving as the long-term target beyond SUMP phasing.

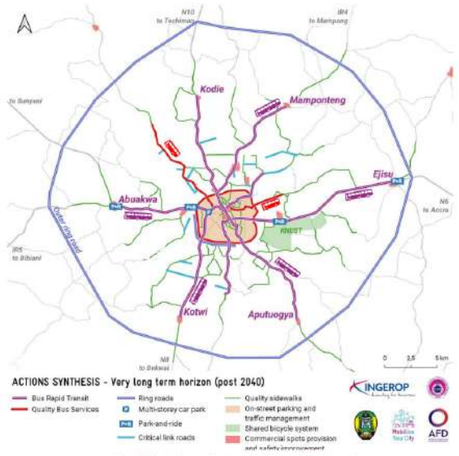


Figure 65: Map of the very-long-term vision for mobility in Kumasi

Figure 6 Map on the very long term vision for mobility in Kumasi

Test scenarios and selected scenario

Overview of scenarios prepared for the SUMP (2040 horizon):

Two coherent SUMP scenarios were developed for the 2024–2040 timeframe. Both draw on the SUMP's very-long-term vision but prioritise different levers. Scenario A "Focus on Public Transport" prioritises massification and quality of public transport (large-scale BRT + Quality Bus Services), together with targeted NMT and station upgrades. Scenario B "Focus on Infrastructure & NMT" prioritises road and non-motorised transport investments, traffic management and road safety, with a more limited BRT roll-out. The two scenarios were assessed against the SUMP objectives (safety, public transport, traffic & parking, sustainability, institutional feasibility and cost), resulting in trade-offs between modal shift and cost/urban-safety outcomes.

- **Scenario A: Focus on Public Transport**

  Scenario A emphasises the massification of public transport to achieve a significant modal shift from private cars to high-capacity public modes. It envisages an extensive BRT roll-out on the main corridors, complemented by quality bus services and station/terminal upgrades, and targeted NMT works (mainly to support BRT corridors).

- **Scenario B: Focus on Infrastructure & Non-Motorised Transport (NMT):**

  This seeks to improve road safety, pedestrian and cycling conditions and traffic flows, while still including targeted public transport investments (but fewer/less-intensive BRT corridors than Scenario A).

Selected scenario (hybrid) — what was chosen and why?

Following technical and steering committee reviews (technical committee on 28 March 2023; steering committee on 30 March 2023), a hybrid scenario, which combines the most effective elements of Scenarios A and B, was selected.

The hybrid keeps the ambitious public-transport components (massification where most effective) while incorporating the road, traffic management and NMT measures needed for safety, accessibility and urban quality. The hybrid was subsequently refined (October 2023) to make the action plan operationally realistic and financially feasible; the scope of some actions was reduced during that refinement.

Main features of the selected (hybrid) scenario:

- Public transport backbone: heavy investment in public transport (BRT – Bus Rapid Transit and QBS – Quality Bus Service), plus renovation of trotro stations and construction of new terminals in the CBD to support high-capacity, reliable services.
- BRT remains a backbone on priority corridors (two main urban corridors were highlighted in the SUMP development as examples), with QBS and improved Quality Trotro Services (QTS) forming the three-tier network (BRT / QBS / QTS).
- NMT and pedestrian priority: extensive construction of quality sidewalks (more than 100 km) phased to 2035, and a pilot/shared bicycle system (KNUST campus) to promote cycling and behavioural change.
- Traffic management & road works: dualisation of critical sections (notably inner ring road dualisation), development of critical link roads, and a centralised traffic management system (signal control) to improve operations in the CBD and main corridors.
- Parking and demand management: multi-storey car park(s) for the CBD (to remove on-street parking), organised on-street parking outside the core, and park-and-ride facilities on selected BRT corridors to promote intermodality.
- Institutional measures: creation/strengthening of a Transport Authority, enforcement task force, integration and regulation of informal modes (e.g., pragia), and capacity building for local stakeholders.

Phasing and realism: the hybrid scenario was refined in October 2023 to reduce scope where needed and ensure the SUMP is operationally and financially realistic; it was converted into a phased, costed action plan with responsibilities and potential funding sources.

The hybrid scenario seeks a middle ground: it delivers substantial modal shift and GHG reductions through public transport massification while delivering the road safety, NMT, and traffic-management gains that protect pedestrians, improve the Central Business District (CBD) functioning, and make public-transport investment work in practice.

SUMP key measures

The following table highlights the most significant measures identified in the SUMP (in EUR, considering 1 EUR = 1.10 USD).

Cluster	Measure	Cost (EUR)	Proposed financing source	Implementation schedule	Category
Non-motorised transport improvement	Development of quality sidewalks	120	National domestic (DUR/MMDAs)	Short & Medium term	Physical investment
Non-motorised transport improvement	Shared bicycle system (studies – KNUST)	0.3	Local domestic (OfMA)	Short term	Studies
Traffic & safety improvement	Urban streets guidelines	0.4	National domestic (DUR)	Short term	Policy & regulation
Traffic & safety improvement	Extensive road safety program	10	National domestic (DUR/MMDAs)	Short term	Physical investment
Traffic & safety improvement	Regulated commercial spots	2	National domestic (DUR/MMDAs)	Short term	Physical investment
Traffic management	Traffic plan preparation	0.4	Local domestic (KMA)	Short term	Studies
Traffic management	Improvement of 20 junctions	4	National domestic (DUR)	Short term	Physical investment
Traffic management	Centralised traffic management centre	1	National domestic (GoG)	Short term	Physical investment
Road network development	Inner ring road dualization	22	National domestic (GoG)	Medium term	Physical investment
Road network development	Development of critical link roads	93	International (GoG donor loan)	Short & Medium term	Physical investment
Parking management	Development of on-street parking	0.6	Local domestic (KMA, AskMA, AMMA)	Short term	Physical investment
Parking management	Multi-storey car park (studies)	0.3	Local domestic (KMA)	Medium term	Studies
Public transport enhancement	Restructuration of public transport (studies)	2.5	Local domestic (GKTA)	Short term	Studies
Public transport enhancement	Public transport monitoring tool	1	Local domestic (GKTA)	Short term	Other (digital system)
Public transport enhancement	BRT – infrastructure & ITS	362	International (GoG donor loan)	Short term	Physical investment
Public transport enhancement	BRT – rolling stock	125	International (GoG donor loan)	Short term	Physical investment
Public transport enhancement	BRT – studies	15	International (GoG donor loan)	Short term	Studies
Public transport enhancement	QBS – infrastructure & ITS	52	International (GoG donor loan)	Short & Medium term	Physical investment
Public transport enhancement	QBS – rolling stock	120	National domestic (GoG) or Operator	Short & Medium term	Physical investment
Public transport enhancement	QBS – studies	2	International (GoG donor loan)	Short term	Studies
Public transport enhancement	QTS – scrapping bonus	29	Local domestic (GKTA)	Short & Medium term	Policy / financial incentive
Public transport enhancement	QTS – basic infrastructure	20	International (GoG donor loan)	Short & Medium term	Physical investment
Public transport enhancement	QTS – terminals	11	International (GoG donor loan)	Medium term	Physical investment
Public transport enhancement	QTS – studies	0.5	International (GoG donor loan)	Short term	Studies
Institutional arrangements	Creation of Transport Authority & enforcement	3	National domestic (GoG)	Short term	Policy & regulation
Institutional arrangements	Integration & regulation of pragia (studies)	0.2	National domestic (GoG)	Short term	Policy & regulation
Institutional arrangements	Parking fining system	N/A	Not specified	Short term	Policy & regulation
Institutional arrangements	Periodic capacity building	N/A	Not specified	Continuous	Other (capacity building)

SUMP expected results and impact

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2022	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO2eq)	−0.080 Mt CO_2-eq	0.370	0.550	0.470
Annual transport-related GHG emissions per capita (kg CO2eq)	−19.5	119.35	134.15	114.63
Access Increase of share of population living ≤500 m of a public-transport stop	+13 percentage points	62%	62%	75%
Air pollution Mean PM2.5 at road-based stations (µg/m³)	Not given as a numeric decrease — report: SUMP 2030 improves over BAU but remains worse than baseline	35.1	"Worse than baseline"	"Worse than baseline, better than BAU" No single µg/m³ delta is quantified in the SUMP tables.
Modal share Public transport, walking and cycling	Increase in overall PT & NMT share: +4 percentage points	80%.	72%.	76%
Road safety Traffic fatalities (per 100,000 inhabitants)	−1.5	8.4	9.6	8.1
Affordability of public transport % of disposable household income spent on public transport (2nd quintile)	≈ −1.7 percentage points	21.1 %	21.1%	19.4%

Insights from practice: lessons learned from the SUMP development process

Growth and mobility pressures require integrated planning

Rapid population growth, urban sprawl and rising car ownership will exacerbate congestion and competition for space. Despite a functional public-transport system, the lack of coordination between modes and urban planning and the absence of multimodal alternatives risk undermining mobility.

Kumasi's population is growing quickly, and urban sprawl is increasing housing demand, leading to more congestion, longer travel times, and a saturated city centre. Car ownership is expected to rise, especially as the gender gap narrows, further intensifying competition for limited urban space and squeezing public-transport terminals. Although the current public-transport system works well and is affordable, it faces conflicts between different modes and a lack of coordination with urban planning. The road network is largely complete and well-maintained, but there are few alternatives to road transport, and traffic around the Kejetia market is particularly bad. Together, these insights underline the need for an integrated planning approach that manages growth, coordinates modes and invests in multimodal alternatives.

Seizing opportunities while addressing threats and implementation challenges

Successful implementation of the Kumasi SUMP hinges on leveraging opportunities, such as supportive institutions, public acceptance of public transport, investor interest, and upcoming World Bank BRT plans, while addressing threats, including limited terminal space, the fragile trotros business model, affordability issues, unplanned growth, and Ghana's recent fiscal constraints. Kumasi's mobility landscape contains both opportunities and threats. Opportunities include the presence of Department of Transport (DOT) entities and transport unions, the broad acceptance of public transport by residents and investors' interest in the city. Threats include the scarcity of land for terminals, risks to the economic viability of trotros, affordability concerns for passengers, and the rapid, unplanned expansion of the metropolis.

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Status	Amount (EUR)	Type
KUMAP (Kumasi Urban Mobility & Accessibility Project; BRT corridors)[1]	World Bank Ghanean government Private sector	Secured	184,000,000 18,400,000 46,000,000	Loan, domestic, equity

Perspectives for implementation

Kumasi is structuring institutional enablers and a blended financing model to operationalise the SUMP.

To move from plan to projects, the city and its partners intend to establish the institutional architecture defined in the SUMP, including a Transport Organising Authority (Greater Kumasi Transport Authority), an enforcement taskforce and a mobility observatory for monitoring and evaluation. Implementation will be phased to prioritise short-term "quick wins" that build credibility while sequencing larger investments. Financing is structured through a blended model combining Government of Ghana consolidated funds and line ministries (notably for road and institutional works), donor loans and grants channelled via the Government, assumed to cover most major capital costs, limited direct MMDA/GKTA contributions for smaller components, and selective private/PPP investment for commercially viable elements such as bike-share systems, commercialised car parks and potentially operator-funded rolling stock.

[1] https://documents1.worldbank.org/curated/en/099505005112287960/pdf/P17876700b7de70a0b1040b5867cfad3df.pdf

Alignment with donor programmes and macro-fiscal constraints will shape the delivery of SUMP.

The SUMP explicitly recognises the need to adjust scope where necessary, to sequence investments realistically, and to negotiate financing packages with government and development partners. The World Bank's preparation of the Kumasi Urban Mobility and Accessibility Plan (KUMAP), including a prospective BRT system, represents a major opportunity and is closely aligned with SUMP objectives; the Bank has participated in the planning process and is expected to consider the project in 2025. However, Ghana's sovereign payment default since 2022 has constrained the preparation of new projects, although ongoing debt restructuring may ease this constraint. Effective implementation will therefore depend on leveraging external support while simultaneously strengthening local institutional capacity to address financial, spatial and governance challenges.

Last updated December 2025

Bouaké, Ivory Coast

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SUMP Implementation Support 1 — Ongoing — Page 198

SUMP Implementation Support 2 — Ongoing — Page 201

Basic information

Population (metropolitan area)	→	800,000 inhab. (2021)
Growth rate	→	+2.6%[1]
Urban area	→	292.5 km² in 2014
Motorisation rate	→	Motorcycle ownership in 37 % of households; individual car trips account for about 7 % of trips
GDP per capita	→	USD 2,286 (National)
Modal Share		
Taxi	→	27%
Moto-taxis	→	24%
Motorcycle	→	20%
Walking	→	21%
Car	→	7%
Bicycle	→	1%
Transport emissions per capita	→	≈ 0.55 t CO_2eq per year (as reported in SUMP executive summary)
Exposure to climate change	→	HIGH

Context

Bouaké sits at the crossroads of two major international road corridors in the central Ivory Coast, linking Abidjan with Burkina Faso, Mali, Ghana, southern Guinea, and Liberia. As a key rail and air hub, the city also hosts a central wholesale market for regional food products, forming the backbone of its economy. MobiliseYourCity has supported Bouaké in developing and implementing its Sustainable Urban Mobility Plan.

[1] The number is calculated from the difference between ~0.75 million residents in 2021 and ~1.1 million projected for 2036

Mobility planning - Sustainable Urban Mobility Plan

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: European Union - INTRA ACP programme
Funding amount: EUR 550,000400,000
Implemented by: Agence Française de Développement (AFD)
Local counterpart: Municipality of Bouaké, with support from the Ministry of Transport (INTRANT) and regional authorities
Consultant(s) involved: Egis
Final SUMP Report: No public SUMP report available

SUMP Summary

SUMP Status	Validated
SUMP Development Timeline	Bouaké joined MobiliseYourCity in Q2 2018 Project start: 2021 Diagnostic and scenario development: 2021–2022 SUMP validation: Q1 2023 SUMP Implementation period: 2023 – 2038
SUMP Vision	"A transport system is envisioned in which inclusivity is ensured within an improved living environment, safety and environmental preservation are promoted, and efficiency and organisation are maintained through strengthened governance and sustainable financing."
Key expected results (GHG, modal share and access)	The SUMP aims to reduce congestion, enhance safety, increase the share of collective and active modes, and establish an Urban Mobility Authority. Projections include doubling daily trips by 2038 while maintaining accessibility. • GHG reduction: up to 30 % in transport emissions by 2038 (compared to business-as-usual). • Modal share: Public and non-motorised transport to reach 60 % of total trips. • Access: Over 80% of residents are within 500 m of a public transport stop or a safe pedestrian/cycling route. Increase access to public transportation to 43% of Santo Domingo citizens from 10%
Total SUMP Investment Requirement	SUMP requires funding of EUR 27.8 million approx., over 15 years. Types of resources possible: • State – Own budget or donor program: EUR 18.6 million • Municipality – Transfer of state loan from donors: (8.8 million euros) • Municipal budget: EUR 0.3 million The combined investment requirement is around EUR 27.8 million, primarily for urban planning 76.8% (organize parking areas for heavy goods vehicles, organize and renovate intercity stations, develop strategic intersections and improve traffic lights, specific road improvements for buses) and transportation and institutional organization 23.2% (Sustainability and development of SOTRA in Bouaké, technical assistance: City Hall - AOMU mobility group, traffic plan...)

The SUMP preparation process and stakeholder involvement

Bouaké SUMP built its action plan through a multi-step process involving a broad range of actors.

Functional urban area: The SUMP addresses the entire metropolitan area of Bouaké. The urban footprint has expanded rapidly—from about 3,800 ha in 1980 to 8,000 ha in 2000, and then to 29,250 ha in 2014. This growth reflects the absorption of numerous peripheral villages and districts into the city's built-up area.

Stakeholder involvement process: The project brought together the municipality, AFD and the European Union. During the SUMP preparation, numerous meetings of technical and steering committees were held in each phase (up to six during the final phase), and broad consultations with community associations were organised. The team also held a Mobility Day to collect proposals from various stakeholders. Local transport unions currently provide basic organisation for taxis and gbakas, the main institutional stakeholders in the planning process were the municipality, AFD and the EU.

To ensure implementation, the municipal council established, by decree in August 2022, an Urban Mobility Working Group (GTMU). This group marks the start of PMUD implementation and is responsible for coordinating actions, securing funding and communicating the plan to stakeholders.

Diagnosis of urban mobility in Bouaké

Urban and territorial context

Bouaké, the second-largest city in Côte d'Ivoire, has experienced rapid demographic and spatial growth, with a population of approximately 680,000 inhabitants in 2020 and projections exceeding 1 million by 2030. This growth is driven largely by rural migration and post-crisis resettlement, resulting in the rapid expansion of unplanned peripheral neighbourhoods. The city covers roughly 71 km² and is structured along a north–south axis linking residential areas to administrative and commercial centres. This linear urban form, combined with a weak road hierarchy and fragmented development, results in long travel distances and dependency on informal transport. Urban expansion has outpaced service delivery: road infrastructure is often unsealed or degraded, drainage is poor, and pedestrian facilities are scarce. Consequently, accessibility to key services (education, health, markets, and employment) remains limited for large parts of the population, particularly for low-income and peripheral communities.

There is a mismatch between land use and mobility infrastructure. Economic, educational, and administrative functions remain highly concentrated in the city centre, while housing development sprawls toward the outskirts without transport integration. This uncoordinated growth leads to daily congestion along central corridors and long, costly commutes for suburban residents. Land-use planning tools exist but are weakly applied, resulting in informal settlements, poor road connectivity, and insufficient right-of-way preservation for future transport corridors. Integrating mobility and land-use planning will be crucial to ensuring accessibility, limiting urban sprawl, and promoting a sustainable urban form.

Urban mobility supply and demand

Informal transport modes largely dominate urban mobility in Bouaké. The most commonly used means of transport are taxis, moto-taxis, motorcycles, and walking, which together account for the vast majority of trips made within the city. Private cars represent only 7% of total trips, reflecting limited individual vehicle ownership. The Société des Transports Abidjanais (SOTRA) introduced a bus service in Bouaké in 2021, which currently operates 7 routes. However, coverage remains partial, and the service has yet to reach all districts, especially peripheral neighbourhoods. Motorcycle ownership is widespread, 37% of households own at least one, illustrating the affordability and flexibility of this mode in navigating narrow or unpaved streets. Combined, taxis and moto-taxis account for 51% of all trips and 65% of motorised trips, underscoring their crucial role in meeting daily mobility needs. Yet, this heavy reliance on informal transport limits planning efficiency, fare regulation, and environmental control.

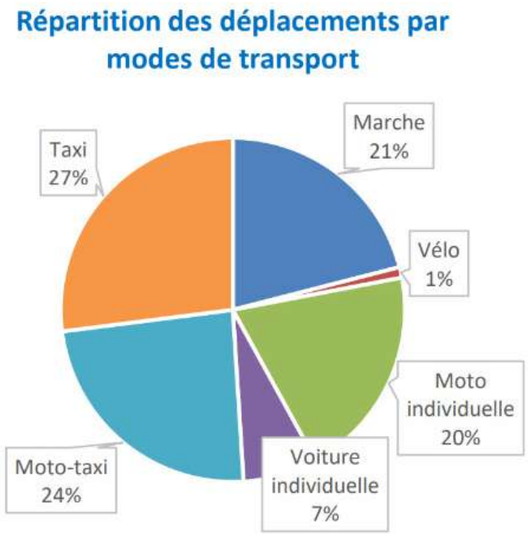

Figure 1 Modal share of urban mobility in Bouaké

Bouaké's road network extends approximately 300 km, of which only about half is paved. Infrastructure deficiencies, such as a lack of sidewalks, poor drainage, insufficient street lighting, and degraded road surfaces, restrict mobility and increase safety risks. Peripheral areas often have poor road access, isolating communities and limiting access to jobs and services. Public space design favours vehicles over pedestrians and cyclists. Approximately 70% of vehicles park on sidewalks, worsening congestion and creating unsafe walking conditions. Active mobility plays a dominant role: walking accounts for over 60% of trips yet remains poorly supported. There are no dedicated cycling lanes, and pedestrian facilities are inadequate or encroached upon by vehicles. Improving walkability and public space design will be critical for sustainable urban accessibility.

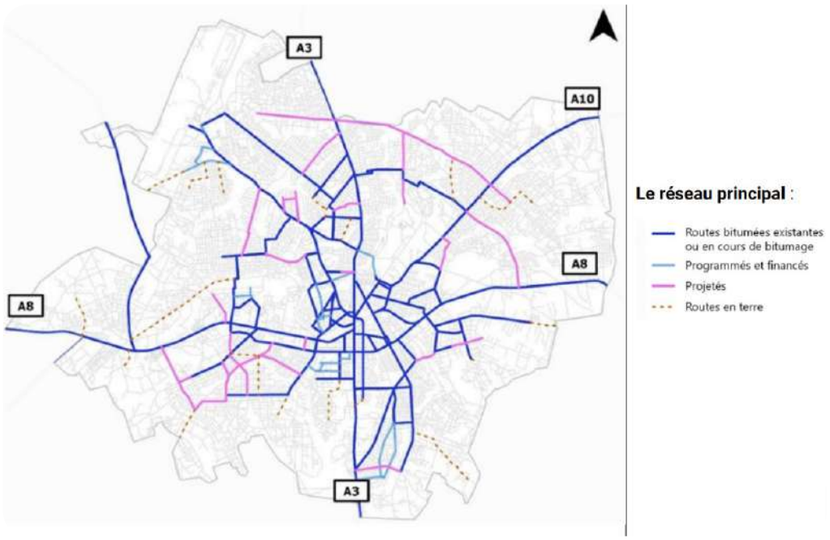

Figure 2 Road network in Bouaké

Socioeconomic and gender inequality, safety and comfort

Traffic safety is one of the city's most urgent issues. Conflicts between pedestrians, motorcycles, and taxis are common, especially where sidewalks are absent or occupied by vehicles. The dominance of two-wheelers, often unregistered and lacking helmets, has contributed to a rise in traffic accidents. There is no systematic enforcement of speed limits, helmet use, or vehicle maintenance standards. Furthermore, the lack of regulated parking, poor signage, and inadequate lighting aggravate risks. Comprehensive road safety programs, combined with infrastructure upgrades and community awareness, are necessary to improve urban comfort and reduce fatalities.

Gender disparities are significant. According to mobility surveys, women make fewer trips per day (0.98) than men (1.44). This gap suggests limited access to mobility for women and reflects barriers such as safety concerns, limited affordability, and restrictive social norms regarding movement and work-related travel. Women also tend to rely more on walking and informal transport modes, which are often unsafe, unreliable, and time-consuming. Addressing gender inequalities in mobility planning, through safer infrastructure, accessible public transport, and targeted awareness campaigns, will be essential to achieving inclusive urban mobility in Bouaké.

The absence of an affordable, regulated public transport system imposes a significant financial burden on households. Most residents depend on informal services, where fares are unregulated and fluctuate with fuel prices and demand. For low-income populations, these costs represent a substantial share of monthly income, often limiting access to education, employment, and healthcare. Despite these challenges, municipal investment in mobility remains low, and public transport subsidies or fare integration systems are virtually absent. Strengthening public transport financing, introducing integrated ticketing, and supporting low-emission collective transport solutions are key recommendations to enhance affordability and sustainability.

Environmental challenges and climate resilience

Bouaké's SUMP highlights growing environmental concerns linked to increased motorisation and the predominance of ageing, poorly maintained vehicles. Without mitigation measures, rising traffic levels will lead to higher air pollution and greenhouse gas (GHG) emissions, worsening public health and climate impacts. Without intervention, emissions from urban transport are projected to be 198 million tCO2eq per year, whereas with SUMP implementation, they are projected to be 186 million tCO2eq per year by 2038. While the diagnostic identifies the risk of deterioration in urban air quality, it does not yet provide quantified data on current pollutant concentrations.

Institutional and financial constraints

Bouaké currently lacks a dedicated urban mobility planning department. Responsibility for transport planning, road maintenance, and regulation is divided among multiple national entities, including the Ministry of Transport, the Road Management Agency, and the Municipality. This institutional fragmentation hinders coordination and data-based decision-making. Revenues from mobility-related taxes (on taxis, motor-taxis, and parking) account for around 10% of municipal income, but these funds are not reinvested in mobility improvements. Furthermore, there is no dedicated budget line for transport infrastructure or public transport development. Establishing a Local Mobility Authority with planning, financial, and regulatory capacity is a key step toward implementing the SUMP.

SUMP visions and goals

> "A transport system is envisioned in which inclusivity is ensured within an improved living environment, safety and environmental preservation are promoted, and efficiency and organisation are maintained through strengthened governance and sustainable financing."

Bouaké's SUMP articulates a clear long-term vision for transport and mobility. The SUMP aspires to an inclusive transport system that enhances quality of life, improves safety, protects the environment and operates efficiently under strengthened governance and sustainable funding. In other words, everyone, regardless of where they live or their personal circumstances, should be able to move around the city easily and safely. At the same time, emissions and pollution are kept in check, and the system is well-organised and financially viable.

To achieve this vision, the SUMP sets out five strategic axes, each with specific goals:

1. **Strengthen governance and funding:** Build institutional capacity within the municipality, engage transport stakeholders, develop stable funding streams and establish and enforce a tailored regulatory framework. The administration should consult users and be accountable to them.
2. **Ensure inclusive mobility:** Overcome the isolation of underserved neighbourhoods and guarantee access for all residents—particularly vulnerable groups—to the city's districts, services and activities.
3. **Improve efficiency:** Reorganise and rank the road network, coordinate modes of transport and promote intermodal integration for people and freight. Maintain infrastructure and equipment, manage households' travel time and costs, reduce congestion in central areas and develop information technology tools that benefit users.
4. **Enhance safety:** Reduce feelings of insecurity and exposure to violence during travel, promote fair sharing of road space, improve road-traffic safety and ensure vehicles comply with technical and regulatory standards.
5. **Improve quality of life and protect the environment:** Limit the growth of private motorised transport by offering attractive alternatives, reorganise public space to balance different uses, expand non-motorised modes and make journeys more comfortable.

Together, this vision and the associated strategic goals provide a comprehensive framework for transforming Bouaké's transport system into one that is equitable, safe, efficient, sustainable and well-governed.

Test scenarios and selected scenario

The Bouaké SUMP evaluates three planning scenarios:

Scenario "au fil de l'eau" (Business-as-Usual): This baseline scenario extrapolates current trends with no significant public sector interventions. It predicts that congestion, pollution, GHG emissions, accidents and travel times will all worsen as travel demand grows. Modes like moto taxis and informal minibus services gbakas continue to operate largely unregulated, while walking and cycling remain marginal due to a lack of infrastructure.

Scenario "du Changement" (of changing): A progressive reform scenario where the municipality gradually strengthens governance and coordinates the transport system. Informal services are organised into structured lines, bus services are prioritised, and intermodal hubs are introduced. Moto taxi operations are regulated (helmet use, one passenger per trip, designated pickup areas), and dedicated bus infrastructure and better pedestrian facilities improve safety and accessibility. This scenario aims to curb the growth of individual motorised modes by offering more attractive public transport.

Scenario "de Rupture": A radical restructuring where informal transport (gbakas and mototaxis) is phased out quickly, and public transport becomes the monopoly of one or more regulated operators. Only taxis and ride-hailing services remain among individual public modes, and private vehicle use is constrained through strict parking and circulation controls. Implementing this scenario would require major institutional reforms and substantial investment, and it would have significant social impacts by eliminating informal transport jobs.

Which scenario was chosen?

After comparing the scenarios against criteria such as achievement of SUMP objectives, financial viability, technical feasibility, institutional feasibility, and social acceptability, the second scenario, "du changement," was chosen as the preferred option. The SUMP Action Plan is "established based on the scenario of change, together with the common measures that serve as a baseline for upgrading the transport system". The scenario of rupture is retained only as a long-term aspiration beyond the SUMP's horizon, as its measures are complex and not compatible with the city's economic and social context.

SUMP key measures

The following table shows the breakdown of projected costs for the SUMP development (2022 prices)

Cluster	Measure (brief description)	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Urban Planning	M01 – Improve strategic junctions and traffic lights	2,500,000	State / local budget + donor funds	2023 – 2026
	M02 – Moderate traffic zones (30 km/h & semi-pedestrian areas)	500,000	Municipality + donor support	2023 – 2026
	M03 – Develop / safeguard road crossings	500,000	Municipality + local funding	2023 – 2026
	M04 – Landscape pedestrian walkways & PT waiting areas	30,000	Local budget + partner contributions	2023 – 2026
	M05 – Secure pedestrian routes in neighbourhoods	560,000	Local / donor blended funding	2023 – 2032
	M06 – Pedestrian crossings in the lowlands	30,000	Local funds	2023 – 2026
	M07 – Redevelop the "Grand Marché" area	1,500,000	Municipality + market redevelopment funds	2027 – 2032
	M08 – Organise / rehabilitate interurban stations	2,250,000	State + transport operator funds	2027 – 2032
	M09 – Cycle & pedestrian routes (10 km sidewalks + 5 km cycleways)	250,000	Municipality + donor funds	2023 – 2032
	M10 – Organise lorry parking areas	8,000,000	PPP / infrastructure financing	2027 – 2032
	M11 – Horizontal road markings/signs	720,000	Local / traffic authority funds	2023 – 2026
	M12 – Redesign main network (safety & mixed-use focus)	– (included in road program)	Road infrastructure budget	2027 – 2032
	M13 – Bus infrastructure improvements (terminals + stops)	3,350,000	State + donor transport funds	2027 – 2032
	M14 – Exchange hubs between buses & small-scale transport	1,000,000	Transport authority + donors	2027 – 2032
	M15 – Motorbike-taxi stations	150,000	Local + partner funds	2023 – 2026

Cluster	Measure (brief description)	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Transport Organisation	M16 – Awareness campaigns on good transport practices	50,000	Municipality + NGOs	2023 – 2026 (Short term)
	M17 – Study of service pricing & marketing	300,000	Donor/consultant funds	2023 – 2026
	M18 – Strategic study: sustainability & bus operator development	1,000,000	State + technical assistance	2023 – 2026
	M19 – Define & implement traffic plan	750,000	Municipality + traffic engineering funds	2023 – 2032
	M20 – Regulate heavy-goods-vehicle access & routes	10,000	Local traffic authority	2023 – 2026
	M21 – Taxi-sector reorganisation	100,000	Transport authority + local funds	2023 – 2026
	M22 – Introduce collective taxi lines	800,000	Local / transit funds	2027 – 2032
	M23 – Revitalise minibus ("gbaka") routes & governance	700,000	Operator + regulator budgets	2027 – 2032
	M24 – City-centre parking management	170,000	Municipality + parking revenue	2023 – 2026
	M25 – Pilot electric motorbike-taxis & tricycles	150,000	Donor + climate finance	2027 – 2032
	M26 – Professionalise & regulate motorbike-taxi sector	200,000	Local authority + sector funding	2023 – 2026
	M27 – Promote good practices & change image of moto-taxis	150,000	NGO / local partnership	2023 – 2026
	M28 – Develop digital booking platform for motor-taxis	20,000	Tech-partner / start-up funds	2023 – 2026
Governance	M29 – Empower Town Hall as Urban Mobility Organising Authority (OMO)	– (no cost)	Municipality (integrated)	2023 (Immediate start)
	M30 – Technical assistance for municipal mobility group	1,000,000	Donor technical assistance	2023 – 2026
	M31 – Entrust City Council with co-management of rehabilitation projects	–	Municipality/project budget	2023 – 2026
	M32 – Strengthen routine maintenance service for rapid interventions	700,000	Road maintenance fund	2023 – 2026
	M33 – Create traffic service + signalling system	200,000	Traffic authority funds	2023 – 2026
	M34 – Create transport-planning service	150,000	Municipality + planning budget	2023 – 2026

Expected results and impact

The Bouaké SUMP does not provide a full quantitative impact matrix. However, the following indicators and qualitative impacts are noted:

Indicator	Change BAU vs SUMP	Baseline - 2021	BAU Scenario (Horizon 2038)	SUMP Scenario (Horizon 2038)
Total annual GHG emissions (SDG 11)	≈ 6% reduction compared to BAU	Not quantified	198 million t CO_2e/ year (reported total emissions under BAU by 2038)*	186 million t CO_2e/year
Per capita emissions	–	Not quantified	Not quantified	Not quantified
Accessibility (SDG 11)	–	Not quantified (no % within 500m baseline provided)	Not quantified	Not quantified
Air pollution (SDG 11)	Qualitative improvement only	Qualitative diagnosis of pollution increase linked to traffic growth	Not quantified. Increase expected under BAU	Not quantified Reduction expected under PMUD
Modal share	Qualitative modal shift towards organised transport	Taxi 27% Mototaxi 24% Motorcycle 20% Walking 21% Car 7% Bicycle 1%	Not quantified. Increase in individual motorised modes under BAU	Not quantified Stabilisation/reduction of individual motorised modes; strengthening of organised public transport
Public transport share (aggregated)	Structural reorganisation rather than % target	Taxi + Mototaxi ≈ 51%	Not quantified Informal modes remain dominant	Not quantified Professionalised and regulated services integrated
Road safety (SDG 3)	Qualitative reduction	5.9 fatalities/ 100 000 hab	5.9 fatalities/ 100 000 hab	2.95 fatalities/100 000 hab
Affordability of public transport	–	Not quantified as % of disposable income	Not quantified	Not quantified

Insights from practice: lessons learned from the SUMP development process

A dedicated mobility authority and planning service is essential for the municipality to coordinate stakeholders and implement projects effectively

The Bouaké SUMP identifies institutional fragmentation as a major constraint to effective mobility planning and implementation. Responsibilities for transport planning, traffic management, infrastructure delivery and regulation are spread across multiple actors, with limited coordination capacity at the municipal level. The absence of a dedicated urban mobility authority and a permanent technical planning unit weakens the commune's ability to steer projects, align investments, and coordinate stakeholders, including national ministries, operators, and donors. In response, the SUMP recommends strengthening governance by clarifying institutional roles and establishing coordination mechanisms, including the Urban Mobility Working Group, created by municipal decree in 2022, as a first step toward more integrated planning and implementation.

Mototaxis and informal taxis are vital, but must be professionalised and integrated into the transport system

The SUMP recognises that informal transport modes, particularly mototaxis and informal taxis, play a central role in Bouaké's mobility system, accounting for a large share of daily trips and providing essential accessibility where formal services are limited. However, the plan also highlights the negative externalities associated with the current lack of regulation, including road safety risks, congestion, environmental impacts, and precarious working conditions for operators. Rather than eliminating paratransit, the SUMP proposes its gradual professionalisation and integration into the overall transport system through registration, training, fleet management measures, and clearer operating rules, aiming to improve service quality while preserving livelihoods.

Bouakés SUMP prioritises measures that can be implemented quickly to build momentum for implementation before larger investments

Given Bouaké's limited financial and institutional capacity, the SUMP adopts a phased implementation strategy that prioritises "quick-win" measures alongside longer-term investments. Early actions focus on studies, regulatory reforms, capacity building, road safety interventions and small-scale infrastructure improvements that can be implemented rapidly and at relatively low cost. This approach is intended to build institutional experience, demonstrate tangible results, and strengthen political and public support before advancing more capital-intensive projects. The phased strategy also allows the city to better align implementation with progressively mobilised financing.

Extensive consultation, including a Mobility Day, ensured that community needs and concerns were considered

The SUMP places strong emphasis on stakeholder participation throughout the planning process. Consultations were conducted through technical and steering committee meetings, targeted discussions with transport unions and operators, and broader public engagement activities, including a dedicated "Mobility Day" where citizens were invited to share concerns and proposals. This participatory approach helped ensure that the plan reflects local mobility needs and constraints, particularly regarding informal transport, road safety, and accessibility. The SUMP highlights stakeholder engagement as a key factor for social acceptance and future implementation, especially in a context where behavioural change and regulatory reforms are required.

SUMP finance leverage

Leveraged financing (resulting or enabled by the SUMP preparation process)

Description	Source of financing	Status	Amount (EUR)	Type
National financing for SUMP	Ivory Coast national gov	Planned	12,200,000	Budget allocation
National financing under local management for SUMP	Ivory Coast national gov	Planned	5,800,000	Budget allocation
Local financing for SUMP	Commune de Bouaké	Planned	300,000	Direct budget allocation
Pilot project on road safety near schools	EU	Secured	150,000	Grant
Pilot project on road safety data	EU	Secured	180,000	Grant
Projet d'Amélioration de la Mobilité à Bouaké – MAMBO[2]	AFD and EU	Secured	55,000,000 (AFD 40,000,000 and EU 15,000,000)	Loan from AFD and grant from EU

Perspectives for implementation

The EU continues support for Bouaké's SUMP implementation

The €55 million Mambo project in Bouaké, financed through a blending operation, aims to modernise urban mobility and strengthen public transport systems. Implementing the Sustainable Urban Mobility Plan and following up on the project "Bouaké Ville Durable," the project focuses on developing infrastructure, including bus stops, road networks, and market areas, while preparing the ground for an expanded role of SAUTRA, the Abidjan-based transport company, in Bouaké.

This initiative is in addition to the AFD support regarding road safety.

[2] https://www.taldfacility.eu/documents/ENG%20Local%20and%20Regional%20Authorities%20in%20the%20Global%20Gateway.pdf

Implementation support 1 – SERIOUS pilot project

Technical assistance: Pilot Project - System for Surveillance of Road and Health Accidents – SERIOUS project
Funded by: European Commission
Funding amount: EUR 180,000
Implemented by: AFD through IRD
Local counterpart: Municipality of Bouake

Supported activities:

- Collect data from different sources, including the police, firefighters and hospitals, to produce reliable real-time statistics on road safety.
- Develop a crash and trauma monitoring platform to identify crash-prone areas and crash causes.
- Measure the extent of the consequences on people's health.

Status of the implementation

Project start: Q1 2022
Project completion: Q4 2024
Completed outputs:

- Creation of an online, open-source platform on road safety for Bouaké with reliable, integrated data.
- Better understanding of road crash factors and road crash victims.
- Multi-sector team training to monitor data and respond to road safety issues based on data.
- Identification of high-risk areas, vulnerable groups and priority areas for actions for road safety improvement.

Since its launch in early 2022, the system has recorded thousands of accidents and guided concrete responses such as improved infrastructure and targeted awareness campaigns — achievements that the award specifically seeks to highlight as models of effective, data-driven road safety innovation.

Informing Road Safety Action in Bouaké: Evidence from the Road Safety Platform

Through the platform, 551 accidents, 2546 injuries, and 90 fatalities were recorded and analysed between February 2022 and November 2024. It allowed the analysis of the following information:

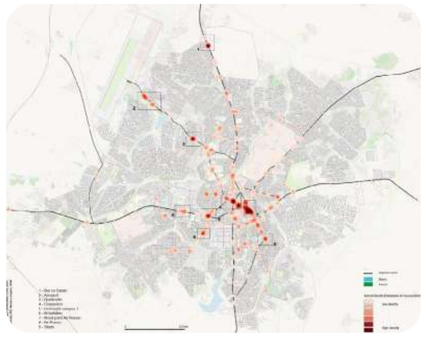

Figure 3 High accidentality areas in Boualké

Profile of road users involved: Detailed data on vulnerable road users, including pedestrians, motorcyclists, and other high-risk users, are systematically recorded through the monitoring platform. E.g. 53% are under 30 years old; 20% are women; women injured are passengers during their accident (80% of cases).

Types of road users involved: Records show that motorcycles and other two-wheelers are among the vehicles most frequently involved in crashes. E.g. moto drivers account for 64.73% of injuries at peak times.

Locations and high-risk areas: The systematic collection of precise crash locations has enabled the identification of specific accident-prone areas, notably around schools, markets, and major urban roads with high traffic volumes.

Timing and trends: The system captures temporal data, allowing accidents to be monitored in real time and analysed by time of day or peak periods, thereby facilitating trend analysis.

Injuries and severity data: While the platform primarily focuses on urban crash occurrence, complementary studies already provide quantified data on fatalities and serious injuries, enriching the health-related datasets linked to the project. E.g. 64% of injuries are taken care of by firefighters; 30 minutes on average between when the crash occurs and arrival at the Emergency Room.

Road users' behaviours: The data also takes into account individuals' behaviour and speed. E.g.: 60% of motorcycle users do not wear helmets.

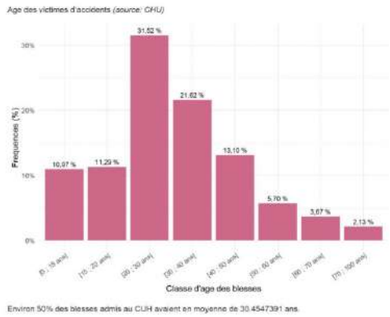

Figure 4 Frequency of road safety events by age group

Insights from practice: key pilot project takeaways

Bouaké Accident and Trauma Observatory: a pilot project to bridge data gaps by bringing actors together

The lack of reliable, comprehensive accident data in Bouaké has limited the authorities' ability to identify high-risk locations and design effective road safety interventions. The Bouaké Accident and Trauma Observatory brought together police, health services, fire brigades, and research partners to systematically collect, visualise, and monitor crash data, thereby enabling more targeted and informed safety actions.

Road safety is a highly cross-sectoral policy area (health, mobility, infrastructure, law enforcement…). This pilot project showcases the opportunity presented by collaboration among actors across various policy fields for comprehensive data gathering in road safety. Indeed, the Bouaké road safety pilot project led to the development of an open, online platform[3] for road-safety monitoring, enabling real-time mapping of accidents, identification of high-risk locations and behaviours, and identification of vulnerable populations. This work was paired with a follow-up of road traffic injury cases at Bouaké University Hospital, allowing for an evaluation of post-crash victim care and management.

Comprehensive data gathering and monitoring allow for road safety action

The SERIOUS project demonstrated that coordinated data collection and analysis are essential to pinpoint accident hotspots and to support evidence-based road safety improvements and decision-making. Strengthening multisectoral coordination, particularly with the health sector, is essential for improving prevention and victim care. The pilot has already contributed to the design and implementation of concrete measures, such as enhanced safety around schools, improved infrastructure planning, and promotion of helmets among motorists.

Staff rotation and training to ensure continuity and acknowledgement of the critical role of data gathering

The successful adoption by field agents and the absence of technical or network failures highlight the project's effectiveness. However, several challenges emerged. Frequent staff rotations require ongoing training to maintain data-collection continuity. Additionally, some agents perceive data entry as an added workload, underscoring the need for sustained motivation and awareness efforts. Lastly, integrating emergency data collection with medical teams remains a key area for improvement to enhance the system's reliability and completeness.

Perspectives for scaling

Staff continuity and ownership: key conditions for long-term impact and replication

The project offers a valuable opportunity to enhance road safety in Bouake and could serve as a best practice for other African cities. However, ensuring its sustainability beyond the technical assistance phase remains a key challenge, mainly due to the need for continuous training of new personnel and effective stakeholder coordination. Staff turnover, data entry workload, and integration with medical teams are critical for the long-term effectiveness and reliability of the data collection system.

Long-term sustainability will enable the city to build a historical data repository, facilitating the assessment of road safety trends and the impact of policy measures over time.

Additionally, governance efforts need to continue through local authorities' support, enhanced capabilities of local NGOs, and tackling specific issues such as helmet use on motorcycles and motorbike taxi behaviour.

[3] https://rci.trafic.cloudlyyours.com/dashboard

Implementation support 2 - Road safety improvements around schools

Technical assistance: Road safety improvements around schools
Funded by: European Commission
Funding amount: EUR 415,000150,000
Implemented by: AFD through AMEND
Local counterpart: Municipality of Bouaké

Supported activities:

Improving child road safety in Bouaké by delivering low-cost, high-impact street design and traffic-calming measures around four pilot schools.

Types of infrastructure installed:

- Speed humps → installed at all four schools
- Zebra crossings → new raised and standard crossings
- Footpaths → extended or newly constructed sidewalks
- Safety platforms & bus stops → added at key crossing points
- Signage and school entrances → improved, widened, and clearly marked

The methodology consists of adapting and scaling the award-winning School Area Road Safety Assessments and Improvements (SARSAI) model. The SARSAI model, developed by the NGO Amend, is an evidence-based program designed to reduce road traffic injuries among children in high-risk urban areas of sub-Saharan Africa.

Using site assessments, injury data, and consultations with children, parents, and school staff, interventions were tailored to the most dangerous school zones, ensuring practical and context-sensitive solutions. It improved safety for more than 5,700 children across four schools.

The approach places users at its core, focusing on reducing vehicle speeds at points where children and traffic interact, creating safe pedestrian pathways to separate children from vehicles, and ensuring that school entrances are secure and clearly identified. Between January and August 2025, Amend and its partners designed and delivered infrastructure improvements around four schools, selected jointly with local stakeholders due to their high-risk environments. The interventions were guided by injury data collected in partnership with the French National Research Institute for Sustainable Development (IRD), complemented by on-site assessments and extensive consultations with school communities, including teachers, students, street vendors, parents, and municipal authorities.

The AMEND project demonstrated that a combination of data-driven planning, infrastructure upgrades, and community engagement can significantly reduce risks for vulnerable road users.

Status of project implementation

Project start: 2022
Project completion: 2025 (ongoing monitoring)

Completed outputs:

- Four high-risk school zones in Bouaké were transformed with safer infrastructure, markedly reducing traffic hazards and enabling safer journeys for thousands of children.

Insights from practice: key pilot project takeaways

Road safety data, stakeholder collaboration, and targeted infrastructure improvements to protect children and inform municipal urban mobility strategies

The project highlights that small, well-targeted interventions such as traffic calming measures, pedestrian crossings, and safer school entrances can have a meaningful impact on local engagement and monitoring.

Results and perspective for scaling

The pilot has generated momentum for scaling safe school zone interventions

By improving safety for more than 5,700 children across four schools, the pilot has shown how targeted planning and partnerships can yield visible results. Lessons from Bouaké are already feeding into larger infrastructure plans co-financed by partners such as AFD and the EU, and are shaping broader mobility strategies in other cities. The proven effectiveness of the approach positions it for further expansion under the Safe Schools Africa programme across Côte d'Ivoire, Senegal and beyond.

Necessity to keep stakeholders mobilised and outline a roadmap for future implementation in additional schools

The key to the project's success has been effective coordination among stakeholders, which provides valuable insights for strengthening road safety decision-making bodies, such as a road safety council. To sustain stakeholder engagement, it is crucial to highlight the impact and results achieved while outlining a roadmap for future implementation in additional schools.

Highlights in the past year

The pilot project on road safety was awarded the Prince Michael International Road Safety Award[4]

The SERIOUS project in Bouaké was honoured with the Prince Michael International Road Safety Award, one of the most prestigious global recognitions in the field of road safety, at a ceremony held in London on 25 November 2025. This award, presented annually by HRH Prince Michael of Kent to exemplary initiatives that demonstrate significant innovation and impact in road safety, recognised SERIOUS for its groundbreaking contribution to improving how road crash and injury data are collected, integrated and used in policy and practice.

Last updated December 2025

[4] https://www.afd.fr/en/press-releases/afd-bouake-serious-road-safety-project-awarded-prestigious-prince-michael

Antananarivo, Madagascar

Greater Antananarivo Urban Mobility Forum — Completed — Page 204
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SUMP Implementation Support 2 — Ongoing — Page 210

Basic information

Population	→	3,209,933
Growth rate	→	+4.84%
Urban area	→	85,01 km²
Motorisation rate	→	40 cars/1,000 inhab. 52 motorcycles/1,000 inhab.
GDP per capita	→	USD 522
Modal Share		
Walking	→	73%
Minibus	→	17%
Motorcyle	→	5%
Private car	→	2%
Other	→	1%
Transport GHGemissions per capita	→	0,06 (tCO2eq)
National GHG emissions per capita	→	0.13 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Antananarivo, the capital and largest city of Madagascar, is located in the central highlands and concentrates the country's main political, administrative and economic functions. As the core of the national economy, it hosts the majority of industrial, service, financial and trade activities, acting as the principal hub for domestic markets and international connections through its proximity to Ivato International Airport. At the regional scale, Antananarivo structures economic exchanges across the island, linking coastal production areas with inland markets and concentrating higher education, governance and strategic infrastructure.

Mobility planning — Greater Antananarivo Urban Mobility Forum

Technical Assistance: Urban Mobility Forum
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 40,000
Implemented by: Coopération pour le Développement et l'Amélioration des Transports Urbains et Périurbains (CODATU)
Local counterpart: Ministry of Transport and Meteorology (Ministère des Transports et de la Météorologie) and Ministry of Decentralization and Land Planning (Ministère de la Décentralisation et de l'Aménagement du Territoire)
In collaboration with: Urban Municipality of Antananarivo (CUA) (Commune Urbaine d'Antananarivo), Land Transport Agency (ATT) (Agence des Transports Terrestres), Urban Planning Agency of Greater Antananarivo (IPAM)
Forum start and end date: Q2 2024 (24 – 25 April 2024)

Supported activities

The Urban Mobility Forum, held in Antananarivo, brought together more than 130 stakeholders, underscoring the collective nature of the city's mobility challenges. Participants included national and local public authorities, technical consultants from Madagascar and abroad, transport operators, and representatives of paratransit organisations. Convened by CODATU, the Agence Française de Développement (AFD), the Commune Urbaine d'Antananarivo (CUA), and the Agence des Transports Terrestres (ATT), the forum created an inclusive and structured platform for dialogue, allowing all actors in the mobility ecosystem to build a shared understanding of current issues and future priorities.

Beyond fostering exchange, the forum aimed to lay the foundations for a long-term transformation of urban mobility in Greater Antananarivo. It provided an opportunity to take stock of the existing situation and to initiate a dynamic process centred on pilot projects and practical improvement measures. Through thematic workshops, participants explored essential topics such as governance reform, intermodality, the professionalisation of taxi services, and the strategic planning needed to guide future investments. These discussions contributed directly to a set of initial outputs designed to support more coherent, better-coordinated, and ultimately more sustainable mobility solutions for the city.

Key supported activities emerging from this process:

- Urban Mobility Forum: Establishment of an inclusive dialogue platform engaging diverse stakeholders and building consensus on shared mobility objectives and strategies.
- Diagnostic Report: Development of a detailed and collectively validated assessment of the current mobility system, integrating contributions from public authorities, private operators, and users.
- Preliminary Strategic Roadmap: Formulation of priority actions focused on governance reform (including steps toward an integrated mobility authority), the development of intermodal transport solutions, and the professionalisation of paratransit services such as the taxi be.

  These outputs form a solid foundation for a structured, coordinated, and forward-looking approach to improving mobility in Antananarivo.

Completed outputs:

A diagnostic report of the mobility situation in Greater Antananarivo was presented[1].

Four workshop tracks produced preliminary roadmaps: one for governance (mobility organising authority + financing), one for intermodality, one for "taxi be" modernisation and professionalisation, and one for strategic planning of a sustainable mobility plan (PMUD) for the area[2].

The forum was linked to the launch of the city's "Sustainable Urban Mobility Plan" (SUMP) mission, which began around the same time (23-27 April 2024)[3].

Main Challenges

- Building consensus on governance reforms: Preparing clear guidelines for the roadmap, especially for the governance workshop, required strong coordination with authorities. Aligning stakeholders around governance reforms, such as creating an integrated mobility authority, was complex due to varying interests and institutional constraints.
- Ensuring a Shared Understanding of Mobility Issues: Developing a diagnostic report that all stakeholders accepted posed a challenge. Innovative tools, such as cartoons and synthesised mobility data, were used to make the findings accessible and engaging. However, achieving a broad consensus on the diagnosis required extensive consultation and careful framing of key issues.
- Translating Discussions into Actionable Outcomes: Turning workshop discussions into a concrete and operational roadmap was a key challenge. The success of the Urban Mobility Forum depended not only on logistics, such as organising a large conference hall and multiple workshop rooms, but also on effectively capturing insights from the discussions and translating them into strategic, implementable actions.

Mobility planning — Sustainable Urban Mobility Plan (SUMP) Development

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: Agence Française de Développement (AFD) and National Government of Madagascar
Funding amount: EUR 500,000[4]
Implemented by: AFD
Local counterpart: Commune Urbaine d'Antananarivo (CUA), ATT (Agence des Transports Terrestres)
Project start date: Q2 2024
Expected project completion: Q1 2026
Final SUMP report: SUMP not completed

Supported activities:

- Diagnosis phase: Include data collection, stakeholder interviews, focus groups, and mobility supply/use analysis, including paratransit.
- Scenario building and visioning: Definition of a vision and strategic objectives, development of scenarios, formulation of priority measures proposed by the SUMP;
- Measure-planning and action-plan phase: Prepare an action plan, including monitoring and evaluation indicators, implementation modalities and timelines, budgeting, and financing of measures

[1] https://www.codatu.org/en/greater-antananarivo-urban-mobility-forum-the-results
[2] https://www.codatu.org/en/greater-antananarivo-urban-mobility-forum-the-results
[3] https://transitec.net/en/publication/11419-launch-of-antananarivos-sustainable-urban-mobility-plan
[4] This SUMP support project is a component of the larger support AFD is providing to Antananarivo on active mobility with a total budget of EUR 10,000,000. See the Implementation Support activities of this factsheet to know more.

- Participatory process: Build dialogue with institutions, have workshops, stakeholder consultation and co-construction.

Completed Outputs:

- A diagnostic has been validated.
- A report on the SUMP vision, the objectives and potential scenarios has presented.

Next expected Outputs:

- The modelling report and the report on the selected scenario are currently being finalised and will be presented in December.
- Next step will be the action plan, expected in Q1 2026.

Core impact indicators baselines

Indicator	Baseline - 2021
Total annual transport-related GHG emissions (Mt CO_2eq)	160 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	0.5 kg CO2eq / capita
Access to public transport in urban areas Proportion of the population living within 500 meters of a public transport stop	N/A
Air pollution **Mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations.**	29 µg/m³ of PM2.5
Road safety Annual traffic fatalities in the urban area, per 100,000 inhabitants	N/A
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group.	N/A

Implementation support 1 - Paratransit Pilot project

Technical Assistance: Paratransit Pilot Project
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 600,000
Implemented by: CODATU
Local counterpart: Ministry of Transport and Meteorology (Ministère des Transports et de la Météorologie) and Ministry of Decentralisation and Land Planning (Ministère de la Décentralisation et de l'Aménagement du Territoire). In collaboration with Urban Commune of Antananarivo (CUA) (Commune Urbaine d'Antananarivo), Rural Commune of Ambohimangakely, Land Transport Agency (ATT) (Agence des Transports Terrestres), Urban Planning Agency of Greater Antananarivo (IPAM)

Supported activities:

The Zotra Fitarata (Model Line) aims to professionalise Antananarivo's Taxi be system through the launch of a demonstration line of about ten modernised minibuses on the larivo ring road which is characterized by the implementation of new buses adapted to public transport and with greater capacity, the organization of the line's operation through a transport company that will be required to adhere to bus schedules, and the implementation of a digital ticketing system. Another existing pilot line will be modernised based on lessons learned from the launch of the first line.

The project includes technical studies, decision-making tools, training, and workshops to showcase a sustainable and profitable model of collective transport without subsidies. The project seeks to demonstrate that it can significantly improve user service, reduce air pollution and greenhouse gas emissions, enhance road safety, and improve operators' working conditions. All of this is expected to be achieved without any public subsidy while maintaining the principles of collective transport by Taxi in the pilot corridor.

The project considers two main phases:

- Pilot project line for the new larivo bypass, inaugurated in 2021;
- Pilot project line for the existing bus network based on the bypass line demonstrator.

The project aims to demonstrate the profitability of the new rolling stock on new infrastructure operated by a private operator or a consortium, followed by the creation of an association of owners who own the new rolling stock and commit to respecting the new operating rules. CODATU provides technical assistance throughout the process, including advising a steering committee, drafting technical and operating specifications, supporting operators to create the operator's association, delivering training, assessing results, and scaling the project.

Status of the implementation

Project start: 2023 Q1
Expected project completion: 2025 Q1 (Extension under review)

Completed Outputs:

- All preparatory studies and tools have been completed, and the project is at the decision-making stage with the public authorities.
- As of 21 October 2025, the project has been temporarily suspended due to Madagascar's current political situation. In early 2025, the Malagasy government purchased about ten electric buses and 300 diesel minibuses as part of a project to renew the vehicle fleet and modernize the public transport system; As for the

use of the 300 diesel minibuses, whose characteristics correspond to those envisaged for the pilot project, the public authorities have decided that the eleven buses required for the "Zotra Fitaratra" pilot line will be part of these new minibuses.

- Financial studies, including a consultation tool, an operating tool, and a comprehensive economic model.
- Operator selection strategies.
- Specifications for the new vehicles, sourcing vehicles that can be adapted to the local context and meet the specifications.
- Analysis of the operation of the digital ticketing system.
- Training transport operators on legal structures on “Championing the modernisation of Taxi Be” (November 2023).
- Database of existing Taxi Be routes.
- A strategic note on gender issues.
- The action plan and communication strategy for field occupancy communication have already been prepared to maintain public attention on the project.
- Study related to bus storage platform.

Next expected Outputs:

- For public authorities: training on transport network planning and market studies.
- Recruitment of technical support to conduct a diagnosis, develop a strategic plan, and implement the operationalisation plan.
- Train the authorities on the operation of bus routes and public service delegation contracts adapted to the selection of bus routes.
- Organise a study visit to Dakar, Senegal, for the transport operators. (to be confirmed after restructuring)
- Assist the authorities in selecting operators and service providers for the ticketing system.
- CODATU will help the transport operators to choose the firm to assist them in structuring themselves as a transport company.
- Supporting the future operator in getting the line up and running before launch and helping key staff get up to speed.
- Development of a strategic document to support the future transport company to ensure the establishment and sustainability of a modern, efficient, and sustainable urban transport company
- Studies on the necessary roadworks for the launch of the ring road route.
- Operationalisation plan adopted for the project to increase the number of women in public transportation professions
- Update the communication strategy and activity schedule when resuming activities and organise corresponding events for field occupancy and launch communication.

Insights from practice: key pilot project takeaways

Facilitating financial viability for transporters is key to upscaling

Access to financing and tax incentives is crucial for enabling transport operators to formalise their services. Establishing financial facilitation mechanisms and advocating for supportive fiscal policies can reduce barriers to investment and encourage participation.

Ensuring High-Level Political Support is a prerequisite for project execution.

In a highly centralised country, securing the commitment of high-level authorities is essential to overcoming bureaucratic challenges and ensuring the project’s long-term success. Political backing strengthens institutional support and helps drive policy changes.

The pilot project contributes to defining a valid approach to reform.

Successful paratransit formalisation requires a structured implementation process, including demand and financial studies, technical assessments (equipment and road infrastructure needs), change management strategies, capacity building, assistance in structuring transport companies and acquiring necessary equipment. A well-defined project logic ensures that all critical aspects are addressed in a coordinated manner. A simple and transparent financial model, particularly for the future line’s income statement, is essential for gaining trust and buy-in from transport operators and decision-makers. Precise consultation tools help align stakeholders and improve project feasibility.

Another essential subject for future transport in Antananarivo’s urban area concerns governance and financing. The multiplication of projects (cable, train, acquisition of 300 buses, sustainable urban mobility plan, active modes, new roads, etc.) makes it necessary to structure the authority on the scale of Greater Antananarivo, and to identify sustainable funding.

Perspectives for scaling

Government Scales Up the Pilot through National Bus Procurement

In January 2025, the Malagasy government decided to purchase 300 buses to be resold to transport operators[5]. The public authorities have decided that the ten or so buses required for the “Zotra Fitaratra” pilot line will be part of this new minibus fleet.

Authorities Advance Governance Reform and Sustainable Financing for Replication

At the April 2024 Forum, CODATU presented to the responsible authorities the two main areas essential for significantly improving urban mobility in Greater Antananarivo: (1) clarifying mobility governance by deciding who is responsible for what in Greater Antananarivo, and (2) establishing sustainable financing, based for example on the reintroduction of a vehicle tax, to subsidize the various modes of public transport and finance the strengthening of the authority in charge.

[5] https://www.codatu.org/note-de-codatu-sur-les-projets-de-mobilite-urbaine-a-madagascar-et-le-projet-pilote-zotra-fitaratra/

Implementation support 2 - Active Modes Deployment Project

Technical Assistance: Implementation Support in Active Modes Deployment Project
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 10,000,000[6]
Implemented by: Communauté Urbaine d'Antananarive and GRET – Cabanon Vertical
Local counterpart: Communauté Urbaine d'Antananarive (CUA)

Supported activities:

The project is structured into three main components:

1. **Component**

   Securing and developing active mobility – urban mobility planning (€7.5m).
   The project will enable the development of infrastructure for active mobility, to be implemented by the CUA with support from a Project Management Team.

   The main objectives of this component include:

1. Upgrading the most frequented pedestrian routes (rehabilitation and widening of sidewalks, securing pedestrian zones);
2. Creating cycling routes between key urban areas;
3. Securing areas around schools and markets;
4. Improving waiting areas for taxi-bés; and
5. Addressing critical crossing points.

   This component also funds and supports the development of a SUMP for the city, amounting to EUR 500,000.

2. **Component: Capacity Building for the CUA (€1.3M)**

   Strengthen the CUA's institutional capacities (change management planning, procurement, governance, etc.) while supporting the implementation of the active mobility program (Component 1). This component provides technical assistance on Social Urban Project Management (MOUS) guidance and contributes to communication and user awareness campaigns.

3. **Component: Urban Incubator (EUR 1.2 million)**

   Implemented by GRET[7], this component aims to enhance community participation. It aims to:

- Co-design and co-construction of neighbourhood public spaces (participative workshops with inhabitants) focusing on walking, cycling, and inclusive access.
- Development of tactical urbanism interventions (e.g., in the 3rd & 5th districts) to test active mobility solutions before scale-up.
- Strengthening citizen & community involvement in public space management and design.

  These activities will help prefigure the developments financed under the active mobility component or target Lalankely project sites to foster user ownership of the infrastructure.

[6] The total amount includes the support to Antananarivo's SUMP development support for 500,000 EUR (description of the project included above).
[7] To know more about GRET https://gret.org/qui-sommes-nous/

Status and timeline of pilot project implementation

Project start: 2023 Q2
Expected project completion: 2026 Q4

Completed Outputs:

- The tender process to implement the technical assistance under Component 2 was launched with the call for expressions of interest published by CUA on 04 May 2023, with a submission deadline of 05 June 2023.
- The Project Management Team tasked with conducting the complex studies and overseeing Component 1 has been engaged and is currently being recruited through CUA with AFD support (source: MobiliseYourCity factsheet 2025; GRET news release April 2025). The specific recruitment date and contract details have not been publicly confirmed.

Next expected Outputs

- Strengthen institutional capacities of CUA
  → Institutional diagnosis of the CUA to implement urban mobility projects
  → Plan of institutional strengthening for the CUA
  → Strengthening CUA in team management, project management, and tender processes
- Implement the active modes projects, including planning, executing, and monitoring
  → Modernisation of digital tools and software (Autocad, QGIS)
  → Training on the acquired software and tools
  → Trainings, exchanges, and sharing experiences in active mobility
- Reinforce dialogue with citizens to raise awareness in terms of active mobility
  → The micro-projects require long-term community involvement and management to ensure sustainability, as noted by the participative model.
  → Support the local government to carry out awareness-raising campaigns to free public spaces
  → Work with the police to interact with the public and make them comply with the public space usage rules
  → Information dissemination and awareness-raising about the active mobility strategy in Antananarivo.

Highlights in the past year

CODATU Engagement at Local Business and Mobility Forums

In April 2025, CODATU actively participated in the Forum des Entreprises in Antananarivo, a key local networking event organised by the Higher Institute of Technology (IST), where it showcased its work on sustainable urban mobility and engaged directly with students, recent graduates, and economic stakeholders. At this forum, CODATU presented its mission and projects, including the Zotra Fitaratra paratransit modernisation initiative, facilitated discussions on urban mobility challenges, and delivered a keynote on mobility trends in African cities to promote shared learning and deepen dialogue with local actors.

Last updated December 2025

Maputo, Mozambique

Sustainable Urban Mobility Plan — Ongoing

Basic information

Urban area	→	2,200 km²
Population	→	2,541,000
Growth rate	→	+2,5%
National capital city		
GDP per capita	→	USD 1,376
Baseline motorisation rate	→	~ 250 vehicles / 1,000 inhab.
Modal Share		
Formal public transport	→	9.2%
Informal public transport	→	32.9%
Walking/cycling	→	45.9%
Private cars	→	10.2%
Private motorbikes or 2-wheelers	→	0.2%
Freight vehicles	→	0.7%
National GHG emissions per capita	→	1.24 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Maputo, the capital and main economic centre of Mozambique, is a rapidly growing coastal city situated on the Indian Ocean. Along with the neighbouring municipalities of Matola, Boane, and Marracuene, it forms the Maputo Metropolitan Area, which is home to nearly 9% of the national population. This metropolitan region concentrates the country's political, administrative, and economic functions, driven by trade, transport, logistics, communications, and manufacturing. As a result of economic opportunities in the capital, the population is growing, leading to expansion into surrounding cities and districts. Continuous development is spreading further away from the central area towards the outskirts of Maputo.

The current demand for public transport exceeds the supply, leading to increased private vehicle ownership, traffic congestion, and irregular parking on public roads. The poor state of road infrastructure reduces the quality and durability of public transport and the fluidity of traffic. The city also lacks proper infrastructure for active mobility, has a high number of road accidents, and has inadequate security for women in transport. These mobility issues can undermine the area's economic development due to the limited access to employment opportunities, poor health, and time-consuming trips. This situation especially affects low-income populations and severely impacts air quality and climate.

In 2014, an urban transport master plan for the Great Maputo area was created with funding from JICA. This document indicates that walking (46%) and chapas/minibuses (33%) are the two primary modes of transport in the area. Chapas are informal public transport vehicles operated by private owners, using a "fill and go" system in which they wait at terminal areas until fully loaded. In 2004, 4,500 licensed chapas were operating in the Maputo Metropolitan Area; however, many more operate without licenses.

The master plan predicts a significant increase in mobility demand in the coming years. Urban trips are expected to double from 3.3 million per day in 2012 to an anticipated 6.7 million per day by 2035. Without measures to improve mobility patterns in Maputo, congestion could reach unbearable levels. To address these challenges, the 2014 master plan proposes a prioritised action plan to support the Sustainable Urban Mobility Plan (SUMP). The main recommendations include developing a mass rapid transit network and enhancing the road network.

Despite walking and informal public transport being predominant, the current transport offerings are inadequate and poorly coordinated, leading to long travel times, congestion, irregular service, and increased private vehicle use. The quality of infrastructure varies significantly, with limited pedestrian and cycling facilities, deteriorating road conditions, and high accident rates. These deficiencies disproportionately affect low-income residents and women, hindering their access to jobs, education, health services, and economic opportunities.

The specific role, competencies, and financial framework of the Transport Agency for the Maputo Metropolitan Area (AMT) are yet to be defined. Refined objectives will be included in the AMT's strategic plan to structure and consolidate authority. A partnership with UITP, funded by the World Bank, has begun to develop this strategic plan, but it is currently on hold. The think tank Waza is supporting AMT staff as a partner through the T-SUM project. Currently, the AMT lacks the mandate and financial authority to fund mass public transport infrastructure and cannot borrow from international financial sources. Systems and procedures to monitor, evaluate, and report on urban mobility are also not in place.

In this context, key issues for public stakeholders include the lack of a common metropolitan vision, poor coordination among stakeholders, limited technical and institutional capacity, and limited options for tax collection and revenue generation from the transportation system. The Transport Agency for the Maputo Metropolitan Area and the municipalities within it aim to develop a Sustainable Urban Mobility Plan (SUMP) to tackle existing urban mobility issues and expand the public transport system to all neighbourhoods. The plan will also improve access routes, consolidate the overall transport system, and enhance relationships with other primary stakeholders. Additionally, the SUMP assignment will assist AMT in finalising the strategic plan for its institutional structure, currently under formulation.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Founded by: Agence Française de Développement (AFD)
Funding amount: EUR 500,000
Implemented by: AFD through the MobiliseYourCity Africa Program
Local counterpart: Agência Metropolitana de Transporte de Maputo (AMT)
Consultant(s) involved: Transitec-Transamo

Overview:

Maputo is expected to reach almost 4 million inhabitants by 2035, doubling mobility demand. The SUMP aims to provide the transport infrastructure and services needed to meet the conurbation's needs in the years to come.

Supported activities:

- SUMP preparation for Maputo Metropolitan Area, managed by the local transport authority, Agência Metropolitan de Transportes de Maputo (AMT).

Other related activities supported by AFD outside of the MobiliseYourCity scope and financing:

- Technical Assistance to the AMT (Financing of one Senior and one Junior position)
- Quick-win actions to improve transport operations

Status of the SUMP development process

Project start: 2021 Q1
Expected project completion: 2023 Q2
Completed outputs:

- Consultant mobilised: Transitec (with Transamo) was selected to develop the SUMP for Greater Maputo, with the assignment officially launched in April 2021.
- Inception phase completed (Jan 2022): Project framework, scope and workplan validated.
- Diagnosis phase completed: Comprehensive analysis of mobility demand, transport supply (formal and informal), infrastructure gaps, governance challenges, and population growth trends.
- Urban mobility improvements underway through the MOVE Maputo Project (World Bank-funded; approx. USD 250 million):
- Development of a Bus Rapid Transit (BRT) system for Greater Maputo restarted in 2025 after earlier delays.
- Progress made on regulatory harmonisation, metropolitan coordination and development of a public transport network at metropolitan scale.
- Significant fleet renewal: The government introduced 390 new buses in 2024-2025 as part of efforts to strengthen the formal public transport system and reduce reliance on informal operators.
- New multimodal pilot (2025): Launch of a bus + rail integrated service operated jointly with the national rail company CFM, improving connectivity between Maputo and Matola.
- Institutional capacity building: Continued technical support to AMT through AFD and the T-SUM programme (Waza), including staffing of senior and junior technical positions.

Next expected outputs:

- **Vision and scenario development:** Formulation of long-term mobility scenarios aligned with projected trip growth (doubling by 2035), urban expansion dynamics, and ongoing investments such as BRT and rail modernisation.
- **Action plan and final SUMP:** A phased, costed and prioritised action plan covering public transport reform, road infrastructure improvement, regulation of chapas, active mobility networks, and traffic management.
- **Financial and institutional roadmap:** Definition of a sustainable financing model for operations, maintenance and fleet renewal, and consolidation of AMT's statutory role and organisational structure.
- **Monitoring & Evaluation (M&E) system:** Establishment of KPIs and data systems to track ridership, modal share, emissions, safety, accessibility and network performance over time.
- **Sustainable mobility transition measures:** Integration of decarbonisation pathways, including the introduction of cleaner buses, demand management measures, and modal shift incentives toward public and active transport.
- **Active mobility and road safety programme:** Design of pedestrian- and cycling-friendly corridors, safety interventions, and targeted actions to reduce risks for women and vulnerable users.
- **Citizen engagement and communication strategy:** Strengthening participation mechanisms to ensure public acceptance and long-term ownership of SUMP measures.

Insights from practice

- Metropolitan governance is essential: Fragmented responsibilities across multiple municipalities hinder coherent planning and implementation. Strengthening AMT's mandate is a critical success factor.
- Informal transport integration is unavoidable: Chapas remain the backbone of mobility. Any transition towards a regulated, efficient system must include incentives, progressive formalisation, and new service models.
- Infrastructure is not enough without stable financing: Large projects (e.g., BRT) must be matched with long-term operational funding, maintenance budgets, and affordable fare structures.
- Intermodality significantly improves accessibility: Early results from the 2025 bus + rail pilot show promising potential for reducing congestion and offering seamless mobility across the metropolitan area.
- Equity and inclusion drive sustainable outcomes: Women and low-income groups are disproportionately affected by poor transport. Safe walking/cycling facilities, secure public transport environments and equitable coverage are necessary.
- Data-driven planning enhances resilience: Regular mobility surveys, crash data, emissions monitoring and system performance metrics enable adaptive management and informed decision-making.

Highlights in the past year

- Reactivation of the BRT programme in 2025 marks a turning point after years of delays, signalling renewed political commitment to high-capacity public transport.
- Major bus fleet expansion (390 buses) has improved reliability and coverage of public transport services in the metropolitan area.
- Launch of an intermodal transport service (bus + rail, 2025) represents a foundational step towards integrated mobility in Maputo.
- Historic dominance of walking and chapas remains a defining feature of Maputo's mobility landscape and a key consideration for the SUMP.
- Strong international support ecosystem (AFD, World Bank, T-SUM, UITP, MobiliseYourCity) creates favourable conditions for long-term reforms.
- Mobilise Days (2019) successfully initiated a culture of dialogue and participatory approaches around urban mobility, influencing the SUMP design process.

Last updated December 2025

Dakar, Senegal

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Basic information

Urban area	→	549 km² (agglomeration)
Population	→	4,042,225 (2022)
Growth rate	→	+2.8%
National capital city		
Motorisation rate	→	39 motorised vehicles / 1,000 inhab.
GDP per capita	→	USD 1,636 (2021)
Modal share (in 2015)		
Walking	→	70%
Formal public transport	→	11.7 %
Informal public transport (minibuses)	→	6.8 %
Informal collective taxis	→	3.5 %
Private cars	→	4.2 %
Formal Taxis	→	3.0 %
Private motorbikes or 2-wheelers	→	0.8%
Transport emissions per capita	→	0.15 tCO2eq in Dakar
Exposure to climate change	→	MEDIUM

Context

Dakar occupies a strategic position at the western tip of Senegal and functions as the country's primary metropolitan, economic, and transport hub, concentrating national road, rail, port, and air connections that link Senegal to regional and international corridors along the West African coast and hinterland. As the political capital and main gateway for trade, logistics, and services, Dakar plays a central role in structuring mobility flows at both the metropolitan and national levels, and MobiliseYourCity has supported the city in developing and implementing its Sustainable Urban Mobility Plan.

Mobility Planning — Sustainable Urban Mobility Plan (SUMP)

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: French Global Environmental Facility (FFEM)
Funding amount: EUR 400,000
Implemented by: Agence Française de Développement (AFD) supported the elaboration of a SUMP for the Dakar metropolitan area, contracted and managed by the local mobility authority, Conseil Exécutif des Transports Urbains de Dakar (CETUD)
Local counterpart: Conseil Exécutif des Transports Urbains de Dakar (CETUD)
Consultant(s) involved: Transitec, Suez, Urbaplan
Final SUMP Report: Dakar SUMP - General Summary | MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Dakar joined MobiliseYourCity in 2017 Start of SUMP development in June 2020 SUMP finalised and approved in April 2023 Horizon year: 2035
SUMP Vision	The SUMP's strategic objectives aim at maintaining the dominance of active and public transport modes, avoiding a car-dependent development trajectory, and ensuring equitable, safe, and environmentally sustainable mobility at the metropolitan scale.
Key expected results (GHG, modal share and access)	The SUMP actions are expected to reduce CO_2 emissions by around 15% compared to the "business as usual" scenario. Under the SUMP, at the critical Dakar–Guédiawaye corridor in 2035, peak-hour demand is projected at 92,000 passengers per hour per direction (pphpd), while supply—and thus capacity—would increase to 95,000 pphpd.
Total SUMP Investment Requirement	1,054,600,000,000 CFA francs (approximately EUR 1.6 billion).

SUMP preparation process and stakeholder involvement

Functional urban area

The Dakar SUMP is developed at the scale of the Agglomération de Dakar, defined as a functional urban area composed of three strongly interconnected urban entities: Dakar, Guédiawaye–Pikine, and Rufisque. This metropolitan area covers approximately 549 km² and concentrates the majority of Senegal's urban population and economic activity, with very high levels of daily internal mobility and strong commuting flows between the three sub-areas. The SUMP explicitly adopts this functional approach to reflect real travel patterns, address cross-municipal mobility challenges, and support coordinated planning of transport networks, services, and infrastructure at the metropolitan scale rather than within individual administrative boundaries.

Stakeholder involvement process

The SUMP preparation followed a structured, iterative, participatory process coordinated by CETUD and implemented within the MobiliseYourCity methodological framework. Governance arrangements included a steering committee that brought together national and metropolitan institutions, as well as technical working groups comprising sectoral administrations, transport operators, and experts. Stakeholder engagement was carried out throughout the process, particularly during the diagnostic and scenario phases, through workshops, bilateral meetings, and validation sessions, with particular attention to public transport operators, local authorities

and civil society representatives. This participatory approach aimed to build ownership of the SUMP, ensure consistency with existing policies and projects, and strengthen institutional coordination for future implementation.

Diagnosis of urban mobility in Dakar

Like many large metropolitan areas in West Africa, Dakar is facing sustained demographic pressure combined with rapid spatial expansion. The agglomeration comprises the urban entities of Dakar, Guédiawaye–Pikine, and Rufisque. Projections indicate a strong population increase by 2035, with significant implications for travel demand and pressure on transport systems.

The mobility system of Dakar is characterised by a very high dependence on walking, limited motorisation, and a public transport system that remains structurally fragile despite its central role in daily mobility. While this configuration currently limits congestion and emissions compared to more motorised cities, it also reflects strong constraints related to affordability, infrastructure quality, safety and comfort. Without structural improvements, rising incomes and demographic growth are expected to lead to increased motorisation, congestion, longer travel times, and higher transport costs.

Existing mobility and transport services

Daily mobility in the Dakar agglomeration amounts to approximately 7.2 million trips, with the vast majority (about 92%) occurring within each of the three main urban entities rather than between them. This reflects a strong localised structure of activities and travel, but also underlines the importance of local accessibility and neighbourhood-scale transport conditions.

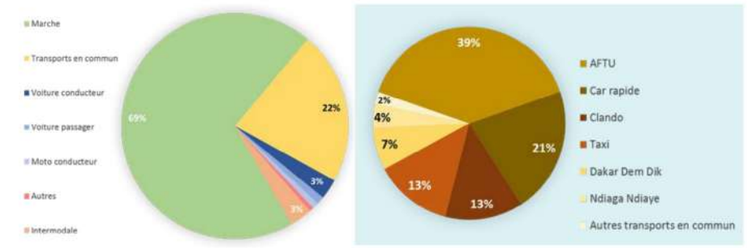


Figure 1 Modal share in Dakar, and public transport share

The modal split highlights both the limited penetration of private vehicles and the essential role of collective transport services.

Walking, although the dominant mode, is often carried out under difficult conditions. Sidewalks are frequently absent, discontinuous or obstructed, forcing pedestrians to walk on the carriageway. As a result, pedestrians are particularly exposed to traffic accidents and discomfort, despite being the backbone of daily mobility.

All motorised modes share the same road network, which is subject to significant functional and spatial constraints. While Dakar benefits from a structured hierarchy of major corridors, many secondary and local roads suffer from poor layout, congestion at intersections, encroachment by parking and commercial activities, and limited accommodation of pedestrians. These deficiencies directly affect the performance of public transport and increase exposure to safety risks.

Social issues of mobility and constrained mobility

Accessibility in Dakar is strongly shaped by the dominance of walking and the uneven quality of public transport services. While short-distance trips remain feasible for a large share of the population, longer trips are costly in both time and money, particularly for households with limited income.

Longer trips are costly and unreliable, with service limitations, particularly in peripheral areas such as Guédiawaye. Transport expenditure represents a significant burden for many households, reinforcing social inequalities and limiting access to employment, education and services. The average fare paid depends on the type of transport and ranges from 85 to 185 FCFA (~0.13-0.28€) per trip. Among cancelled trips in Dakar, 34% are due to fare costs. The diagnosis underlines that improving public transport performance and pedestrian conditions is essential to reducing transport poverty.

Dakar has social disparities in mobility patterns, notably along gender lines. Average daily travel time is estimated at 86 minutes, but men spend significantly more time travelling than women, with a difference of approximately 22 minutes per day. These differences reflect disparities in employment patterns, access to resources and mode availability.

Road safety is identified as a major challenge in Dakar's mobility system. Poor pedestrian infrastructure, unmanaged intersections and mixed traffic conditions increase the risk of accidents, particularly for vulnerable road users. Although detailed accident statistics are primarily addressed through the indicator framework rather than the core diagnosis, safety issues are repeatedly highlighted as a structural weakness of the current system.

Comfort is also a recurring concern. Users face long waiting times, exposure to heat and rain, overcrowded vehicles and irregular services. These factors disproportionately affect low-income users, who rely most heavily on walking and public transport.

Institutional and regulatory capacity

The institutional framework governing urban mobility in Dakar involves multiple actors operating at different administrative levels. While responsibilities for transport planning and regulation are defined, coordination challenges and capacity constraints remain, particularly in network management, service regulation, and long-term monitoring.

The SUMP emphasises the need to strengthen institutional coordination at the metropolitan scale, especially given that future urban growth will increasingly occur outside the historic core of Dakar. Aligning mandates, resources and planning tools is a prerequisite for effective implementation of mobility policies.

Air pollution and GHG emissions related to urban mobility

Environmental performance is a growing concern in Dakar's mobility system. The vehicle fleet is relatively old, contributing to elevated emissions of air pollutants and greenhouse gases. Fuel quality, including sulphur content, further exacerbates local air pollution. Dakar is among the top 10 most air-polluted cities globally, with PM 2.5 concentration in 2024 on average being 22.3 µg/m3, which exceeds the WHO guideline of max. 5 µg/m3 by a multiple[1].

Scenario analyses indicate that under a business-as-usual trajectory, growing individual motorisation, land-use expansion, and travel demand would cause transport-related CO_2 emissions to increase sharply, potentially reaching several times current levels by the 2035 horizon. While improvements in vehicle efficiency linked to gradual fleet renewal are expected, these gains are insufficient to offset the combined effects of population growth, increased travel demand and rising motorisation.

[1] https://www.iqair.com/me/newsroom/dakar-among-top-10-most-polluted-cities-in-the-world-2-17-2026

Dedicated emissions modelling shows that mobility strategies aligned with the SUMP can lead to a reduction of CO_2 emissions of around 15% by 2035 under specific assumptions regarding decarbonisation of the electricity mix. This confirms that mobility planning plays a significant role in Dakar's climate mitigation pathway.

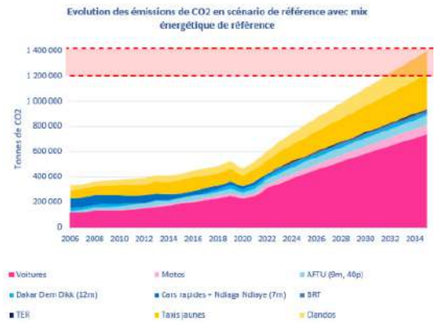


Figure 2 GHG emissions related to urban mobility in Dakar

SUMP visions and goals

Strategic Vision

By 2035, the SUMP seeks to develop a city with improved accessibility, structured around a hierarchical public transport network, and where active modes of transport provide their support. The classic approach to mobility planning began with the question of whether demand was satisfied or not. If it was satisfied, no condition or constraint was introduced into the system, thus letting demand increase until it reached the capacity of supply. If, on the contrary, demand was not satisfied, the choice was to increase the network in quantitative terms. More concretely, this translated into:

- the construction of new roads;
- the widening of existing roads to give more space to motorised modes, and in particular individual motorised transport; and
- the implementation of grade-separated junctions on the main road network.
  Other measures could be implemented, such as, for example, the construction of car parks and/or relaxations in the management of flows.

For Dakar's SUMP, the choice is made to introduce a new paradigm which acts in a coordinated manner on demand and on supply. It is a multimodal approach to influence demand. This therefore implies:

- the control, or even the bending, of the growth of the role of individual motorised transport;
- the choice to favour collective modes and active modes;
- the recovery of public space for mobility; and
- the reduction of the need for travel (direct actions on demand).

In a pragmatic way, it is not a matter of radically changing the trends and dynamics that are in place in the territory of Dakar. The approach rather seeks to find a balance in the way mobility is planned.

Four pillars have been defined to support the paradigm shift. These pillars must not be taken as isolated elements of a strategy, but rather as a coherent set of principles:

- Pillar 1 the prioritisation of modes of transport.
- Pillar 2 the structuring of the offer based on high-capacity public transport.
- Pillar 3 traffic management.
- Pillar 4 the occupation of space.

The framework of the mass transit (TCSP in French) network implies the emergence of Points of Exchange (PoE) at its main junctions. A notion of hierarchy can then be applied to these PoE concerning the functionalities projected onto them, but also to their urban environment, the one and the other being linked in all cases:

1. Local PoE: hubs closely integrated into the surrounding urban fabric, privileging accessibility by active modes and public transport, and restricting access by individual motorised transport.
2. Gateway PoE: hubs ensuring a role of feeding individual motorised transport onto public transport to access the heart of the metropolitan area.
3. The Baux Maraichers bus station, mainly ensuring exchanges between interurban public transport and the urban public transport network.

The opportunity for Transit-Oriented Development can be initiated on certain PoEs. The concept of TOD is based on creating "urban villages" with high accessibility and relies on public transport, walking, and cycling. These "urban villages" are dense and mixed, making it possible to have jobs close to the transport hubs.

Walking is and will remain the main mode of travel in Dakar. For the SUMP, the most important effort is to improve travel conditions for pedestrians, including people with reduced mobility. The SUMP proposes the creation of a hierarchical network of cycle paths whose objectives are to

- feed into public transport, and TCSP in particular, while respecting the relevant scales of the modes,
- mesh the areas within the departments that form the metropolitan area, and
- provide links between sectors, of medium distance, which will reduce the need to resort to individual motorised modes.

Test scenarios and selected scenario

Different scenarios were defined, and local stakeholders chose the preferred scenario from this list. The starting point is the reference scenario, which follows the city's current trends to forecast the situation in 2035. Starting from this scenario, which leads to an unacceptable situation in terms of congestion and environmental impact, a first scenario, called the mass transit TCSP scenario, was generated by emphasising improvements to the public transport offer and its attractiveness. Finally, a third scenario, the mass transit TCSP and calmed city scenario, keeps the objectives of the previous scenario and adds an objective of reducing the pressure on mobility infrastructure. It is this latter that was chosen.

SUMP key measures

The following table highlights the most significant measures identified in the SUMP.

In addition, the Dakar SUMP covers the period 2025–2035, with actions phased into:

- Urgent actions / quick wins: Short term (2025–2026)
- Studies & institutional measures: Short–medium term (2025–2030)
- Infrastructure-heavy projects (TCSP, cycling, pedestrian networks): Medium–long term (2025–2035).

Cluster	Measure	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Urgent actions				
—	Reservation of right-of-way for high-capacity public transport (HPT) corridors and active mobility	150,000 – 380,000	Government / CETUD / development partners	2025
Quick Wins (QW)				
QW01	Organisation of events and participatory activities promoting active mobility	15,000 – 38,000	Municipality / NGOs / donors	2025–2026
QW02	Implementation of a pilot cycling corridor near UCAD	76,000 – 152,000	Municipality / development partners	2025–2026
QW03	Upgrade of the vehicle technical inspection centre and introduction of environmental standards	3,800,000 – 7,600,000	Line ministries	2025–2026
QW04	Organisation and management of event mobility in Diamniadio	15,000 – 38,000 (study)	Government	2025–2026
QW05	Integration of gender considerations into mobility planning	152,000 – 381,000	Donors	2025–2026
QW06	Integration of persons with reduced mobility (PRM)	76,000 – 152,000	Public / donors	2025–2026
QW07	Open data for public transport	152,000 – 381,000	Institutional / donors	2025–2026
Low-Hanging Fruit (LHF)				
LHF01	Communication campaigns on the SUMP	152,000 – 381,000	Government / donors	2025–2026
LHF02	Restructuring of the CAPTRANS system	< 15,000	CETUD / government	2025–2030
LHF03	Expansion of air quality monitoring network	15,000 – 38,000	Environmental agencies	2025–2030
LHF04	Mobility–urban planning coordination body	< 15,000	Internal	2025–2030
LHF05	TOD feasibility study (Grande Médine)	38,000 – 76,000 (study)	Donors	2025–2030
LHF06	Regulation of motorcycle taxis	38,000 – 76,000	CETUD / Ministry / Police	2025–2030
LHF07	Consultation framework for SUMP adaptation	< 15,000	CETUD / government	2025–2030
LHF08	Vehicle impound facility	< 15,000	Municipality	2025–2030
Short-Term Actions (studies)				
E-05.01	Organisational support for CETUD	38,000 – 76,000	Government / donors	2025–2026
E-24.02	Traffic management training and diagnostics	< 15,000	CETUD / partners	2025–2026
E-03.01	Road safety study (metropolitan)	152,000 – 381,000	Government	2025–2026
E-18.01	Public space charter	76,000 – 152,000 (study = 114,000)	External donors (bailleurs de fonds)	2025–2026
E-06.01	Multimodal accessibility study (airport sector)	15,000 – 38,000	Government / partners	2025–2026
Medium-Term Actions				
E-07.01	Strategic multimodal circulation & parking plans	76,000 – 152,000 (study)	Donors	2025–2030
E-10.01	Strategic multimodal hubs (PEM) plan	76,000 – 152,000 + 3,.800,000 – 7,.600,000 (TOD components)	Public / PPP / donors	2025–2035
E-15.01	Feasibility studies for HPT (TCSP) lines	3,500,000	International donors	2025–2030
		(≈ 2,000,000 – 4,000,000 total programme)		
E-24.01	Metropolitan parking system study	1,.500,000 – 3,.800,000	PPP / donors	2025–2030
E-13.02	Multimodal ticketing working group	< 15,000	Institutional	2025–2030
Additional strategic studies				
E-10.02	Upgrade of urban bus stations (study)	76,000 – 152,000	Donors	2025–2030
E-13.01	Network restructuring study (phase 2)	380,000 – 760,000	Donors	2025–2030
E-13.03	MaaS study and service integration	381,000 – 762,000	Donors	2025–2030
E-13.04	Maritime transport feasibility study	381,000 – 762,000	Donors	2025–2030
E-18.02	Regulation of on-demand mobility platforms	150,000 – 380,000	Donors	2025–2030
E-18.03	Active modes crossing study	76,000 – 152,000	State	2025–2030
Active mobility & accessibility				
E-17.01	Bicycle master plan	381,000 – 762,000	Donors / public	2025–2035
E-19.01	Pedestrian master plan	152,000 – 381,000	Donors / public	2025–2035
E-07.05	Accessibility study – Daga Kholpa	15,000 – 38,000	State	2030–2035
E-07.06	Accessibility study – Diamniadio update	38,000 – 76,000	Diamniadio pole	2030–2035
E-07.07	Accessibility study – airport area	15,000 – 38,000	Airport authority	2030–2035
Freight & logistics				
E-22.01	Operationalisation of urban freight strategy	7,600,000 – 15,200,000	Public + donors	2025–2035

SUMP expected results and impact

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2015	Projected 2035 BAU scenario	Projected 2035 SUMP scenario
Total annual GHG emissions (Mt CO2eq)	0.2 Mt CO2eq	0.924 Mt CO2eq	1.4 Mt CO2eq	1.2 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	N/A	243 kg CO2eq	368.2 kg CO_2eq	315.7 kg CO_2eq
Modal share Increase of the modal shares of trips by public transport and cycling	+7% shift to public transport and cycling	Walking: 70% Cycling : 0% Personal cars : 3% Motorised two-wheeler: 1% Taxi: 2% TC has TCSP: 23% TCSP :0%		Walking: 55% Cycling : 3% Personal cars: 9% Motorised two-wheeler: 2% Taxi: 2% TC has TCSP: 17% TCSP: 10%
Road safety Decrease in traffic accidents in the urban area, per 100.000 inhabitants		165 accidents / 100,000 inhabitants		95 accidents/100,000 inhabitants

Insights from practice: lessons learned from the SUMP development process

CETUD is a highly qualified technical institution able to oversee mobility projects in Dakar

One specificity of the Dakar SUMP is that the CETUD was the contracting authority for the SUMP study (not AFD). A delegation agreement was signed between AFD and CETUD for this purpose. This was possible because CETUD is a long-standing mobility authority with skilled staff. The CETUD was very involved in monitoring the SUMP, more than typical in other SUMPs.

In a highly congested city, collaboration with paratransit operators is crucial for transformation

The road network in the densely populated districts of Dakar is already under pressure due to the current motorisation rates. At the same time, most trips are still made on foot, as many people cannot access or afford public transport. In this context, CETUD's collaboration with paratransit operators to support the professionalisation and upgrading of their buses, as well as the planned development of the BRT system, feeds into the SUMP process. Approaches to increasing a multimodal transport system that focuses on public transport also include developing a fare system adjusted to household income and improving conditions for walking and cycling.

A robust participatory process along SUMP development increased citizens' ownership of the project

Throughout the SUMP process, the responsible committees and the SUMP task force focused on involving diverse stakeholders in the plan's development. Workshops were conducted with private and institutional actors as well as the population. The workshops covered a wide range of SUMP-related issues, including road sharing and the importance of gender in transport. The diagnostic results were also presented at a public event to gather feedback on the outcomes. Public involvement in preparing the SUMP led to increased awareness of the plan's aims.

Urban planning and transport planning go hand in hand as part of the SUMP

Urban development is a crucial driver for the increasing demand for transport in Dakar. Differences in the density among urban districts influence mobility and transport systems. To effectively integrate land use and transport planning, the Ministry of Urban Planning is an essential partner in the SUMP development and has been involved from the start. The objectives of the urban master plan (Dakar 2035) directly feed into the SUMP process. Especially in the less densely populated districts on the outskirts of Dakar, the SUMP aims to focus on developing compact city structures in line with the principles of the 15-minute city.

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
MoVe Senegal	BMZ	Grant	Secured	5,000,000
Dakar's Public Transport Network upgrade[2]	EU, BMZ, AFD	Grant	Secured	20,000,000 30,000,000 3,500,000
Dakar's Public Transport Network upgrade[3]	EU, AFD	Loan	Secured	166,900,000 100,000,000
Projet Mobilité Urbaine à Dakar[4]	World bank	Loan	Secured	100,000,000

[2] The grant is part of a Team Europe approach project by the EU, EIB, KfW, AFD and including a loan for 267 M EUR - https://www.eib.org/en/press/all/2023-081-global-gateway-team-europe-joins-forces-with-senegal-for-cleaner-safe-and-affordable-transport-in-dakar
[3] EUR 166.9 million from EIB guaranteed by the European Commission through EFSD+ with an amount of EUR 15 million and EUR 100 million from AFD
[4] https://www.banquemondiale.org/fr/news/press-release/2025/06/17/world-bank-supports-senegal-with-100-million-to-transform-urban-mobility-in-dakar-and-secondarary-cities

Associated financing (independently secured financing for measures related to the SUMP)

Description	Source of financing	Type	Status	Amount (EUR)
TER Dakar Phase I	B AfDB, AFD, IsDB, French Treasury, Senegalese Gov	Loan Domestic	Secured	789,000,000 220,000,000
TER Dakar Phase II	BOAD, IsDB	Loan	Secured	93,695,000
BRT Dakar infrastructure	World Bank, EIB, Senegalese government	Loan Domestic	Secured	425,000,000 10,000,000
BRT Dakar rolling stock	Proparco, EU, PIDGTA, Private sector	Loan Grant Equity	Secured	91,800,000 15,400,000 27,000,000

Progress on SUMP implementation

A Memorandum of Understanding with the Global Green Growth Institute (GGGI) was established in 2024 to promote policy and strategy development, capacity building, and green mobility initiatives consistent with the SUMP[5].

In 2025, IFC and CETUD signed several agreements to structure public-private partnerships for sustainable transport systems, including biomethane buses, smart traffic management, and innovative transit solutions, advancing implementation beyond planning[6].

[5] https://www.esi-africa.com/news/sustainable-urban-mobility-plan-for-a-growing-dakar
[6] https://www.ifc.org/en/pressroom/2025/ifc-and-cetud-expand-partnership-to-improve-sustainable-transport-in-senegal-throu

Implementation support – SUMP Implementation

Project title: Mobilité Verte Senegal - MoVe – Green Mobility in Senegal[7]
Funded by: Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)
Funding amount: EUR 5,000,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ)
Local counterpart:

- Political Partner : Ministère des Infrastructures et des Transports Terrestres et du Desenclavement (MITTD)
- SUMP Implementation agency: Conseil Exécutif des Transports Urbains Durables (CETUD)

Project implementation period: 2024-2027

Objectives and main supported activities

- Developing strategies for walking and cycling
- Creating action plans for active and pedestrian mobility
- Preparing a green corridor in Dakar
- Providing training on cycling practices
- Implementing a pilot bike-sharing project

Completed outputs:

Official launch of the technical assistance

In January 2025, GIZ and CETUD formally launched the MOVE project through a high-level meeting in Dakar between the Director General of CETUD and the GIZ Regional Director, reaffirming bilateral technical cooperation on green mobility. The launch highlighted strategic priorities, including active mobility strategies, green corridors in Dakar, gender-responsive safety planning, and pilot cycling programs.

Next expected outputs:

- Finalisation of active mobility guidelines for implementation throughout the Dakar metropolitan area.
- Roll-out of bicycle infrastructure planning beyond pilots toward corridor-level networks.
- Enhanced institutional capacity and governance arrangements for integrating active mobility into permanent transport planning processes.
- Continued participatory engagement processes with stakeholders and vulnerable user groups.

[7] https://www.giz.de/en/projects/promouvoir-la-mobilite-active-au-senegal

Main SUMP implementation challenges

Interinstitutional coordination is key to project success

The Mobilité Verte (MoVe) Senegal project in Dakar faces institutional challenges typical of establishing sustainable transport systems in rapidly growing urban environments. The project requires close collaboration among multiple entities, with GIZ leading implementation for BMZ. Locally, the Ministry of Infrastructure, Land Transport, and Decentralisation (MITTD) serves as the political counterpart. At the same time, the Executive Council for Sustainable Urban Transportation (CETUD) plays a key role as the implementing partner. This partnership highlights the importance of cooperation across institutional levels to meet rising transport demands sustainably.

Takeaways on SUMP implementation support

Walking and cycling should be included in the early stages of mobility planning processes

Early observations from the MoVe Senegal project underscore the value of integrating sustainable transportation modes into city planning. Establishing active mobility as a priority in Dakar's transport planning has proven essential for improving accessibility and meeting the needs of active mobility users. This initiative emphasises how planning for active mobility can improve urban transport conditions, benefiting residents and the environment.

The way forward

MoVe Senegal leads the way for SUMP implementation

Moving forward, the MoVe Senegal project aims to embed active mobility as a central element of transport planning in Dakar. This approach addresses current mobility challenges and sets a foundation for expanding sustainable transport options throughout the Dakar metropolitan region. The continued collaboration among GIZ, MITTD, and CETUD will be crucial for maintaining momentum and ensuring that active mobility infrastructure is fully integrated into future urban planning.

Dakar is a key urban node in Global Gateway's strategic corridor Praia-Dakar-Abidjan[8]

The EU has identified Dakar and Senegal at large as a key area in the regional corridor Praia-Dakar-Abidjan, as part of the EU's investment plan – Global Gateway[9]. EU's action is based on Senegal's ambitions in sectors such as pharmaceutical production, agricultural industrialisation, universal access to energy, urban development and digital transformation. The EU is supporting Senegal in strengthening its transport systems by improving sustainable urban mobility, notably through the introduction of BRT services that enable electric buses to operate efficiently in Dakar, as well as a network of gas-powered buses connecting outlying neighbourhoods to the capital's main electric transit lines. The EU Delegation has prioritised urban mobility as a key sector for investment in Senegal[10].

[8] https://international-partnerships.ec.europa.eu/countries/senegal_fr
[9] https://international-partnerships.ec.europa.eu/policies/global-gateway/initiatives-sub-saharan-africa_en?prefLang=fr
[10] https://www.eeas.europa.eu/delegations/senegal/priorities_fr

Other urban mobility projects in Dakar

The World Bank is supporting Dakar SUMP Implementation[11]

In June 2025, the World Bank approved $100 million in concessional financing through the International Development Association (IDA) to support the Dakar Sustainable Urban Mobility Project, marking the first phase of a broader programme to transform urban mobility in Dakar and selected secondary cities. This initiative aims to establish an integrated transport system linking the Bus Rapid Transit (BRT) network with the Regional Express Train (TER) and restructured bus services, professionalise informal operators, improve traffic management across the metropolitan area, and support preparatory studies for a second BRT line and essential mobility infrastructure in smaller cities, while unlocking economic opportunities for about 3.8 million people.

Europe is supporting the transformation of the job market in Senegal to respond to the needs of sustainable mobility[12]

The URBAN SKILLS project, implemented under the Team Europe Initiative on Opportunity-driven Skills and Vocational Education and Training, is a mobility skills and employment programme co-financed by the European Union and Germany, and implemented with partners including AUF, ANPEJ, ISEP de Thiès, SETER, and Dakar Mobilité. Launched in 2025, it seeks to train and support the professional entry of approximately 600 young people and women into sustainable urban mobility careers, align curricula with labour market needs, and build a national/regional network for skills development in the sustainable transport sectors linked to major infrastructure such as the BRT and TER.

Highlights in the past year

Dakar won ITDP's sustainable transport award for its fully electric BRT

The Institute for Transportation and Development Policy (ITDP), a MobiliseYourCity Knowledge and Network Partner, through the Sustainable Transport Award committee, announced Dakar, Senegal, as the winner of the Sustainable Transport Award. ITPD recognised CETUD's progress in promoting sustainability, accessibility, and inclusion with substantial investments in electric public transport and transit-oriented development[13].

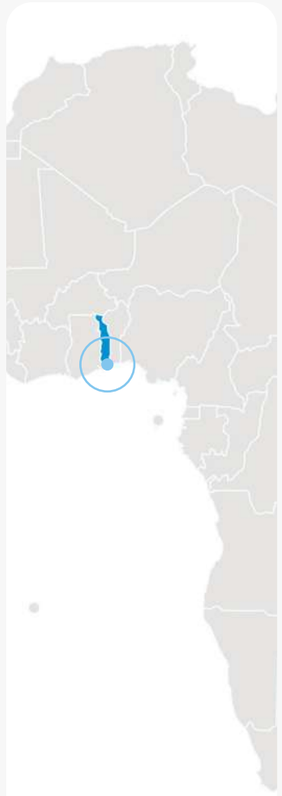
Last updated December 2025

[11] https://www.banquemondiale.org/fr/news/press-release/2025/06/17/world-bank-supports-senegal-with-100-million-to-transform-urban-mobility-in-dakar-and-secondarary-cities
[12] https://www.auf.org/projet/urban-skills-la-mobilite-urbaine-durable-vecteur-demploi-au-senegal
[13] https://itdp.org/2025/01/07/dakar-senegal-receives-2025-sustainable-transport-award

Lomé, Togo

Basic information

Urban area	→	333 km²
Population (metropolitan area)	→	2,188,376
Growth rate	→	0.69% average annual population growth (2010–2022, RGPH-5)
Motorisation rate	→	155.5 vehicles/ 1000 inhab.
GDP per capita	→	USD 1,700 (Togo)
Baseline motorisation rate	→	45% of households own at least one motorised vehicle; less than 8% own a car.
Modal Share		
Walking	→	51%
Private motorcycle	→	20%
Shared motorcycle (moto-taxis)	→	19%
Shared taxis	→	4%
Private car	→	3%
Bicycle	→	1%
Bus (SOTRAL cie)	→	1%
Annual transport emissions per capita	→	1.06 (tCO2eq)
Exposure to climate change	→	HIGH



Context

Lomé, the capital and largest city of Togo, is located on the Gulf of Guinea. It represents nearly 20% of the country's population and serves as an important port, commercial, and industrial hub. The city's economy is diverse, encompassing agriculture, manufacturing, and services.

Mobility planning — Sustainable Urban Mobility Plan (SUMP)

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: European Union, under the Covenant of Mayors in Sub-Saharan Africa (CoM SSA)
Funding amount: EUR 430,000
Implemented by: Agence Française de Développement (AFD)
Local counterpart: Ministry of Road, Air, and Rail Transport (TRAF) – Autonomous District of Great Lomé (DAGL)
Consultant(s): Systra France
SUMP final report: Not publicly available online

SUMP Summary

SUMP Status	Not officially dopted
SUMP Development Timeline	Lomé joined the MobiliseYourCity Partnership Q1 2019 SUMP Steering Committee was created in Q3 2022 SUMP development started: Q2 2023 SUMP completion: Q2 2025 Vision horizon 2040, with four phases: Preparatory phase: 2025–2026 Short term: 2027–2030 Medium term: 2031–2035 Long term: 2036–2040
SUMP Vision	"An inclusive, sustainable and dynamic Greater Lomé thanks to an efficient and safe mobility system."
Key expected results (GHG, modal share and access)	GHG: Per-capita emissions from urban transport remain almost stable at 175 kg CO_2e/inhab/year in the PMUD scenario (+1% vs 174 kg today), while BAU scenarios would reach 218–232 kg (+25–33% per capita, +94–106% vs current). Modal share: The share of sustainable modes (walking + institutional public transport) is 49% today; it would fall to 33–34% in scenarios without the PMUD but is maintained at 40% in the PMUD scenario (29% walking and 11% institutional PT). Access: The PMUD scenario significantly increases the population with access to structured public transport services compared with the current situation and the BAU scenarios
Total SUMP Investment Requirement	1,082,370,000 EUR (approximately 719,000 M FCFA) for the full 2025–2040 action plan.

SUMP preparation process and stakeholder involvement

Geographic coverage: The SUMP covers a perimeter operational, limited to the administrative boundaries of the DAGL, where specific measures and actions apply. A perimeter of influence, extending to the broader Grand Lomé area and neighbouring communes affected by mobility dynamics and urban growth.

The preparation of the SUMP for Grand Lomé was carried out through a structured, multi-step process involving a wide range of institutional, technical, civil society, and academic actors. The process was formally initiated on 12 August 2022, when the Ministry of Transport issued a decree establishing the Steering Committee (COPIL) and a decision forming the project team responsible for developing the SUMP. The SUMP covers the entire metropolitan area of Grand Lomé, with operational and influence perimeters defined to ensure the plan addresses local mobility issues while integrating major urban expansion zones such as Kpomé, Adetikopé, and Zopomahé.

Throughout the diagnostic and planning phases, stakeholder involvement was central: more than thirty bilateral interviews were conducted with representatives from ministries, the District Autonome du Grand Lomé, municipalities, economic actors, civil society groups, and transport operators. In addition, the process included eight thematic workshops that brought together all four stakeholder colleges (institutional actors, transport operators, civil society, and academia), ensuring diverse input at each stage of the plan. Three COPIL meetings validated the key modules

of the SUMP. The elaboration also relied on extensive field data collection, including a large-scale photo survey of more than 1,200 km of road network, structured questionnaires, and traffic counts and origin-destination surveys. Together, these elements illustrate how the Lomé SUMP combined an expanded territorial approach with a participatory, iterative process supported by strong institutional coordination.

Participatory mechanisms and stakeholders included:

- A formal Steering Committee (COPIL) was created by ministerial decree.
- A project team designated by the Ministry of Transport and integrating local authorities.
- Four major stakeholder groups: institutional actors, transport operators, civil society (economic, environmental, social), and academic/research actors.
- 30 bilaterales interviews and 8 workshops covering thematic issues and validation steps.

Diagnosis of urban mobility in Lomé

Lomé, a rapidly expanding metropolitan area of nearly 2.5 million inhabitants, faces increasing mobility challenges linked to demographic growth, urban sprawl, insufficient transport infrastructure, and institutional restructuring. The diagnosis below summarises the key characteristics shaping mobility in the Grand Lomé:

Urban structure and land-use dynamics are shaped by rapid expansion, the growth of informal settlements, and the uneven distribution of key activities. Economic and social hubs, such as the CBD, the Port of Lomé, universities, and major markets, concentrate mobility flows. At the same time, peripheral areas have limited access to services and employment, except for the new development area of Adetikopé, north-west of Lomé. The prevalence of flood-prone zones and vulnerable soil conditions reduces the durability of transport infrastructure and challenges urban mobility resilience.

Existing mobility and transport services in Lomé are characterised by very high trip volumes, short-distance travel, and still rather low but increasing motorisation. The city registers around 5 million trips per day, with an average of 2.3 trips per person, and nearly half of all trips (48%) are under 1.5 km, reflecting the compact nature of daily activities and the predominance of walking. Peak hours occur between 6–8h, 12–14h, and 17–19h, driven by school, work, and commercial flows.

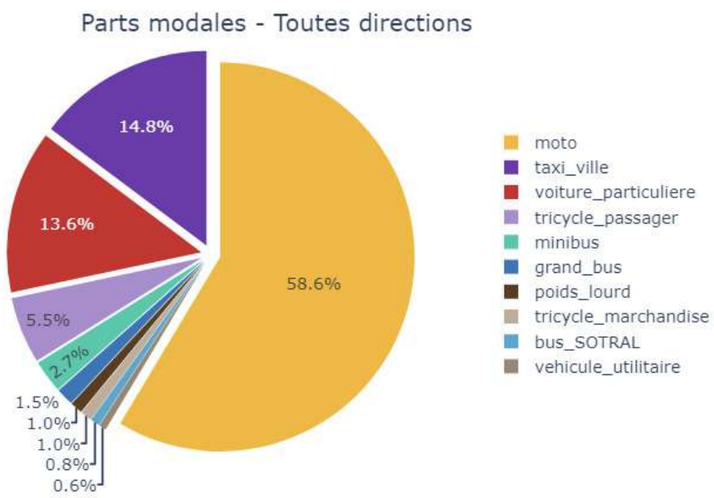
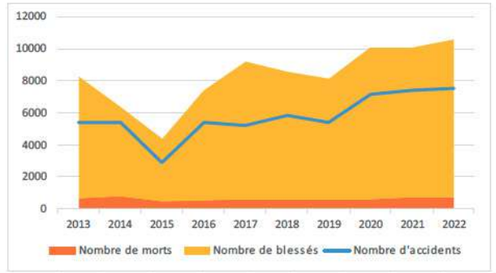


Figure 1 Passenger modal shares based on aggregated traffic count data (Source: Systra, 2024)

Environmental challenges are increasingly significant in Greater Lomé, driven by rapid urban growth, expanding motorisation, and limited climate-resilient infrastructure. Today, around 45% of households own a motorised vehicle, predominantly motorcycles, while private car ownership remains below 8%. Despite the predominance of short-distance travel—nearly half of all daily trips are under 1.5 km, motorised traffic continues to increase, with two-wheelers accounting for around 80% of all motorised trips. This trend is contributing to a sharp rise in transport-related environmental impacts. Greenhouse gas emissions from the transport sector are estimated at approximately 710,600 tCO_2eq per year, corresponding to about 210 $kgCO_2eq$ per capita, and have increased significantly in recent years. These impacts are compounded by high levels of air pollution and noise, particularly along major corridors and around busy market areas, where traffic volumes and informal transport activity are most concentrated.

Climate adaptation is a growing challenge for mobility in Greater Lomé. Inadequate drainage systems cause recurrent flooding, disrupting traffic and accelerating the deterioration of road infrastructure that is highly vulnerable to erosion and submersion. Urban sprawl and the expansion of impermeable surfaces further increase environmental exposure, while the adoption of climate-resilient, low-emission mobility solutions remains limited. This highlights a clear need to integrate climate adaptation considerations into mobility planning better.

Safety and comfort are key issues to be addressed, as pedestrians and motorcyclists account for most road accident victims. A structural constraint of Lomé's road network is that only around 7% of roads are tarmacked. As a result, most of the network remains unpaved. It becomes particularly degraded and difficult to use during the rainy season, while the small share of paved roads is generally in good condition. The absence or deterioration of sidewalks, combined with poor signage, limited traffic lights, and insufficient traffic management, further exacerbates unsafe mobility conditions across the city. Road surfaces are frequently uneven or damaged, and informal transport services, primarily moto-taxis, often operate without systematic technical inspections and frequently carry more than one passenger, increasing safety risks. School-age children are particularly vulnerable within this road environment.



Année	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Nombre d'accidents	5401	5390	2851	5393	5181	5814	5402	7130	7392	7507
Nombre de morts	640	802	473	514	580	592	580	576	680	683
Nombre de blessés	7636	5565	3871	6846	8624	7951	7520	9514	9376	9918

Figure 2 : Trend in road traffic accidents, fatalities, and injuries in Togo from 2013 to 2022 (Source: Road Safety Status in Togo, MTRAF)

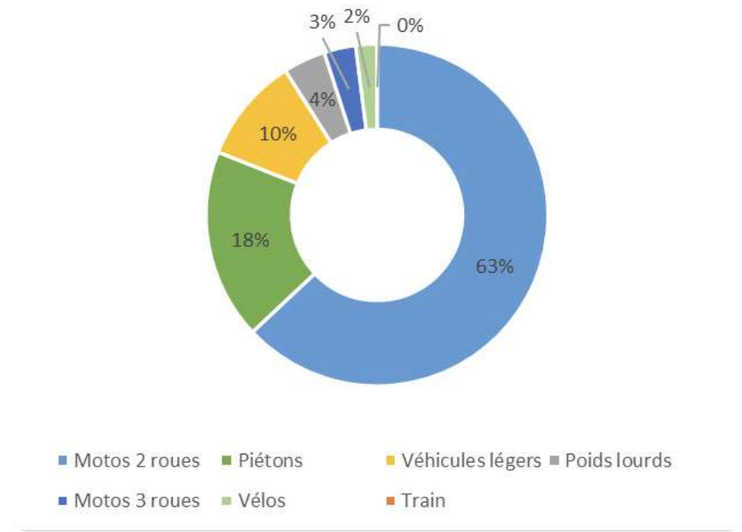


Figure 3 Fatalities by type of road user, from 2020 to 2022

Gender disparities significantly shape mobility patterns in Greater Lomé. According to the EMD 2023, women have lower mobility rates than men, accounting for around 45% of total daily trips despite representing roughly half of the population. They also travel shorter distances on average, yet spend as much time travelling as men, suggesting slower, less efficient journeys.

In terms of access to transport, women are less likely to have a personal vehicle; fewer than 30% report having one, compared with over 45% of men, increasing their reliance on walking and informal transport. Women also face a higher relative financial burden, as transportation expenses account for a larger share of their income, particularly for low-income households. Safety concerns remain central: inadequate lighting, limited surveillance, and insufficiently inclusive public spaces and transport infrastructure further constrain women's mobility and restrict access to employment, education, and healthcare opportunities.

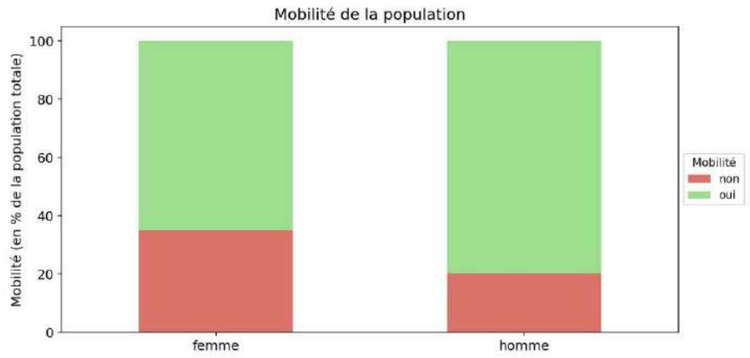


Figure 4 Mobility (by gender) in Lome (Source: EMD, 2023).

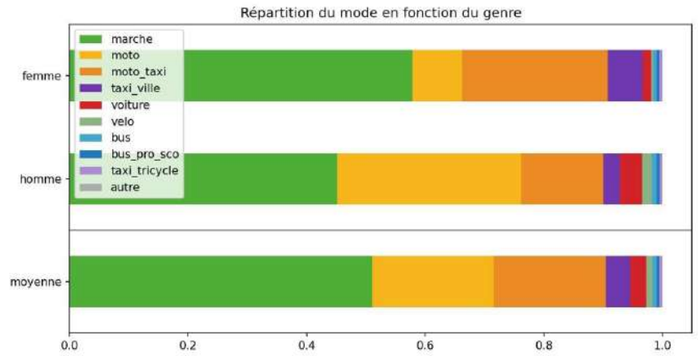


Figure 5: Modal shares by gender (source: EMD 2023)

High transport costs put low-income users under pressure: Although SOTRAL offers socially affordable fares, insufficient coverage forces many low-income households, especially in peripheral areas, to rely on more expensive and volatile informal transport services. Dependence on motorcycles exposes households to fluctuating fuel and maintenance costs, while the absence of fare integration increases the financial burden of multimodal travel.

Institutional and financial capacity constraints significantly limit the implementation of sustainable mobility measures in Lomé. Decentralisation is progressing, but the District Autonome du Grand Lomé (DAGL) still lacks full operational capacity, while responsibilities remain fragmented across institutions. The city has no dedicated mobility budget, and existing financing tools are weakly enforced. Resources for planning, investment, regulation, and maintenance remain insufficient, and the absence of a formal Autorité Organisatrice de la Mobilité (AOM) delays the establishment of coherent governance.

Freight and logistics play a critical role in Lomé's economy, particularly through the Port of Lomé, but they also pose specific mobility and safety challenges. The city benefits from an efficient ring road that connects directly to the port and generally operates without significant congestion. As a result, traffic from port-bound heavy vehicles is largely channelled along this corridor, with congestion concentrated at the two port entry and exit roundabouts on RN2 (Boulevard du Mono). Beyond the port interface, challenges persist within the urban fabric: unregulated truck parking, the overlap of passenger and freight flows in dense areas, and the absence of dedicated logistics infrastructure in markets and industrial zones contribute to localised congestion, safety risks, and operational inefficiencies.

Public space and urban quality significantly affect mobility conditions. Informal occupation of sidewalks and roadways by vendors and other activities reduces safety and circulation efficiency, while limited enforcement exacerbates disorder. In addition, the high number of two-wheelers in Lomé, particularly motorcycles, shapes the use of road space. Their frequent weaving through traffic, encroachment onto sidewalks, and generally insecure riding practices contribute to conflicts with pedestrians and other vehicles, increasing overall safety risks. Poor lighting, inadequate maintenance, and the lack of organised loading zones further create discomfort and reduce perceived.

Digitalisation and innovation in mobility remain limited in Lomé. Intelligent transport systems (ITS), traffic management technologies, and real-time passenger information are largely absent. Ticketing systems remain mostly manual, indicating significant potential for digital upgrades to improve efficiency, accessibility, and the user experience.

SUMP visions and goals

> "An inclusive, sustainable, and dynamic Greater Lomé, supported by an efficient and safe mobility system." (« Un Grand Lomé inclusif, durable et dynamique grâce à un système de mobilités efficace et sûr. »)

This vision is based on two main pillars:

- A city that is inclusive, pleasant, and ecological, equipped with resilient, high-quality infrastructure
- Coordinated and transversal public action capable of implementing a long-term mobility strategy.

Test scenarios and selected scenario

The SUMP evaluates eight mobility scenarios (« scénarios ») and several variants, derived from key development parameters.

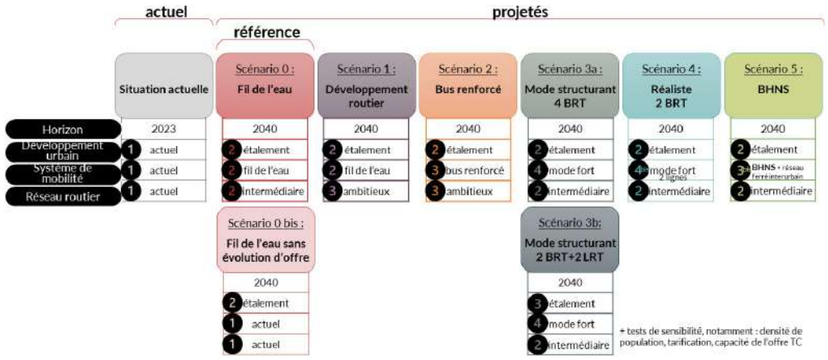


Figure 6 The different scenarios studied within SUMP

Main scenarios:

Scenario 0 – Trend / Business as usual:

This scenario represents the evolution of mobility without a PMUD. It assumes that demographic and urban growth continue as they do today, with only minor adjustments to transport services and infrastructure. Congestion and safety issues worsen over time because no significant intervention is implemented.

Scenario 0bis – No change at all (Aucun développement): Scenario 0bis is an even more static version of Scenario 0. It assumes no evolution in the mobility system or road network—no new services, no upgrades, no restructuring. It illustrates the risks of complete inaction, showing a rapid deterioration in mobility.

Scenario 1 – Road-focused:

This scenario prioritises road investments to combat congestion. It expands the road network in line with the urban master plan (SDAU), with limited improvements to public transport. While it improves traffic flow in the short term, it does not solve structural issues such as dependence on motorcycles or limited public transport capacity.

Scenario 2 – Strengthened bus network

Scenario 2 improves the current public transport system by expanding the bus network—increasing frequencies, expanding coverage, and majorly restructuring lines. It still relies on conventional buses (bus classique), requiring significant road upgrades to maintain acceptable congestion levels. This scenario is conservative but realistic, focusing on improving what already exists.

Scenario 3a – High-capacity mode, e.g., high-service bus lines or LRT:

This scenario proposes a transformative shift to a high-capacity system, such as buses or light rail (LRT), deployed on four high-demand corridors. It includes exclusive lanes and grade-separated intersections to ensure strong performance and reliability. Road expansion is still required, but to a lesser extent, because mass transit absorbs some of the demand.

Scenario 3bis – Mixed High-Capacity System, high-service bus lines and LRT: Scenario 3bis is a variation of Scenario 3 that combines two high-service bus lines and two LRT lines. It tests a blended, high-capacity system that can adapt to varying demand levels across corridors. This scenario emphasises long-term scalability and multimodal integration.

Scenario 4 – Intermediate / Realistic:

Scenario 4 sits between Scenario 2 and Scenario 3. It strengthens the bus system and introduces BRT-style corridors only on the most frequented lines—those with the strongest demand. Stakeholders viewed this scenario as more aligned with Lomé's financial and institutional capacity for implementation.

Scenario 5 – Evolutionary BHNS network:

Scenario 5 builds on Scenario 3 but adapts it to a more affordable, phased approach, using BHNS (Bus à Haut Niveau de Service, high-level service bus line) as the backbone of the network. Four structural BHNS corridors are implemented first, with the option of upgrading them to full BRT later. This scenario is highly scalable and anticipates long-term integration with an interurban rail system, making it the most future-proof option.

Selected scenario

Scenario 5: BHNS "évolutif" was officially adopted by the Steering Committee (Comité de Pilotage) on 11 July 2024 as the most balanced and future-oriented option for Lomé. This scenario stood out because it introduces four high-quality BHNS corridors that provide a strong structural backbone for the entire mobility system, while simultaneously reorganising both bus services and artisanal transport to improve integration and coverage. Its flexible design allows the network to evolve progressively toward full BRT where demand justifies it, making it both ambitious and financially realistic.

SUMP key measures

Cluster	Measure (brief description)	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Road Network (Obj. 1)	1A1 – Major Road Projects (Projets routiers majeurs)	219,970,000	National budget, development partners	2026–2040
Road Network (Obj. 1)	1A2 – Localised Road Projects (Projets routiers localisés)	212,870,000	Local authorities, national budget	2025–2040
Road Planning	1C3 – Traffic Plan for Grand Lomé (Plan de circulation)	80,000	Studies budget (consultancies)	Short term (2025–2026)
Road Safety	1F1 – Strengthening Road Safety Enforcement (Renforcement du Code de la Route & Sécurité routière)	1,190,000	Government enforcement funds	2025–2040
Institutional Transport Supply (Obj. 2)	2A1 – BHNS Lines Development (Lignes de BHNS)	≈297,900,000	AFD, BAD, national budget	2031–2040
Institutional Transport Supply (Obj. 2)	2A2 – Bus Network Development (Développement du réseau de bus)	81,440,000	State budget, operators, donors	2026–2035
Institutional Transport Supply (Obj. 2)	2A3 – Creation of Secondary Depots (Création de dépôts secondaires)	48,330,000	State budget, SOTRAL	2026–2040
Decarbonisation Strategy	2C1 – Bus Fleet Decarbonisation Plan (Plan de décarbonation du réseau SOTRAL)	130,000	Climate finance, studies budget	Medium term
Artisanal Transport	4D1 – Structuring & Regulation of Artisanal Transport (Structuration & encadrement du transport artisanal)	430,000	Ministry + municipalities	Short–medium term
Active Mobility	5A1 – Active Mobility Infrastructure (Aménagements modes actifs)	6,440,000	Municipal budgets, donors	Short term
Public Space	5A2 – Reallocation of Public Space (Aménagement de l'espace public pour libérer les circulations)	6,640,000	DAGL + municipalities	Short–medium term
Intermodality	7A1 – Transport Hubs Development (Aménagement des pôles d'échanges)	20,740,000	Donors, national budget	Medium term
Governance Reform	8D2 – Creation of the Mobility Authority (AOM) (Création d'une AOM)	100,000	Central government	Short term
Total		896,260,000		

SUMP expected results and impact

The SUMP does provide a consolidated quantitative impact table. The following summary reflects documented expected effects based on scenario evaluations, strategic objectives, and projected performance indicators.

Impact area	Expected impact
GHG emission (SDG 11)	Projected emissions in absolute value: Baseline 2018: • Per capita: N/A • Total: 380 kTCO2eq/an BAU 2035: • Per capita: N/A • Total: 735 kTCO2eq/an SUMP 2035: • Per capita: 210–230 kg CO_2eq/inhab/year • Total: 711 kTCO2eq/an in final report (p298) > -9%/BAU SUMP vs BAU 2035: • Total: –9% relative to the baseline trajectory • Projected increase of annual GHG emissions by +87% to +106%, in percentage of the 2018 baseline: Increase under the SUMP scenario (2035): +87% compared to 2018 • Increase under the Business as Usual (Fil de l'eau) scenario (2035): +94% compared to 2018 • Increase under the reference (no SUMP) scenario (2035): +106% compared to 2018
Accessibility (SDG 11)	Total population covered by public transport Baseline 2018: 884,000 people (40%) BAU 2025: N/A SUMP 2025: N/A BAU 2035: 1,200,000 people (36%) SUMP 2035: 1,805,000 people (53%)
Air pollution (SDG 11)	Improved but not quantified in the SUMP
Modal share	Percentage of total trips being realized with Public Transport Baseline 2018: • Modal share of Public Transport: 1% (≈3% of motorised trips) • Modal share of walking and cycling: 48-51% walking (cycling marginal) • Total: 100% BAU 2025: • Modal share of Public Transport: N/A • Modal share of walking and cycling: N/A • Total: N/A SUMP 2025: • Modal share of Public Transport: N/A • Modal share of walking and cycling: N/A • Total: N/A BAU 2035: • Modal share of Public Transport: Marginal • Modal share of walking and cycling: 34% • Total: 100% SUMP 2035: • Modal share of Public Transport: Mrginal • Modal share of walking and cycling: 40% • Total: 100%

Impact area	Expected impact
Road safety (SDG 3)	Baseline 2018: • Deaths: 592 deaths/year • Heavily wounded: ≈7,951 injured/year SUMP 2025: • Deaths: N/A • Heavily wounded: N/A SUMP 2035: • Deaths: N/A • Heavily wounded: N/A
Expected institutional impact	Institutional impact: Creation/strengthening of metropolitan mobility governance (AOM), improved coordination, regulatory and capacity-building measures

Insights from practice: Lessons learned from the SUMP development process

The process demonstrated the importance of establishing a strong institutional setup

The Ministry of Transport issued a decree creating the Steering Committee (COPIL) and formally appointing the project team, an essential foundation for coordination and legitimacy. The experience also highlighted that broad and continuous stakeholder engagement, through more than thirty bilateral interviews and multiple thematic workshops, helps to secure shared ownership of the vision, enrich the diagnosis, and build consensus around key scenarios.

Data collected during SUMP development improved data availability for decisión-making in Lomé.

A major lesson concerns data collection and evidence-based planning: the extensive photo survey (covering more than 1,200 km), traffic counts, and household mobility surveys provided the analytical depth required to underpin scenario modelling and ensure realistic projections. The Lomé case also showed the value of testing multiple scenarios, including financial and institutional feasibility, which helped identify Scenario 5 (BHNS évolutif) as the most adaptable and cost-effective long-term strategy.

A dedicated transport authority could improve clarity on roles and responsibilities across government levels.

Institutional fragmentation emerged as a recurring challenge, particularly among ministries, the District Autonome du Grand Lomé (DAGL), and communes. This led to the recommendation to establish a dedicated mobility authority (AOM), illustrating how planning processes can catalyse deeper governance reforms. Finally, the SUMP emphasised that implementation requires stable, predictable financing mechanisms and capacity building, not only for infrastructure delivery but also for maintenance, enforcement, and long-term monitoring.

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Rehabilitation of two main roads in/around Lomé[1]	60 % by the Banque ouest-africaine de développement (BOAD) and 40 % from the national budget	Loan Domestic	Planned	60,000,000 40,000,000
SUMP Implementation[2]	EU AFD	Loan Grant	Planned	10,000,000 10,000,000
Paratransit pilot project	EU AFD		Planned	450,000

Associated financing

Description	Source of financing	Status	Type	Amount (EUR)[3]
Ouagadougou–Niamey Economic Corridor Project[4]	World Bank	Secured	Loan Grant	50,654,285 50,654,285

[1] https://levisionnaire.tg/lome-les-axes-carrefour-y-adidogome-massalassi-et-grand-contournement-cedeao-rn5-bientot-rehabilites/?utm
[2] https://comssa.org/download/IEqki9jSb3z2lCxDgdH0QPZKOcJosnwT/6_Lom-_EN-DEF.pdf?
[3] Exchange rate (USD→EUR): 1 USD = 0.85 EUR
[4] https://documents1.worldbank.org/curated/en/466461626746452108/pdf/Burkina-Faso-Niger-and-Togo-Lome-Ouagadougou-Niamey-Economic-Corridor-Project.pdf?utm

Implementation support – SUMP Implementation

Project title: Support to Lomé's SUMP implementation
Funded by: European Union
Funding amount: EUR 10,000,000
Implemented by: AFD
Local counterparts and SUMP Implementation agency: Ministry of Road, Air, and Rail Transport (TRAF) – Autonomous District of Great Lomé (DAGL)
Project implementation period: 2026-2028

Implementation support – Paratransit pilot project

Technical Assistance: Paratransit Pilot Project
Funded by: AFD through MobiliseYourCity Global
Funding amount: EUR 450 000
Implemented by: Coopération pour le Développement et l'Amélioration des Transports Urbains et Périurbains (CODATU)
Local counterpart: Ministry of Road, Air, and Rail Transport (TRAF) – Autonomous District of Great Lomé (DAGL)
Expected project start: 2026 Q2 – delayed

Objectives and supported activities:

The project combines institutional strengthening and technical assistance to modernise Lomé's dominant mobility system — paratransit.

- Institutional development: Support to local authorities for the implementation of new regulatory frameworks governing motorbike taxis and the gradual formalisation of the sector.
- Technical assistance: Improvement of service quality and working conditions through driver training, upgraded stopping points, creation of a dedicated professional facility, and access to registration, information, medical and social services.

Governance and Institutional Strengthening

Support to local authorities to operationalise new regulations and build long-term management capacity for the paratransit sector. The focus is institutional modernisation, not only operational improvements.

Motorbike Taxi Professionalisation

- Actions target both service quality and driver recognition:
- Structured driver training
- Upgraded and organised stopping points
- Creation of a dedicated facility for the profession
- Improved access to registration, information, and medical/social services

This consolidates motorbike taxi drivers as formal actors within the urban mobility system.

Active Modes

Walking is acknowledged as fundamental to mobility in Lomé. The project supports non-motorised transport, with technical assistance preparing the ground for future infrastructure investments.

Political and institutional context

Implementation has faced periods of limited local engagement, resulting in delays despite solid technical preparation. SOTRAL plays a key stabilising role by maintaining momentum and relaunching complementary studies.

Following the formation of a new government, the political environment has improved. The project remains politically dependent but is making steady progress.

Highlights in the past year

Project scope under strategic review amid constitutional transition

In the past year, the Lomé urban mobility project's scope and financing have remained under active negotiation between AFD, the European Union, and the Togolese Ministry of Transport, pending confirmation of political support; this is occurring in the context of broad institutional change in Togo, where a new constitution adopted in 2024 transformed the state from a presidential to a parliamentary system and ushered in the Fifth Republic, resulting in the appointment of a new government in October 2025 under that constitutional framework and a shift in executive structure with a ceremonial president and a powerful President of the Council of Ministers[5].

Before advancing to the project appraisal stage, authorities must confirm the new government's endorsement of the initiative and decisions on potential financing. The envisaged scope so far focuses on SUMP priorities, including bus corridor and main intersection upgrades; the purchase of a bus fleet; the construction of secondary depots; upgrades to bus stations; the deployment of ITS for buses; and targeted non-motorised transport (NMT) improvements.

Last update December 2025

[5] https://www.ecofinagency.com/news/1010-49446-togo-unveils-first-cabinet-of-its-fifth-republic-cementing-parliamentary-shift

Mwanza, Tanzania

Sustainable Urban Development Plan — Completed — Page 245
SUMP Implementation Support — Upcoming — Page 246

Basic information

Population	→	1,311,000
Growth rate	→	5.3%
Urban area	→	425 km²
Region capital city		
GDP per capita	→	USD 1,089
Baseline motorisation rate	→	Under ~50–100 motor vehicles/1,000 inh.
Modal split		
Walking	→	61%
Cycling	→	3%
Public transport	→	25%
Motorcycle	→	7%
Private car	→	2%
National GHG emissions per capita	→	0.206 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Mwanza is a major transport hub located on the southern shores of Lake Victoria and one of Tanzania's fastest-growing cities. Its strategic position makes it a key gateway for trade and regional connectivity within the East African Community, while rapid population growth and expanding economic activity are placing increasing pressure on the city's transport system. These dynamics underline the need for sustainable mobility solutions that can support growth while minimising environmental and social impacts. MobiliseYourCity has supported the development and implementation of the SUMP for Mwanza over the past few years.

Mobility planning – Sustainable Urban Mobility Plan (SUMP)

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: Agence Française de Développement (AFD) under the funding line MobiliseYourCity Africa
Funding amount: EUR 375,000
Implemented by: AFD through the MobiliseYourCity Africa Programme
Local counterpart: Mwanza City Council
Consultant involved: SYSTRA
Project start date: 2023 Q2
SUMP completion date: 2025 Q4
Final SUMP report: No public SUMP report available

Supported activities:

- SUMP inception
- Urban mobility diagnosis for Mwanza
- Vision and strategic objectives
- Action plan and financing

Completed Outputs:

Inception Phase: The inception phase was completed, establishing the SUMP's governance structure, methodology, work plan, and stakeholder engagement framework.

- **Component 1:** Active inception and mobilisation
  Establishment of project governance bodies, mobilisation of stakeholders, and validation of the SUMP scope, methodology, and implementation framework.
- **Component 2:** Diagnosis of mobility, accessibility, safety, land use and governance
  Comprehensive diagnosis based on quantitative surveys, qualitative consultations, institutional analysis, and spatial assessment of mobility and land-use patterns.
- **Component 3:** Vision and strategic objectives, scenarios, and priority measures
  Definition of a vision and strategic objectives, construction of scenarios, formulation of priority measures proposed by the SUMP
- **Component 4:** Action plan, implementation, budgeting and financing
  Translation of the selected scenario into a phased action plan including implementation modalities, monitoring and evaluation indicators, timelines, and indicative budgeting and financing frameworks.

Cross-cutting mission: Participatory Process (concertation and consultation)
Continuous stakeholder engagement through workshops, focus groups, and consultations with local authorities, transport agencies, civil society, and sectoral institutions throughout all SUMP phases.

Final deliverable: Complete SUMP report in December 2025.

Insights from practice: lessons learned from the SUMP process

The Mwanza SUMP demonstrated the value of extensive data collection and participatory processes in building a shared, evidence-based understanding of urban mobility challenges in a fast-growing secondary city.

The process confirmed that walking and paratransit dominate daily mobility, yet are insufficiently supported by infrastructure, regulation, and safety measures, leading to accessibility gaps and high exposure of vulnerable users to road risks.

Strong stakeholder engagement throughout the process helped align institutions around a long-term, integrated mobility vision, strengthening local ownership and positioning the SUMP as a common reference framework for future investment decisions.

The SUMP also illustrated that linking mobility planning with urban form is essential to contain sprawl, reduce long-term infrastructure costs, and achieve meaningful emissions reductions in rapidly urbanising contexts.

Implementation support - Walkability pilot project

Technical Assistance: Pilot project to improve walkability and market access in Mwanza through tactical urbanism.
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 400,196
Implemented by: AFD through the Institute for Transportation and Development Policy (ITDP)
Local counterpart: Mwanza City Council, Ilemela Municipal Council, Nyamagana District, in collaboration with MLHHSD, TARURA, TANROADS

Supported activities:

- Data collection and analysis (NMT counts, traffic surveys, topographic surveys)
- Design reviews for Old Buhongwa, Mwaloni, and Buswelu markets
- Tactical urbanism interventions and complete street concept design
- Capacity building for local stakeholders

Status of implementation

Project start: 2024 Q2
Project completion: 2026 Q1

Completed outputs:

- Comprehensive mobility and NMT data collection around key markets
- Design review reports with prioritised recommendations for three market areas
- Temporary tactical urbanism interventions demonstrating pedestrian-priority street designs

Insights from practice: key pilot project

takeaways

The pilot project was needed to address unsafe, fragmented pedestrian environments around Mwanza's major markets and to demonstrate scalable, people-centred street design solutions.

Rapid urban growth and high pedestrian volumes around Mwanza's markets have created significant safety and accessibility challenges, particularly for vulnerable users. By combining design reviews with low-cost, temporary interventions, the project tests practical solutions that respond to real mobility patterns, integrate public transport access, and align market redevelopment with the objectives of the SUMP and TASUFIP.

Highlights in the past year

The pilot project to access the Mwanza market has started.

During the past year, the project advanced from analysis to on-the-ground demonstrations, implementing temporary interventions that visibly improved crossings, reduced vehicle speeds, and reorganised street space. These pilots have strengthened stakeholder buy-in and provided concrete lessons to guide final designs and future investment decisions.

Last updated in December 2025

Middle East and North Africa

Countries

Cities

Morocco

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	36,828,330
Growth rate	→	0,85%
Percentage of urban population	→	62,8% (2010)
GDP per capita	→	USD 4.153,2 (2024)[1]
Percentage of the population living below the national poverty line	→	3,9% (2022)[2]
Baseline motorization rate	→	<100 cars / 1,000 inhab.
Modal share		
Formal public transport	→	8,2%
Informal public transport	→	N/A
Walking	→	58,3%
Cycling	→	1,3%
Private cars	→	17,9%
Private motorbikes or 2-wheelers	→	3,6%
Taxis	→	9,6%
Moto taxis	→	~0%
Freight vehicles	→	N/A
Other (Staff transport - School transport)	→	3,5%
National Determined Contribution	→	Quantified transport related NDC
National GHG emissions per capita	→	1.8 (tCO2eq) (2024)[3]
Exposure to climate change	→	HIGH

Context

Urban mobility in Morocco faces rapid demographic growth, urbanisation above 60%, and expanding peri-urban areas, all of which are driving higher travel demand. Walking accounts for about half of daily trips in major cities, while public transport, mainly buses and taxis, cannot meet demand in terms of capacity, quality, or integration. Increased motorisation, driven by rising incomes and a diesel-heavy vehicle fleet, leads to congestion, air pollution, and higher greenhouse gas emissions. Institutional fragmentation and limited funding further constrain system performance, underscoring the need for mobility reform to support sustainable urban development.

[1] https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=MA
[2] https://www.hcp.ma/Pauvrete-vulnerabilite_r493.html
[3] https://data.worldbank.org/country/morocco

Support from the Partnership

Technical Assistance: Support to develop a National Urban Mobility Policy and Program (NUMP)
Type of NUMP: Policy NUMP
Funded by: European Union
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD), Agence de l'environnement et de la maîtrise de l'énergie (ADEME), Cerema, and Coopération pour le Développement et l'Amélioration des Transports Urbains et Périurbains (CODATU), through the MobiliseYourCity Morocco Program
Local counterpart: Ministry of Home Affairs, Directorate General of local authorities (DGCL)

NUMP Summary

Status	Adopted
NUMP Development Timeline	Morocco joined MobiliseYourCity: 2016 Q4 Project start: 2017 Project completion: 2019 NUMP adoption:
NUMP Vision	The NUMP offers cities a general enabling framework for SUMPs
Key expected results (GHG, modal share and access)	• GHG: Reduction aligned with national climate commitments (–13% transport sector emissions vs. BAU) by 20230. • Car modal share: Maintain automobile share at ~16% of daily trips by 2030 • Commute time: < 35 minutes average homework/study trip by 2030 • Access to public transport: > 80% of urban population within 500 m of a bus stop with ≥3 buses/hour by 2030
Total NUMP Investment Requirement	N/A

The NUMP preparation process, the geographies covered, and the stakeholders' involvement

The preparation of Morocco's NUMP builds on more than a decade of national reflection on urban mobility. At the request of the Ministry of Interior, the World Bank conducted a first diagnostic of urban mobility in 2006 to formulate recommendations for a national urban mobility policy and to support institutional reform. This work contributed to strengthening national and local capacities. It led to the creation of a National Committee for Urban Transport in 2010, chaired by the Director General of Local Authorities and composed of representatives from several key ministries. Under the MobiliseYourCity (MYC) initiative, the NUMP preparation followed a structured process, including a diagnostic phase and a strategic phase that resulted in the Vision 2030 document, followed by a tactical phase dedicated to action plan development. The Vision is explicitly based on analyses conducted during the MYC technical assistance and shared with major sector actors.

The NUMP is conceived as a national framework aligned with Morocco's broader sustainable development agenda, notably the National Sustainable Development Strategy 2030. While national in scope, it primarily targets large urban agglomerations, especially cities with populations

above 100,000. Earlier diagnostics covered Casablanca, Rabat, Tangier and Fès. Within the MobiliseYourCity framework, specific technical assistance was provided to the agglomerations of Casablanca, Rabat-Salé-Témara, Kénitra, and Oujda, each at a different stage of mobility planning. The NUMP, therefore, combines a national policy vision with implementation anchored in major metropolitan areas.

Stakeholder involvement has been multi-level and inter-institutional. The Ministry of Interior plays a central coordinating role in urban mobility matters, working alongside other ministries, including Equipment and Transport, Housing and Urbanism, and Economy and Finance, within the National Committee framework. International partners supporting the process under MobiliseYourCity include AFD, GIZ, CODATU, CEREMA and ADEME. The preparation of the Vision and proposed measures was conducted in co-construction with numerous mobility stakeholders during the initial stages of report preparation, reflecting a participatory and interdisciplinary planning approach consistent with PMUD principles.

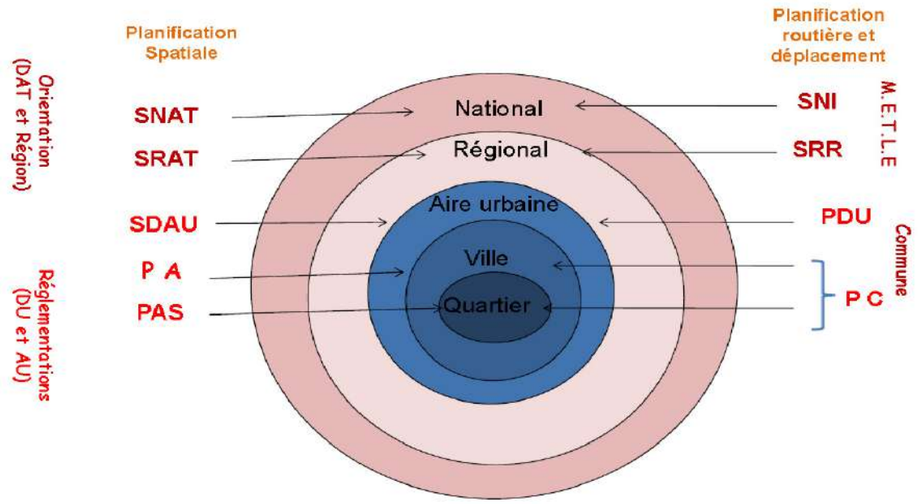


Figure 1 Stakeholders' engagement in the NUMP process

Diagnosis of urban mobility in Morocco

Urban and territorial context:

Morocco has undergone rapid demographic shifts over recent decades. The urbanisation rate increased from around 29% in 1960 to over 60% in recent years, and is projected to reach around 70% by 2050. At the same time, the average household size is steadily decreasing, contributing to an increase in the total number of households and therefore in mobility demand. Although overall population growth is slowing, the demographic structure is changing significantly: the share of the population in working-age groups continues to grow, increasing the proportion of individuals likely to travel independently for work, education, and other daily activities. This demographic pressure directly translates into higher transport demand. Meanwhile, the spatial footprint of Moroccan cities has expanded considerably, with urban growth increasingly occurring in peri-urban areas. This territorial extension results in longer average travel distances to access employment centres, education facilities, and essential services, thereby intensifying pressure on already constrained urban transport systems

Land use and urban development:

Morocco's rapid urban transition is fundamentally reshaping mobility demand. The national urbanisation rate increased from approximately 29% in 1960 to over 60% in recent years, and is projected to approach around 70% by 2050. At the same time, the average household size is steadily decreasing, resulting in a growing number of households despite slower overall population growth. This combination significantly increases daily travel needs. The Diagnostic also stresses that mobility planning must increasingly be based on functional travel areas (home–work movements) rather than strictly administrative boundaries, reflecting the growing spatial disconnect between residential zones and employment centres.

These dynamics are particularly visible in major urban agglomerations. Cities such as Casablanca and the Rabat-Salé-Témara metropolitan area illustrate the scale of inter-municipal commuting pressures linked to metropolitan expansion. Earlier mobility studies in Tangier, as well as planning efforts in Marrakech and Tétouan, further demonstrate how urban growth has extended beyond traditional cores. Under the MobiliseYourCity framework, additional cities, such as Kénitra and Oujda, were included in mobility planning support processes. Across these cases, peri-urban expansion and the decentralisation of housing, industry and services have lengthened travel distances and intensified pressure on urban transport systems, reinforcing the need for integrated metropolitan mobility planning.

Mobility and transport services:

Urban mobility patterns in Morocco are rooted in socioeconomic realities: walking remains the primary mode of travel, largely due to cultural norms and cost considerations. Despite this, walking conditions are often unsafe and uncomfortable, with discontinuous pathways, obstacles in public spaces, and dangerous road crossings. Meanwhile, rising incomes and fiscal incentives that favour diesel vehicles stimulate rapid motorisation, which is expected to increase significantly in the coming years. Public transport offerings, primarily buses and taxis, struggle to keep pace with rising demand. While taxis fill critical service gaps, they remain poorly regulated and inconsistently integrated within the broader mobility ecosystem. Combined, these factors have led to worsening congestion, limited modal alternatives, and mounting pressure on city streets.

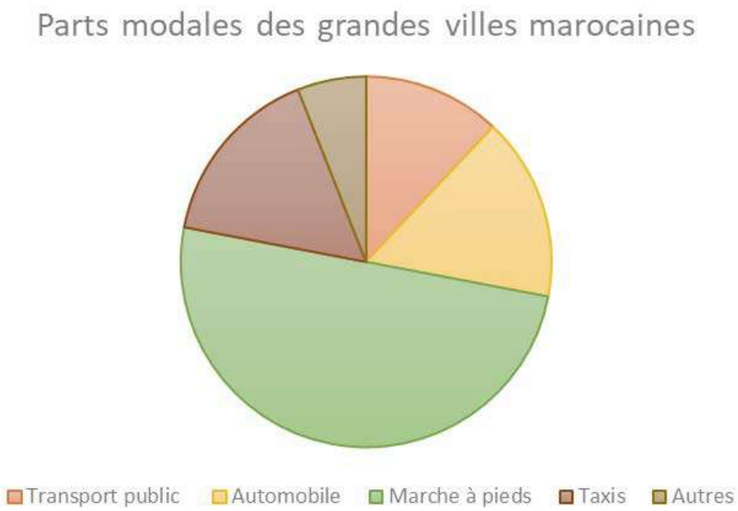


Figure 2 Average modal shares in Moroccan cities (Data source: MobiliseYourCity Diagnostic)

Infrastructure, accessibility and public space:

It is clear in Morocco that infrastructure and conditions in public spaces represent major barriers to equitable mobility. Pedestrian environments are especially challenging: sidewalks are frequently narrow, obstructed or discontinuous, leaving many pedestrians, especially vulnerable users such as people with reduced mobility, to walk directly in traffic. Public spaces are often designed without universal accessibility principles, are encumbered, and rarely offer safe and comfortable walking routes. These deficiencies worsen accessibility gaps and impose high mobility burdens on low-income groups and residents of informal or peripheral settlements.

Safety and comfort:

Safety is a critical concern within the mobility landscape. The report notes that road traffic accidents disproportionately affect pedestrians and two-wheelers, who represent a higher share of fatalities than in most developed countries. Progress on road safety has been insufficient to reverse these trends. Comfort and security aboard public transport are also problematic: women in particular face high levels of insecurity and harassment, with several media reports illustrating the broader social urgency of the issue. These factors contribute to a mobility environment in which vulnerable groups face both physical and psychological barriers to travel.

Trottoir large permettant une bonne circulation des piétons

Stationnement obligeant les piétons à marcher sur la chaussée

Figure 3. Pedestrians accessing the sidewalks in Oujda.

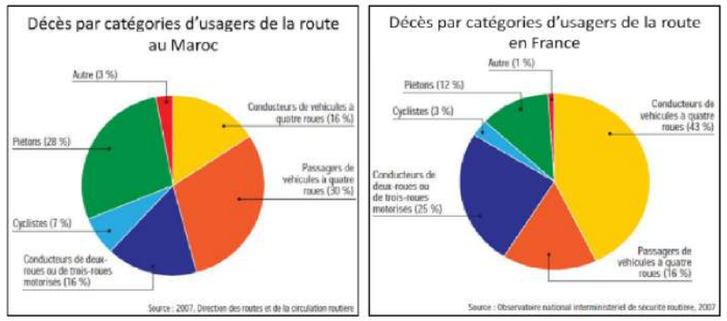


Figure 4 Distribution of road traffic fatalities by mode of transport in Morocco and France, 2007 (CID, 2013)

Socioeconomic and gender inequality:

Mobility and accessibility are deeply linked to social inclusion in Morocco. Access to employment, education, health services and commercial activities is uneven across cities, with low-income households, women, older people and people with reduced mobility facing the greatest challenges. Gender inequality is especially salient: women frequently encounter insecurity while travelling, and the public debate has even included proposals for women-only buses in Rabat and Casablanca. Despite the scale of these issues, gender considerations remain insufficiently addressed in mobility planning and data collection.

Environmental and climate change:

Environmental pressures linked to mobility are substantial. The Diagnostic indicates that the transport sector accounts for approximately 38% of final energy consumption in Morocco and represents around 16% of total national GHG emissions, or 28% of emissions from the energy sector (national references cited in the report). With increasing motorisation, energy consumption and emissions are projected to grow sharply, with national projections indicating potential increases of up to 350% by 2040 under business-as-usual scenarios. Air quality concerns are particularly acute in major cities. The Diagnostic references national and international datasets, indicating that PM2.5 concentrations in Casablanca are approximately three times the WHO-recommended levels. In parallel, the national vehicle fleet is heavily diesel-based, with around 68% of passenger vehicles using diesel, and over 90% of new vehicle registrations diesel-powered, increasing exposure to fine particulates and NO_2 in dense urban corridors (as discussed in the diagnostic's environmental section).

Without structural reforms to mobility policy, the continued rise in vehicle ownership and traffic volumes will further accelerate emissions growth, reinforcing the environmental and climate dimensions as central drivers of national mobility reform.

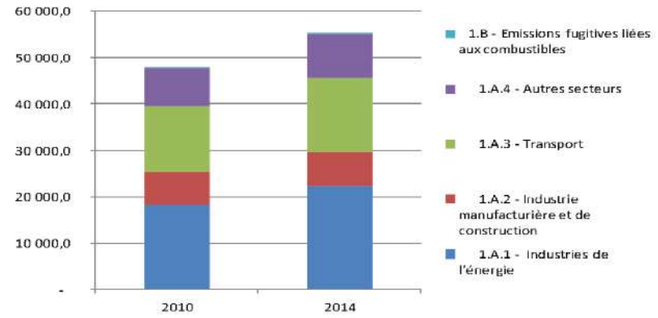


Figure 5 GHG emissions attributable to energy by sector, 2010 and 2014, $ktCO_2e$ (4C, 2015)

High transport costs:

Transport costs present a growing burden for households, especially low-income groups. Congestion, insufficient public transport supply and reliance on taxis or private vehicles increase mobility expenses. The strategic vision later indicates that transport costs should ideally not exceed 10% of household expenditures for the lowest-income households, highlighting concern over affordability. Rising motorisation, long travel distances and weak alternatives deepen mobility-related financial stress for urban residents.

Institutional and financial constraints:

The diagnostic identifies institutional fragmentation as a central obstacle. Urban mobility falls under the shared or overlapping mandates of communes, intercommunal entities, national ministries and SDLs. Coordination among these actors is limited, and planning tools are applied inconsistently. Financially, municipalities generally lack the resources to maintain or expand public transport systems, while the end of fuel subsidies, although beneficial environmentally, has reshaped sector economics. The report underscores the need for stronger governance frameworks, clearer mandates and sustainable financing mechanisms to address these systemic gaps.

NUMP visions and goals

> "The strategic vision is a sustainable, accessible, low-carbon and socially inclusive mobility system aligned with Morocco's national sustainable development strategy (SNDD 2030), focusing on accessibility, safety, emissions reduction, governance and equity."

Methodological framework

The vision is designed within a broader national strategic context, particularly the country's long-term social, cultural, economic and environmental development goals as formalised in the National Sustainable Development Strategy (SNDD 2030). This means the vision must be consistent with Morocco's commitments to sustainability, climate change policy, energy efficiency policy, and other sectoral strategies.

The framework begins by stating that the effectiveness of urban mobility and city residents' access to the services and opportunities required for well-being and social and economic functioning are essential objectives. This establishes accessibility and mobility performance as the foundation of the vision.

The methodological approach is then described as the result of a shared diagnostic process, combining:

- an assessment of the current characteristics of mobility in major Moroccan cities,
- an evaluation of the key challenges that urban mobility stakeholders must address, and
- analytical work conducted under the MobiliseYourCity technical assistance process.

Another critical element of the methodology is the choice of the time horizon. Morocco selected 2030 because this year aligns with other major national strategies (SNDD 2030, national climate strategy, national energy efficiency strategy) and with Morocco's first-step COP21 commitments. Ensuring a consistent time horizon across national strategies is presented as an essential methodological principle.

The framework also clarifies how the vision is translated into objectives:

Long-term strategic objectives (2030) are developed to reflect sustainability challenges across themes such as accessibility, safety, gender inclusion, pollution, congestion, and public transport performance.

Medium-term operational objectives (2025–2030) translate these strategic goals into actionable targets, indicators and priority areas, ensuring coherence between strategy and implementation (Pages 11–24).

Finally, the methodological framework is not scenario-based. It relies on: an analytical diagnosis, alignment with national strategies, participatory exchanges with stakeholders, and a structured logic linking diagnosis → strategic objectives → operational objectives → implementation levers.

NUMP key measures

The Morocco National vision for urban mobility in 2030 outlines several significant measures to integrate mobility into sustainable development, improve funding and governance, and promote the efficient organisation of public transport, among other initiatives.

Cluster	Brief description	Proposed Financing Source	Implementation Period
Governance	Adapt and operationalize target governance model	N/A	2020–2026
Governance	Define criteria for creation of ECIs	N/A	2020–2022
Governance	Prepare model statutes for ECIs	N/A	2020–2022
Governance	Establish sustainable financing sources for ECIs	State + local (implied)	2023–2026
Governance	Develop decision-making mechanisms outside ECI areas	N/A	2023–2026
Governance	Develop model statutes for SDLs	N/A	2020–2022
Governance	Develop governance tools	N/A	2020–2026
Governance	Ensure each agglomeration has a quality, financially realistic SUMP	Local + State	2020–2022
Governance	Establish mobility information systems	N/A	2023–2026
Governance	Continue national mobility observatory (SSMU)	State	2020–2022
Governance	Develop civil society consultation mechanisms	N/A	2023–2026
Governance	Integrate mobility into other sectoral policies	N/A	2023–2026
Financing	Maintain and redeploy State funding (FART)	State budget (FART)	2023–2030
Financing	Increase and rationalize municipal funding	Municipal budgets	2023–2026
Financing	Develop alternative financing sources & pilots	Mixed / innovative	2023–2026
Capacity Building	Strengthen national & local technical capacities	N/A	2020–2026
Capacity Building	Develop professional training & knowledge sharing	N/A	2023–2026
Transport Technologies	Establish legal & technical framework for new mobility solutions	N/A	2023–2026
Transport Technologies	Implement high-impact pilot projects	State + local (implied)	2023–2026
Public Transport	Promote integrated public transport organization	State + local	2023–2026
Public Transport	Adopt public transport master plans	Local + State	2023–2026
Public Transport	Regulate first-category taxis	N/A	2020–2022
Public Transport	Develop administrative travel plans	N/A	2020–2022
Public Transport	Improve delegated management	N/A	2020–2022
Public Transport	Maintain realistic fare policy	Users + State (students)	2020–2022

NUMP impacts: projected results and impacts

Indicator	Impact 2030 (NUMP vs BAU)	Baseline (≈2018)	BAU 2030 (estimated)	NUMP 2030 target
Total annual GHG emissions (Mt CO_2eq)	– ~0.5 Mt CO_2eq	~6 Mt CO_2eq	~13 Mt CO_2eq	−0.5 Mt
Annual urban transport GHG emissions per capita (kg CO_2eq / capita)	~150	~140–170	~190	decrease
Population living within 500 m of a high-frequency PT stop	+ 20–30 points	~50–55%	~50% (no major expansion under BAU)	≥ 80% of urban population
Mean PM2.5 at road monitoring stations (µg/m³)	– substantial (toward WHO standards)	~35–40 µg/m³ (e.g., Casablanca 3× WHO limit — page 13)	Could rise to ~45 µg/m³ due to diesel fleet growth	0 days exceeding WHO PM2.5 limits
Modal share – Formal public transport	+ 5–10 points	~10–12%	likely ↓ to ~8–10%	Increase (no % given; implicit +)
Modal share – Informal public transport	+ small	~10–12%	stable or slight ↓	Better integrated, stable or ↑
Modal share – Walking	Maintain high levels	~50% (page 12 & 21)	↓ to ~40–45% (due to urban expansion)	≥50% maintained
Modal share – Cycling	+ 1–2 points	< 1%	remains < 1%	↑ slightly (pilot-based growth)
Total share of sustainable modes (walking, cycling, PT)	+ 10–20 points	~70–73%	↓ to ~60–65%	Increase
Traffic fatalities per 100,000 inhabitants	– 50%	~12–14	~14–16 (projected deterioration)	−50% (aligned with National Road Safety Strategy)
Share of income spent on PT (2nd quintile)	– to ≤10%	~10–12%	↑ slightly with inflation (12–15%)	≤10%

NUMP finance leverage

Description	Source of financing	Type	Status	Amount (EUR)
National bus modernisation program (2025–2029)[4]	Moroccan Government	Public budget	Planned	1,050,000,000
World Bank Urban Transport Program-for-Results (PforR)[5]	World Bank (IBRD)	Loan	Secured	136,000,000
	Moroccan Government	Domestic	Secured	32,000,000

[4] https://www.maroc.ma/fr/actualites/m-laftit-annonce-un-nouveau-programme-de-transport-urbain-par-bus-pour-un-cout-de-11-mmdh
[5] https://projects.worldbank.org/en/projects-operations/project-detail/P173048

Associated finance

Description	Source of financing	Type	Status	Amount
Mass transit (tram/BRT/other infrastructure)[6]	Government of Morocco + local authorities (regional)	Budget allocation	Planned	6,100,000,000

Insights from practice: lessons learned

Clarifying competencies and aligning decentralisation practice with effective metropolitan governance are prerequisites for accountable implementation.

A central lesson emerging from Morocco's NUMP experience is that institutional fragmentation undermines delivery unless roles, mandates, and human resources are explicitly defined and operationalised. Stakeholders repeatedly highlighted diffuse responsibility across actors, captured in the expression "everyone is responsible, yet no one is responsible ("Tout le monde est responsable, mais personne n'est responsable."), which weakens accountability in the implementation of SUMP frameworks. In practice, effective execution requires a precise allocation of competencies and the transfer of adequate technical and managerial capacity to inter-municipal entities (ECI), which are expected to steer mobility planning at the metropolitan scale.

Robust monitoring systems require clear methodologies, user-oriented tools, and well-defined data governance circuits.

Experience with the national mobility data system reveals that technical design and institutional coordination are as critical as the data itself. Local actors reported that current data collection forms are not user-friendly, requiring manual retyping and navigating excessive validation constraints, which discourages efficient reporting. Beyond usability, the absence of clear definitions, units of measurement, and an explicit purpose for the requested indicators has led to hesitation and inconsistencies in submissions. These technical shortcomings are compounded by unclear data transmission circuits between SDLs, ECIs, and Wilayas, resulting in fragmented reporting flows. Methodological inconsistencies, such as significant variations in reported commercial speed across sources, further undermine comparability and reliability. The lesson is that monitoring frameworks must combine harmonised definitions, streamlined digital tools for consultation and visualisation, and coherent institutional arrangements, while ensuring alignment with emerging mobility observatories and capitalising on pilot experiences in cities such as Agadir.

[6] https://northafricapost.com/92392-morocco-commits-8-5-bln-dollars-to-clean-mobility-by-2029.html

Coordinated and structured capacity-building for both technical staff and elected officials is essential to operationalise mobility reforms.

A key lesson is that institutional reform and planning instruments cannot be effectively implemented without sustained investment in human capital at multiple governance levels. There is strong demand for training not only for technical staff but also for elected officials, who require targeted awareness-building on core governance and regulatory issues such as establishing an AOM (urban mobility authority), rendering a SUMP legally enforceable, structuring sustainable financing models, understanding delegated management frameworks, and drafting robust technical specifications. While Morocco hosts numerous training initiatives, including the Ministry's "training of trainers" programme and contributions from private and international actors such as RATP Dev's École de la Mobilité durable, these efforts remain fragmented and limited in scope. The practical recommendation emerging from stakeholders is to institutionalise regular regional exchanges among elected officials to facilitate peer learning and convergence of practice. Overall, the lesson is that capacity-building must evolve from ad hoc initiatives to a coordinated, strategically structured national system aligned with NUMP objectives.

Activating and structuring mobility networks can transform isolated actors into a coordinated community of practice.

A further lesson is that peer networks and institutional partnerships remain an underexploited lever for strengthening urban mobility governance. While the REMA-TP network formally exists, it is currently underutilised. It could be repositioned as a national mobility platform that brings together communes, ECIs, and SDLs to address shared technical and institutional challenges. MobiliseYourCity's experience points to the value of reinforcing both domestic coordination and structured international partnerships, such as Rabat–Lyon, Agadir–Nantes, and Casablanca–Bordeaux, to facilitate technical exchange and institutional learning. For these arrangements to be impactful, networks must move beyond symbolic cooperation and function as operational resource hubs, enabling systematic knowledge sharing, the dissemination of good practices, and mutual support in implementation.

Perspectives for implementation

Morocco's NUMP implementation should focus on providing clear operational guidance and establishing a national resource centre to ensure methodological consistency and reduce reliance on external expertise.

Transitioning from strategic frameworks to effective delivery requires practical, hands-on guidance that addresses stakeholders' calls for the "passage au concret." Stakeholders highlight the need for clear operational toolkits, standardised procedures, and better coordination among donors and technical partners to prevent fragmented support and overlapping methods. A national resource centre would address these issues by centralising technical references, harmonising approaches, and leveraging domestic expertise. This centre would gradually reduce dependence on external consultants while ensuring continuity, consistency, and institutional memory for mobility projects. Successful implementation depends not only on funding and planning, but also on establishing a permanent national support structure to translate NUMP principles into practice.

Morocco should consolidate its NUMP implementation by scaling up low-carbon, inclusive and data-driven mobility systems that are already delivering measurable national impact.

National and local ambitions are now materialising in high-impact projects that demonstrably improve accessibility, social inclusion, and climate performance. The Rabat and Casablanca tramways collectively serve around 160 million passengers annually, nearly half of whom are women. In comparison, Al Boraq has carried 27 million passengers since its launch, reinforcing intercity connectivity and economic integration. In Agadir, more than 150,000 residents will benefit from direct access to Amalway BRT stations, further expanding equitable access to urban opportunities. Altogether, sustainable mobility investments are estimated to avoid approximately 175,000 tonnes of CO_2 equivalent each year, positioning transport as a tangible contributor to Morocco's energy transition. Building on this momentum, the Government of Morocco, supported by AFD and technical partners, is expected to further strengthen the NUMP framework by prioritising low-carbon public transport expansion, improved multimodal integration, more systematic, data-driven planning, and targeted measures to enhance mobility access for women and vulnerable populations.

Highlights in the past year

In 2025, Morocco is accelerating NUMP-aligned mobility investments by expanding urban transit infrastructure and committing significant long-term funding to multimodal, low-carbon systems[7].

In 2025, Morocco reinforced its commitment to sustainable metropolitan mobility by allocating substantial resources and advancing key transit projects. National and regional authorities announced a clean mobility investment plan exceeding MAD 78 billion (approximately USD 7.8 billion) through 2029, with most funding dedicated to expanding tramways, regional rail (RER), and other mass transit infrastructure, particularly in Casablanca-Settat.

In 2025, Morocco is transforming urban mobility by rolling out modernised bus networks to improve service quality and governance under the NUMP framework[8].

Morocco launched the first phase of its National Urban Bus Transport Program (2025–2029), marking a major step toward modern, reliable, and sustainable city transit. Nearly 1,000 new buses will enter service across 29 urban areas by late October or early November 2025, including key cities such as Tangier, Tetouan, Fès, Rabat, Marrakech, and Agadir, as well as nearby zones. This initiative is part of a broader plan to equip urban networks with approximately 3,800 buses and smart systems, such as electronic ticketing, passenger information, and maintenance facilities, under a renewed delegated-management model to improve service quality and operational performance.

[7] https://www.moroccoworldnews.com/2025/11/268251/morocco-invests-7-8-billion-to-transform-public-transport-by-2029/
[8] https://moroccobeat.com/infrastructure-innovation/infrastructure-innovation-morocco-new-buses-urban-transport-2025

Morocco is leveraging AFCON 2025 to boost tourism by integrating sustainable, multimodal urban mobility upgrades into broader improvements to the visitor experience and city accessibility[9].

As Morocco prepared to host the Africa Cup of Nations, mobility upgrades were designed not only to facilitate the movement of fans and teams but also to enhance tourists' access to cultural and urban destinations, reinforcing the country's appeal as a global visitor destination. Investments in integrated mobility systems, combining tramways, upgraded buses, modernised infrastructure and smart transport technologies, are intended to serve both international supporters and broader tourism demand, supporting the national Tourism Roadmap 2023–2026 and accelerating long-term visibility for Morocco's cities. These transport enhancements align with efforts to leverage AFCON 2025's global exposure to strengthen tourism growth, diversify destination offerings, and showcase Morocco as a modern, accessible destination for travellers beyond the tournament.

Last updated December 2025

[9] https://en.walaw.press/country/support/QWSP/articles/afcon_2025_morocco_bets_on_sustainable_multimodal_and_smart_mobility/GQLRRXXGFWXP

Tunisia

National Urban Mobility Policies and Investment Programme — Completed

Basic information

Population	→	11,540,000
Growth rate	→	1.1%
Percentage of urban population	→	70%
GDP per capita	→	USD 3,317
Percentage of the population living below the national poverty line	→	15.5%
Modal share		
Formal public transport: 19%	→	8,2%
Informal public transport: 12%	→	N/A
Walking and cycling: 36%	→	58,3%
Motorised private transport: 27%	→	1,3%
National Determined Contribution	→	No mobility/transport-related NDC
CO2 Emissions (total in million tonnes CO2/ per capita in tonnes)	→	32.07 / 2.74
CO2 Transport Emissions (total in million tonnes CO2/ per capita in tonnes)	→	7.27 / 0.62
Proportion of transport-related GHG emissions	→	21%
Climate change exposure: HIGH	→	HIGH

Context

Tunisia's transport sector reflects broader trends in the Global South, with rapid urbanisation projected to bring 75% of the population into cities by 2030. Urban transport systems are already strained and have not kept pace with rising mobility needs. Public transport remains underfunded and underperforming, while road infrastructure continues to receive similar levels of state funding. Consequently, private vehicle use has increased, now accounting for 63% of motorised passenger trips. The vehicle fleet and paratransit services have expanded, leading to intensified congestion in major cities and peak speeds in Tunis falling to 7 km/h. The reliance on road-based transport has resulted in high environmental and economic costs, with the sector responsible for 21% of national GHG emissions and congestion and air pollution costing up to 2–10% of GDP.

Support from the Partnership

Technical Assistance: Support to develop a National Urban Mobility Policy and Investment Programme (NUMP)
Type of NUMP: Policy NUMP
Funded by: Fonds Français pour l'Environnement Mondial (FFEM) and BMU-ICI
Funding amount: EUR 300,000 (FFEM), 100,000 (Cerema) and 200,00 (BMU-ICI)
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Agence Française de Développement (AFD), Coopération pour le Développement et l'Amélioration des Transports Urbains et Périurbains (CODATU) and Cerema
Local counterpart: Ministry of Transport

NUMP Summary

Status	Adopted
NUMP Development Timeline	Morocco joined MobiliseYourCity: 2016 Q4 Project start: 2017 Project completion: 2019 NUMP adoption:
NUMP Vision	The NUMP offers cities a general enabling framework for SUMPs
Key expected results (GHG, modal share and access)	• GHG: Reduction aligned with national climate commitments (–13% transport sector emissions vs. BAU) by 20230. • Car modal share: Maintain automobile share at ~16% of daily trips by 2030 • Commute time: < 35 minutes average homework/study trip by 2030 • Access to public transport: > 80% of urban population within 500 m of a bus stop with ≥3 buses/hour by 2030
Total NUMP Investment Requirement	N/A

Methodological framework

The methodological framework adopted for preparing the NUMP is based on an integrated, systemic approach to urban mobility. It recognises mobility as a cross-cutting policy area that interacts with urban planning, environmental policy, social development, energy and economic competitiveness. The methodology therefore combines sectoral analysis with an overarching framework that links transport supply, land use, governance and financing.

The process was structured around three main phases. The first phase focused on establishing a national-level diagnostic, drawing on existing studies, sectoral reports and stakeholder inputs to identify key dysfunctions, trends and structural constraints. The second phase translated the diagnostic into a shared vision and a set of strategic objectives, using a structured approach inspired by the "Avoid–Shift–Improve" (EASI) framework to address demand management, modal shift, and system efficiency. The third phase consisted of developing a detailed action plan, specifying short- and medium-term measures, responsible institutions, required resources and implementation timelines.

Throughout the process, emphasis was placed on feasibility, institutional realism and alignment with Tunisia's socio-political context. The methodology also integrates monitoring and evaluation by defining indicators and proposing the establishment of a national urban mobility observatory. This framework is intended to ensure that the NUMP is not only strategic but also operational, measurable, and adaptable over time.

The NUMP preparation process and stakeholders' involvement

The preparation of Tunisia's NUMP followed a structured, progressive process that combined technical analysis and stakeholder consultation. The process was organised around a series of clearly defined steps, beginning with a comprehensive diagnostic of urban mobility across Tunisian agglomerations, followed by the formulation of a shared vision and strategic objectives, and culminating in the development of an operational action plan. This approach was designed to ensure coherence between analysis, strategic orientation and implementation.

A central element of the preparation process was the establishment of a multi-sectoral working group, chaired by the Ministry of Transport and composed of senior representatives from key ministries involved in mobility, urban development, finance, energy, environment and local governance. These representatives were appointed at a high administrative level to ensure technical legitimacy and institutional ownership. The working group played a continuous role throughout the process, validating intermediate outputs, contributing to strategic discussions and ensuring alignment with national priorities.

Figure 2 : Working group held on 19 October 2018 in Tunis.

Stakeholder involvement was further reinforced through participatory workshops organised at key milestones of the process. These workshops brought together a broad range of actors, including central and local administrations, public transport operators, private-sector representatives, civil society organisations, academic institutions, and development partners. The participatory approach aimed to foster shared understanding of mobility challenges, encourage dialogue across sectors and build consensus around proposed reforms. Although the creation of a high-level political steering committee was envisaged, this body was not formally established; nevertheless, strong technical leadership by the Ministry of Transport ensured continuity and completion of the process.

Diagnosis of urban mobility in Tunisia

Urban and territorial context:

Tunisia is undergoing rapid urbanisation, with more than two-thirds of the population now living in urban areas and projections indicating a continued increase in the coming decades. This growth is largely characterised by uncontrolled peri-urbanisation and urban sprawl, particularly around the largest agglomerations such as Greater Tunis, Sfax and Sousse. Urban growth has extended well beyond administrative boundaries, while functional urban areas are not clearly defined or institutionally recognised. This situation complicates mobility planning and service provision, as daily travel patterns increasingly operate at the scale of metropolitan areas rather than at the

level of individual municipalities. In addition, the lack of consolidated, up-to-date data on urban dynamics limits public authorities' capacity to anticipate mobility needs and plan effectively.

Land use and urban development:

Urban development in Tunisia has been weakly coordinated with transport planning. Low-density expansion and functional segregation of land uses have increased travel distances and times, making daily mobility more complex and costly. Urban sprawl has reduced the efficiency and financial viability of public transport services, which struggle to serve dispersed and under-densified areas. The absence of systematic coordination between spatial planning instruments and mobility plans has also resulted in missed opportunities to protect corridors for public transport and to promote compact, mixed-use development. As a result, urban form increasingly reinforces car dependency rather than supporting walking, cycling and public transport.

Mobility and transport services:

A structural imbalance between supply and demand marks the current mobility system in Tunisian cities. Public transport services suffer from chronic underinvestment, ageing fleets, declining service quality and insufficient capacity, particularly during peak hours. Operational performance is poorly monitored due to a lack of indicators and reliable data. In response to these shortcomings, non-regular and informal transport services have expanded rapidly, partially filling service gaps but also contributing to congestion and inefficiencies. At the same time, decades of public policies favouring private cars and road infrastructure have reinforced automobile dependency, while investment in public transport and alternative modes has remained insufficient. The lack of physical, operational and tariff integration between modes further weakens the attractiveness and effectiveness of the overall transport system.

Safety and Comfort:

Road safety remains a critical challenge in Tunisian urban areas, where road crashes represent a significant social and economic burden, estimated at around 1.5% of national GDP. Pedestrians and users of two-wheel modes account for a disproportionately high share of traffic fatalities, reflecting the vulnerability of non-motorised users in urban traffic. Public space is poorly adapted for safe, comfortable movement: sidewalks are frequently encroached upon, discontinuous, or poorly maintained, and pedestrian crossings are often inadequately secured. In major cities such as Tunis, Sousse and Sfax, pedestrians account for approximately 30–36% of daily trips, and in medium-sized cities, walking exceeds 50% of trips. Yet, infrastructure quality does not reflect this modal importance. These shortcomings are particularly severe for persons with reduced mobility, older adults and children, making everyday travel risky and discouraging the uptake of active modes.

Socioeconomic and gender inequality

Mobility inequalities in Tunisia have direct social and economic consequences. Unequal access to reliable and affordable transport services limits access to employment, education, healthcare and essential services, particularly for residents of peripheral and underserved areas. Women, low-income households, older adults, and persons with reduced mobility face compounded barriers, including safety concerns, inadequate accessibility of vehicles and infrastructure, and limited transport options. Gender-specific issues such as harassment and insecurity in public transport further constrain women's mobility. Overall, mobility shortcomings exacerbate existing social and territorial inequalities and undermine social inclusion.

Environmental and climate change impacts

The transport sector is a major contributor to Tunisia's environmental and climate challenges. It is one of the largest consumers of energy and the dominant consumer of petroleum products, with road transport accounting for the vast majority of this consumption. Private cars play a particularly significant role in energy use and emissions. Urban road traffic is also a major source of air pollution, with frequent exceedances of national air quality standards for pollutants such as nitrogen dioxide and particulate matter in densely trafficked areas. These impacts pose serious risks to public health and contribute significantly to greenhouse gas emissions, making urban mobility a key sector for climate mitigation and adaptation efforts.

High transport costs:

The economic cost of dysfunctional urban mobility in Tunisia is very high. Traffic congestion, air pollution and road accidents together represent a substantial burden on the national economy, amounting to several percentage points of GDP. Public finances are under significant strain due to fuel subsidies and the chronic deficits of public transport operators, whose financial situation has continued to deteriorate despite substantial state support. At the household level, transport costs are increasing, particularly for captive users who depend on inefficient or unreliable services. These costs reduce purchasing power and further reinforce social inequalities.

Institutional and financial constraints:

Urban mobility governance in Tunisia is characterised by fragmented responsibilities, unclear allocation of competences, and weak coordination across national, regional, and local levels. Most cities lack dedicated mobility authorities capable of planning, organising and regulating transport services at the appropriate scale. Strategic planning tools such as PMUD are scarce, and systems for data collection, monitoring and evaluation remain underdeveloped. Financially, the current model is unsustainable, relying heavily on state subsidies, annual budget arbitrations and low, centrally regulated tariffs that do not reflect operating costs. This context limits institutions' ability to plan long-term investments and implement coherent mobility strategies.

NUMP visions and goals

> "Establish a sustainable, inclusive and efficient urban mobility system that supports economic development, social equity and environmental protection. It seeks to fundamentally transform the way mobility is planned, financed and managed by moving away from a car-oriented development model towards a balanced, multimodal system that prioritises accessibility, efficiency and quality of life for all users."

Therefore, the NUMP seeks to fundamentally transform the way mobility is planned, financed and managed, moving away from a car-oriented model towards a balanced, multimodal system that prioritises accessibility and quality of life for all users.

Based on the diagnostic findings, the NUMP defines a set of strategic goals that reflect the multidimensional nature of urban mobility challenges in Tunisia. These goals include reducing greenhouse gas emissions and energy consumption from urban transport, improving accessibility to jobs and services for all population groups, enhancing road safety in urban areas, and strengthening the resilience and performance of public transport systems. Social inclusion is a central objective, with particular attention to vulnerable groups, including women, low-income households, older people, and persons with reduced mobility.

Institutional and financial sustainability also form core components of the vision. The NUMP aims to support decentralisation by empowering local authorities and metropolitan entities, while clarifying roles and responsibilities across levels of government. Strengthening governance capacities, ensuring predictable and sustainable financing mechanisms, and restoring the financial and operational viability of public transport operators are identified as essential conditions for achieving the policy's long-term goals.

NUMP key measures

The NUMP measures and their implementation horizons are presented, but quantified cost estimates for the proposed measures are not provided.

Cluster	Measure (brief description)	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Governance Reform	Creation of National Urban Mobility Commission (CNMU)	N/A	State budget	2020–2021
	Creation of Central Technical Unit (UTAC)	N/A	State budget	2020–2021
	Establishment of Metropolitan Mobility Authorities (AMMU/DMU)	N/A	State budget + future FNMU support	2020–2023
	Development of Urban Mobility Plans (PDU) in major agglomerations	N/A	State budget + FNMU	2020–2025
	Creation of National Urban Mobility Observatory (ONMU)	N/A	State budget	2020–2022
Capacity Building	Training program for ~150 mobility professionals	N/A	State budget	2020–2024
	Integration of mobility into university curricula and creation of Master program	N/A	State budget + academic institutions	2021–2024
Financing Reform	Establishment of National Urban Mobility Fund (FNMU)	N/A	Fuel tax reallocation, national fiscal resources	2021 onward
	Gradual fuel subsidy reform and reallocation to mobility	N/A	National fiscal reform	2021 onward
	Revision of public transport tariff policy	N/A	User fares + state compensation	2021–2025
Public Transport Reform	Development of Public Transport Rationalisation Plans (PRTC)	N/A	State budget + AMMU	2020–2022
	Introduction of Public Service Delegation (DSP) contracts	N/A	AMMU budgets + fare revenues	2021–2025
	Financial restructuring of public transport companies (e.g., STT)	N/A	State budget	2020–2023
Modal Shift & Infrastructure	Development of TCSP corridors and bus lanes	N/A	State budget + FNMU	2021–2025
	National Active Mobility Action Plan (PAMA)	N/A	State budget + local authorities	2021–2025
	Sidewalk rehabilitation campaign	N/A	Municipal budgets + State support	2021–2025
	Parking management and circulation plans	N/A	Municipal budgets	2021–2025
Safety & Inclusion	Road safety reforms (standards, Code updates, campaigns)	N/A	State budget	2021–2025
	Accessibility upgrades for PMR in public transport	N/A	State + Operators	2021–2025
Digital & Innovation	Implementation of "Smart Mobility Tunisia" strategy	N/A	State budget + potential PPP	2021–2025

Projected impacts

Indicator	Impact 2030 (SUMP vs BAU)	Baseline – 2015	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO2eq)	-3 300 000 tCO2eq	9 200 000 tCO2eq	15 300 000 tCO2eq	12 000 000 tCO2eq
Access Increase in the proportion of the population living 500 meters or less of a public transport stop	N/A	N/A	N/A	80%
Modal share Increase in the modal share of trips by public transport, walking and cycling	TOTAL: 31.4 %	TOTAL: 53.6 %	N/A	TOTAL: 85 %
Road safety Decrease in traffic fatalities in the urban area per 100,000 inhabitants	-50 %	-55 fatalities/100 000 hab	N/A	-22 fatalities/100 000 hab

NUMP Finance leverage

Financing resulting from the NUMP	Source	Type	Status	Amount (EUR)
NUMP implementation support	AFD	Grant	Secured	250,000
Grant fund to develop an urban mobility plan for the Greater Metropolitan Area of Tunis	Republic of Tunisia	Budget allocation	Secured	600,000
Grant funds to finance actions of the NUMP (studies, capacity building and tender support for NUMP implementation)	AFD	Grant	Secured	400,000

Insights from practice: lessons learned from NUMP development

A renewed multi-level governance architecture anchors NUMP implementation

Between 2021 and 2022, Tunisia operationalised a new governance framework for urban mobility with AFD-funded technical assistance to the Ministry of Transport. At the national level, the planned creation of a National Urban Mobility Commission (CNMU) is designed to secure high-level political backing for the NUMP and its structural reforms. At the same time, a Central Technical Support Unit (UTAC) will ensure day-to-day operationalisation. Initially hosted within the Ministry of Transport and later expected to become an independent public institution, UTAC is intended to

bridge strategy and execution. At the local level, Metropolitan Urban Mobility Authorities (AMMU) and Urban Mobility Departments (DMU) within municipalities are foreseen to strengthen planning capacity and manage public transport networks, with advanced discussions already underway for a SUMP in Greater Tunis.

Institutional reforms reveal the complexity of decentralisation and legal alignment.

The implementation of the new governance model highlights structural challenges within Tunisia's decentralisation process. Contradictions between the Local Authorities Code and Law 2004-33 on the organisation of land transport create legal ambiguity regarding competencies. In addition, defining the appropriate legal status of newly created national entities remains complex in a politically unstable context marked by limited fiscal space. The Tunisian experience illustrates that governance reform in urban mobility requires careful legal harmonisation and institutional sequencing to ensure durability.

A National Urban Mobility Fund is key to securing predictable and earmarked financing.

To address chronic instability in transport financing, the NUMP provides for the establishment of a National Urban Mobility Fund (FNMU). The fund is designed to channel earmarked national transport-related taxes, such as road taxes, alongside selected local tax revenues, thereby ensuring more stable and predictable funding streams for urban mobility investments. This institutionalisation of dedicated financing mechanisms reflects recognition that structural reforms require long-term fiscal instruments rather than ad hoc budget allocations.

Perspectives for implementation

Scaling up priority actions with external technical and financial support

Finally, the initial phase of NUMP implementation has demonstrated the importance of external support, notably the AFD grant (2020–2023), which has underpinned priority actions and helped operationalise the policy framework. Continued engagement with international partners, financial and technical, will be pivotal to scaling up implementation, especially in areas requiring specialised expertise or funding that exceeds national capacities. Sustained cooperation with development partners will also support the gradual transition toward more autonomous domestic implementation.

As for next steps, the NUMP aims to support the elaboration of Sustainable Urban Mobility Plans (PMUDs) in the Greater Tunis area, translating the national policy framework into concrete, city-level strategies and investment priorities.

Last updated December 2025

Al-Assima (Rabat-Salé-Temara), Morocco

Technical Assistance — Completed

Basic information

Urban area	→	1,910 km²
Population	→	1,336,386 (2024)
Growth rate	→	1.6%
Country capital city		
GDP per capita	→	USD 3,217
Modal share		
Formal public transport	→	5,6%
Walking	→	55,4%
Cycling	→	1,4%
Private cars	→	23,7%
Private motorbikes	→	3,2%
Taxis	→	7,6%
Other (Staff transport - School transport)	→	3,1%
National GHG emissions per capita	→	2.62 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Rabat is the capital of Morocco and the second-largest city in the country. It is both the administrative and business centre of the country. Rabat's agglomeration "Al Assima" includes the cities of Salé and Temara. Salcity among the three cities (982,163 inhabitants in 2014), followed by Rabat (577,827 inhabitants), and Temara (574,543d Temara (574 543 inhabitants). In 2024, the agglomeration's population is expected to reach 2,549,000 inhabitants, resulting in increased mobility.

Al-Assima has an existing mass transit system and a transport master plan. The local counterparts, Etablissement de la Coopération Intercommunale Al-Assima (ECIAA) and Rabat Région Mobilité (RRM), have the mandate and responsibility to finance mass public transport infrastructure. They have the authority, with the central government guarantee, to borrow from international financial sources. Currently, there are no systems and procedures in place to monitor, evaluate and report on urban mobility.

Al-Assima plans to develop a Sustainable Urban Mobility Plan (SUMP) by mandating a consultant. The future mobility plan will replace Rabat's former mobility plan and integrate the entire urban area, including the cities of Salé and Temara.

- Structuring the project (governance, feedback on terms of reference)
- Providing RRM with assistance for developing urban mobility diagnosis and vision-building modules
- Assistance for integrating a participatory approach
- Capacity-building (throughout the process)
- Providing technical expertise for the review of SUMP deliverables
- Delivering an expertise programme for the definition and implementation of a local measuring, reporting and verifying greenhouse gas emissions approach, in line with thenational level (Rabat is one of the three pilot cities of this specific programme)

The technical assistance contributes to institutional strengthening through capacity building for implementation and a large stakeholder engagement process.

Support from the Partnership

Technical Assistance: Support to pilot a Sustainable Urban Mobility Plan (SUMP)
Funded by: CEREMA
Funding amount: EUR 500,000 (in kind)
Implemented by: CEREMA through MobiliseYourCity Morocco
Local counterpart: Etablissement de la Coopération Intercommunale "Al-Assima" ECIAA, Rabat Région Mobilité (RRM)

Supported activities:

Technical assistance to support RRM and the SUMP

- Deliverable reviews
- Support during the SUMP committees

Status of implementation

Project start: 2021 Q4
Project completion: 2023 Q4

Completed outputs:

- Elaboration of SUMP ToRs
- Diagnosis report
- SUMP elaboration study

Highlights in the past year

The SUMP preparation study is ongoing following a delay due to the pandemic.

After the SUMP procurement was delayed in 2020 due to the COVID-19 pandemic, the study to elaborate on the SUMP began in September 2021. Completion was scheduled for December 2023. As of October 2023, the SUMP is in the action plan phase.

Last updated December 2025

Casablanca, Morocco

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	1,117 km² (Grand Casablanca)
Population	→	4,047,066
Growth rate	→	0.85%
Region capital city		
GDP per capita	→	USD 2,832 (2016)
Baseline motorisation rate	→	113 per 1000 inhabitants
Modal share		
Formal public transport (bus, tram,…)	→	10,1%
Walking	→	60%
Cycling	→	1,0%
Private cars	→	13,0%
Private motorbikes	→	3,0%
Taxis	→	10,0%
Freight vehicles	→	0%
Other (Staff transport - School transport)	→	2,9%
National GHG emissions per capita	→	2.62 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Located in the western part of the country, Casablanca is Morocco's largest city. It serves as the country's economic capital, with the industrial and service sectors contributing a significant share to the country's GDP (World Bank, 2017). Statistics show that the Casablanca-Settat region alone accounted for 34% of Morocco's economy in 2014, positioning the city as the backbone of the country's economy.

Despite serving as an important financial hub, the metropolitan area is facing exponential mobility challenges, including increasing traffic congestion, deteriorating air quality, and a public transport network unable to meet the growing demand and take its fair share of the 7.8 million trips taken daily in the city. In 2005, only 15% of inhabitants used the public transport system to commute. Since then, the Moroccan government and the municipality of Casablanca have committed to significantly increasing access to mass public transport by tackling various underlying issues.

In line with this objective, the municipality formulated a strategic development plan focusing on expanding and improving existing tram and bus networks to integrate different neighbourhoods, and foreseeing the development of approximately 100 km of a new public transport network by 2025, which consists of four tram and two rapid bus lines (Casa Transports SA, 2020). The highlight of this project was the implementation of tramway lines 1 (31 km completed in 2012) and 2 (19 km completed in 2018) to develop efficient, green public transport. Additionally, tramway lines 3 (14 km) and 4 (18km), and the BRT lines 5 and 6, are in the pipeline and are expected to operate fully in 2022. Alongside the tram lines, the project features a green corridor and improved pedestrian facilities to ensure the enhanced safety and security of citizens. By strengthening various components of the public transport system, the city is committed to reducing private vehicle ownership and cutting GHG emissions in line with Morocco's NDCs.

There is an existing transport master plan. Casa Transports, the local counterpart, has the mandate and responsibility to finance mass public transport infrastructure. It has the authority to borrow from international financial sources. Systems and procedures are in place to monitor, evaluate and report on urban mobility.

The technical assistance has contributed to institutional strengthening by supporting Casa Transports in the stakeholder engagement process.

Support from the Partnership

Technical Assistance: Project management assistance to the Sustainable Urban Mobility Plan (SUMP)
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 90,000 (total cost of the SUMP EUR 1,500,000)
Implemented by: AFD through the MobiliseYourCity Morocco project
Local counterpart: Casa Transports
Consultant(s) involved: Not reported
Project start date: 2017 Q3
SUMP completion date: 2023 Q4
Final Sump report: No public SUMP report available

Supported activities:

The objective of the MobiliseYourCity service is to assist Casa Transports in piloting the SUMP study to improve its technical quality, implementation, and coherence with the MobiliseYourCity orientations, as well as with the different approaches at the national and local levels in terms of low-carbon transport planning.

- Mission 1: Evaluation and assessment of the 2004 urban mobility plan
- Mission 2: Data collection, surveys, and counts
- Mission 3: Realisation of the diagnosis
- Mission 4: Definition of scenarios and choice of a scenario
- Mission 5: Formalisation of the SUMP Project
- Mission 6: Design and implementation of a mobility observatory

Completed outputs:

- Inventory and diagnosis; goal setting and strategy development
- Scenario elaboration
- Formalisation of the SUMP project
- Full SUMP report

SUMP key measures and cost estimates

The following table gives an overview of the measures and cost estimates identified at a preliminary stage of the SUMP process.

Measure	Cost estimate (EUR)
Implementation of a Transport Authority	1,000,000
Mass Transit line implementation	4,600,000,000
Bus network and taxi reorganisation and related bus lane	140,000,000
Circulation plan and parking policy upgrade	250,000,000
Non-motorised transport policy upgrade	tbd
Upgrade of intermodality facilities	tbd
Freight regulation enhancement	tbd
Transversal: improve road safety and reduce private car disturbance	tbd

The following table summarises the total capital expenses (CAPEX) estimates for different types of measures in the SUMP.

Urban transport investment measures	CAPEX estimate (EUR)
Public transport and NMT	4,741,000,000
Street shaping urban roads and traffic management	250,000,000
Other measures	0
Total	4,991,000,000

Finance leverage

Financing resulting from the SUMP	Source	Type	Status	Amount (EUR)
Lines 3 and 4 of the tramway networks	AFD	Loan	Secured	100,000,000
Technical assistance for Casa Transport	AFD	Grant	Secured	500,000

Projected impact

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2019	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO_2eq)	-0,1 Mt CO2eq	1,05 Mt CO2eq	1,50 Mt CO2eq	1,40 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	-17 kg CO2eq / capita	262 kg CO2eq / capita	257 kg CO2eq / capita	240 kg CO2eq / capita

Last updated December 2025

Khouribga, Morocco

Sustainable Urban Mobility Plan — Ongoing

Basic information

Urban area	→	52 km²
Population	→	216,397
Growth rate	→	0.65%
National GHG emissions per capita	→	2.62 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Khouribga is an inland urban area and an industrial hub in central Morocco. Located 120 km from Casablanca and 154 km from Rabat. Khouribga serves as the capital of the Khouribga province in the Béni Mellal-Khénifra region. The city emerged in 1923 under French administration after the discovery of rich mineral reserves and held a strong position as the world's largest exporter of phosphate. Due to the region's numerous mining sites, the local economy is heavily dependent on the mining sector, which contributed significantly to Morocco's GDP, accounting for about 10% and to national phosphate exports, which accounted for 72% in 2013.

The city is located at the intersection of two major roads. Khouribga has a small railway station for interurban transport located in the centre of the city. It is used for passenger and freight transport. The railway station was one of the stops on the climate train's journey from Casablanca to Safi during COP22 in Morocco, raising awareness of sustainable transport. Apart from city buses, there is no mass transit system in the city.

There is no existing transport master plan or similar document. The Municipality of Khouribga, the local counterpart, lacks the mandate and responsibility to finance mass public transport infrastructure, even though it has the authority to borrow from international finance. Systems and procedures are not in place to monitor, evaluate and report on urban mobility.

Support from the Partnership

Technical Assistance: Project management assistance to the Sustainable Urban Mobility Plan (SUMP)
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 100,000
Implemented by: AFD through MobiliseYourCity Morocco
Local counterpart: Commune de Khouribga
Consultant(s) involved: Not reported

Supported activities:

- Support the Khouribga Commune in the preparation, launch, and piloting of the SUMP study to enhance its technical quality, implementation, and coherence with the MobiliseYourCity orientations, as well as with the different approaches at the national and local levels in terms of low-carbon transport planning.
- Ensure that the SUMP study is well integrated with other planning documents (urban planning, environmental planning).

Status of the SUMP process

Project start date: 2019 Q2
Expected project completion: 2023 Q4

Completed outputs:

- Terms of reference for the SUMP
- The procurement process to hire a consultant for the SUMP study has been finalised.
- Launching the SUMP process with a local consultant
- Next expected outputs
- SUMP process

Last updated December 2025

Latin America and the Caribbean

Countries

Cities

Chile

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	18,050,000 (2018)
Growth rate	→	1.4%
Percentage of urban population	→	87.8%
GDP per capita (2023)	→	USD 16,522
Percentage of the population living below the national poverty line	→	10.9%[4]
Annual average infrastructure expenditures as a percet of GDP	→	2.2%
Nationally Determined Contribution (NDC)	→	100% e-taxis by 2050. 100% urban public transport e-buses by 2040 58% private e-vehicles by 2050 58% commercial e-vehicles by 2050
National GHG emissions per capita	→	5.1 (tCO2eq)
Proportion of transport-related GHG emissions	→	24.1% (2016)
Exposure to climate change	→	HIGH

Context

The Republic of Chile, a country in South America, occupies a long, narrow strip of land between the Andes to the east and the Pacific Ocean to the west. Chile covers an area of 756,096 km² and has a population of 18 million as of 2018. The capital and largest city is Santiago.

Chile's economy is characterised by the exploitation and export of raw materials. In 2012, exports - copper, fruit, fishery products, paper and cellulose pulp, chemicals, and wine - reached USD 83.66 billion, while imports - oil and derived products, chemicals, electrical and telecommunications articles, industrial machinery, vehicles, and natural gas - reached USD 72.2 billion. The public debt was 10.1% of the GDP, of which the external debt amounted to USD 102.1 billion by late 2012.

By 2030, CO2e emissions from the transport sector are likely to increase by 36% from 2007 levels, reaching 46.4 megatons CO2e. This trajectory is strongly correlated with GDP growth, and the business-as-usual projections for 2050 range from 44.5 megatons CO2e for low GDP growth to 84.4 megatons CO2e for high GDP growth.

The Ministry of Transport and Telecommunications (MTT) is responsible for developing Chile's transport system. It develops transport plans for the country's main cities every ten years and manages public transport contracts and subsidies, among other responsibilities.

Due to a highly centralised system, Chilean cities have few competencies for planning sustainable urban mobility. However, as of 2021, municipalities now have new powers in this area under a new decentralisation law. Since October 2019, Chile has been experiencing a profound social and political crisis, which has led to a referendum on constitutional renewal.

Despite Chile's efforts to electrify public transport, such as ongoing fleet electrification in several regions, the country still shows significant development inequality between the capital and other cities. Indeed, public transportation is still informal in several towns and does not meet the same qualitative and quantitative standards as in the capital city. Moreover, commuting patterns in Santiago show that access to public transport remains unequal, meaning that even when infrastructure is available, different socioeconomic or demographic groups face different barriers to commuting.

The implementation of a National Urban Mobility Policy (NUMP) aims to support cities in the development of sustainable urban mobility, either through the establishment of multisectoral political guidelines (Strategy) or the facilitation of a financing programme, in addition to supporting commitments of the NDC and the country's Long-Term Strategy (LTS).

Technical assistance for the development of the NUMP has strengthened the country's institutional framework, mainly by facilitating dialogue and agreements from a multisectoral (transport, urban planning, environment, and energy) and multilevel (regional and local) perspective.

Support from the Partnership

Technical Assistance: National Urban Mobility Policy or Programme (NUMP)
Type of NUMP: Mixed Programme and Policy NUMP
Funded by: European Commission
Funding amount: EUR 1,000,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the Euroclima+ Programme
Local counterpart: Ministry of Transportation and Telecommunications

Main purpose of the NUMP:

- Offer cities and regions a general enabling framework for Sustainable Urban Mobility Plans
- Provide technical guidance on a wide range of technical issues relevant to the transport sector in the context of reducing GHG emissions
- Offer cities a general enabling framework for SUMPs
- Regulate a wide range of technical issues
- Provide technical advice on a wide range of technical issues

Supported activities:

- Design a National Programme for Sustainable Mobility
- Elaboration of the National Strategy for Sustainable Urban Mobility (writing, revising, and promoting the participation of other institutions in the process)
- Various NUMP Chile roundtable meetings and strategic planning of the NUMP activities
- Virtual peer-to-peer workshops (with Brazil, Ecuador, and Uruguay) and internal workshops with several MTT departments
- Development of technical studies relevant in the context of the Chilean Long-Term Strategy for Fighting Climate Change (Emissions Inventory, Emissions Projection, Status Quo Analysis, among others)

Status of NUMP development

Project start date: 2018 Q4
NUMP completion date: 2023 Q4

Completed outputs:

- NUMP Workshops in Quito, Ecuador and Bogota, Colombia (March 2019 and February 2020)
- Status quo analysis and multisectoral workshops to build a shared understanding of the urban mobility situation, including mobility challenges and current actions implemented by seven sectoral ministries.
- Internal round of 3 workshops (Nov-Dec 2020) with the participation of representatives from most departments (regional and national) of the Ministry of Transport and Telecommunication (MTT) to define the objectives and action lines of the National Strategy on Sustainable Urban Mobility (134 participants in total)
- Study of the emissions inventory from the transport sector (2020)
- Study on emissions projections from the transport sector (2021)
- National Strategy for Sustainable Mobility (2021)

Next expected outputs:

- Investment Programme to support the implementation of sustainable mobility measures by subnational governments (currently in process)
- MRV process at the national level

NUMP key measures and cost estimates

The following table highlights the most significant measures identified in the NUMP.

Measure	Cost estimate
1. Integrating mobility into the territory • Instruments of urban planning oriented to public transit and active mobility • Urban design and management oriented toward public transit and active mobility • Intersectionality with a territorial approach • Sustainable urban logistics	Not quantified[1]
2. Reducing the adverse effects of urban mobility on the environment by strengthening climate mitigation actions and addressing local negative externalities • Climate-oriented social assessment of projects • Disincentives for polluting vehicle usage • Disincentives for polluting vehicle purchases • Polluting vehicle control • Fleet decarbonisation • Promotion of technological shifts for private vehicles	Not quantified
3. Promoting more efficient use of urban and road space by enabling better travel demand management and enhancing access through prioritising sustainable modes of transport • Reduction of the need to travel • Redistribution of road space • Improvement of public transit levels of service • Incentives for public transit operation and ridership • promotion and facilitation of intermodality • Disincentives to inefficient car ownership and use	Not quantified
4. Active and safe mobility • Walking and cycling infrastructure • Road safety initiatives that prioritise pedestrians and cyclists • Promotion of intermodality between cycling and public transit • Incentives for active mobility	Not quantified
5. Promoting inclusion, universal accessibility, and gender equality in mobility systems • Universally accessible infrastructure and public spaces • Universally accessible public transit • Safe public transit	Not quantified
6. Integrating citizens' vision into decision-making • Appropriate and transparent participatory processes leading to agreements • Decentralised governance for sustainable mobility • Arrangements allowing citizens to raise their concerns and communicate about processes	Not quantified
7. Progressing towards greater integration and transparency of mobility data, enhancing information access for users, and strengthening the technological bases for planners, operators, and decision-makers • Improvement of mobility data collection, processing, and analysis arrangements • Digital transformation for an integrated transit management • Strengthening of information services for citizens • Development of integrated transport services	Not quantified

[1] The National Sustainable Mobility Strategy provides a repertoire of 30 types of measures. Regional governments wishing to develop a sustainable urban mobility plan should select from the most suitable measures for their context. Hence, there is not cost estimate for the 30 types of measures. Their costs depend on the specific application that each regional government will do (for example, how many kilometres of bikeways or pedestrian paths).

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Santiago Red Metropolitana de Movilidad – E-Bus Expansion. 992 e-buses to replace part of existing diesel bus fleet[2]	World Bank. Co-lenders: IDB Invest; BancoEstado Chile	Loan	Secured	289,372,800
Procurement of 679 100 % electric buses and associated charging infrastructure for Santiago's Red Metropolitana de Movilidad. (part of various projects across the years)[3]	Société Générale (as Joint Lead Arranger) teamed up with Infrabridge)	Loan	Secured	127,401,422
Regional Public Transport and Road Safety Program[4]	IADB	Loan	Grant	252,360
Modernisation plan for public transport in the Greater Concepción area, including procurement of 225 electric buses under the Red Concepción de Movilidad framework and related infrastructure[5]	Regional government and national investment funds	Loan	Public program investments (capital + operational); some bids include private financing elements.	N/A

Associated financing (independently secured financing for measures related to the NUMP)

Description	Source of financing	Type	Status	Amount (EUR)
Moving Chile – Electric Mobility Project (Pilot & Enabling Financing Mechanisms)[6]	IKI and BMUV GIZ implemented	Grant	Secured	2,000,000

[2] https://www.ifc.org/en/pressroom/2023/ifc-s-first-investment-in-e-buses-globally-to-support-largest-e
[3] https://wholesale.banking.societegenerale.com/en/news-insights/all-news-insights/news-details/news/e-bus-adoption-in-chile-picks-up-speed/
[4] https://www.iadb.org/en/project/CH-T1290
[5] https://es.wikipedia.org/wiki/M%C3%A1s_Movilidad_%28Gran_Concepci%C3%B3n%29
[6] https://www.giz.de/en/projects/transport-moving-chile
https://www.international-climate-initiative.com/en/project/moving-chile-19-i-397-chl-g-moving-chile-1/

Projected impacts

Currently, the NUMP Chile includes a catalogue of measures but no action plan or NUMP scenario with quantified impact.

Indicator	Impact 2030 (NUMP vs BAU)	Baseline - 2020	Projected 2030 BAU	Projected 2030 NUMP scenario
Total annual GHG emissions (Mt CO2eq)	Not possible to quantify	20.01 Mt CO2eq	22.25 Mt CO2eq	Not yet quantified
Annual transport related GHG emissions per capita (kg CO2eq)	Not yet quantified	853 kg CO2eq / capita	1174 kg CO2eq / capita	Not yet quantified

Insights from practice: lessons learned from the NUMP process

Integrated multi-sector and multilevel coordination, communication, and participation have been critical elements in the preparation of Chile's NUMP

Regarding multisectoral and multilevel governance, Chile is a highly centralised country with a low public culture of territorial linkage and involvement in decision-making and policy-making. This situation has impacted the development of the NUMP due to the difficulties in incorporating the particularities of the different territories into their development plans, as well as in linking transport with other sectors and ministries, making it challenging to formulate comprehensive measures to reduce emissions.

Moreover, the transport sector's response to the climate crisis remains challenging. Although the NUMP has facilitated this approach, there is still a significant gap in the transport sector for communicating the impact it has on the climate and the opportunities for change in a transparent and timely manner.

In Chile, integrated urban planning still fails to incorporate both the climate crisis and other development issues, such as gender perspectives and inequality. The different sectors directly influencing urban spaces and their dynamics have not yet fully assumed these areas.

Local governments possess more profound knowledge of urban mobility needs.

Regional governments possess greater knowledge and understanding of selecting sustainable mobility measures better suited to their contexts. Hence, the National Sustainable Mobility Strategy offers cities and regions a general enabling framework for developing SUMPs, which local governments will complement with context-specific insights and adapt the proposed measures to create effective SUMP roadmaps.

Perspectives for implementation

The national government is promoting the NUMP to encourage cities to take action.

The most important output of the NUMP Chile project has been the National Sustainable Mobility Strategy. This Strategy presents a repertoire of 30 types of sustainable mobility measures. Thus, this Strategy offers cities and regions a general enabling framework for developing sustainable urban mobility plans. Regional governments wishing to create a sustainable urban mobility plan should select the 30 measures most suitable to their context.

The transport planning agency (SECTRA) of the Chilean Transport Ministry is currently conducting workshops with professional teams from different regional governments to demonstrate how the National Sustainable Mobility Strategy works and can assist them in developing SUMPs for their cities. Until now, one regional government has prepared a SUMP (Antofagasta) and is tendering a consultancy project to support the development of a SUMP in another city within the region (Calama).

Effective sustainable mobility implementation in Chile requires improved interministerial coordination and precise funding mechanisms for regional governments[7].

In Chile, sustainable mobility responsibilities are primarily concentrated at the national level, particularly within the ministries of transport, housing and urban planning. Regional governments have limited authority and budget to develop mobility initiatives. To address this, an implementation strategy was initiated through the formulation of a Sustainable Mobility Program, designed as a competitive fund from the central government to support regional governments in planning and implementing mobility projects. However, a key challenge has been the dispersion of decision-making power and funding across multiple ministries, making it difficult to align interests for effective program management. Moving forward, stronger interministerial coordination and institutional alignment will be critical for successfully implementing sustainable mobility policies at the regional level.

Highlights from the past year

Chile Accelerates Electric Bus Deployment Nationwide

In 2025, 3,544 electric buses are now operating in Santiago, representing 55% of the city's public-transport fleet, and the Ministry of Transport expects this to reach 68% of the fleet. Minister Juan Carlos Muñoz highlighted that electrification has grown 355% under the current administration, with electric buses already operating in nine cities nationwide. The rollout is supported by new route concessions and fleet renewal processes.

Santiago Introduces High-Capacity Articulated E-Buses and Strengthens Regional Leadership

Santiago also introduced 94 new articulated electric buses, the first of their kind in South America, offering higher capacity (140 passengers) and improved comfort features such as air conditioning, security cameras, and Wi-Fi. Authorities emphasised that these advances position Chile as a regional leader and Santiago as the city with the largest electric-bus fleet outside China[8].

Last updated December 2025

[7] To know more about lessons learned of the Euroclima's Urban Mobility Component visit https://despacio.org/portfolio/movilidad-urbana-euroclima-resultados-y-lecciones-2018-2024/

[8] https://mtt.gob.cl/red-movilidad-consolida-la-electromovilidad-con-el-55-de-la-flota-electrica-en-santiago/?utm

Colombia

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	50,662,678 (2020)
Growth rate	→	0.8%
Percentage of urban population	→	77.1%
GDP per capita	→	USD 5,334
Percentage of the population living below the national poverty line	→	27%
Annual average infrastructure expenditures as a percet of GDP	→	1.8%
Nationally Determined Contribution (NDC)	→	Committed reduction of 51% of overall GHG emissions compared to BAU by 2030, unquantified mobility target
National GHG emissions per capita	→	3.75 (tCO2eq)
Proportion of transport-related GHG emissions	→	12%
Exposure to climate change	→	VERY HIGH

Context

Colombia is Latin America's third-most populous country, after Brazil and Mexico. Bogota is the country's capital, the most populated city, and the economic, political, and financial centre. 77.1% of Colombian citizens live in cities. Access to education, public health, and other essential services remains limited in rural areas. Poverty and inequality are significant challenges for Colombia, with a multidimensional poverty index of 20.2% and a GINI index of 0.522, placing it as the second-most unequal country in Latin America, only after Honduras. According to reports from Colombia's Ministry of Finance and Public Credit, Colombia's Gross Domestic Product (GDP) has grown over the last two decades, with an average annual growth rate of 3.8%. This economic growth is remarkable, given the country's long-standing internal conflict. Colombia is an upper-middle-income country. Historically, oil and other energy products have played an important role in Colombia's economy. The country's export and industrial growth sectors include oil, electronics, agriculture, information technology, and shipbuilding.

In 2018, road transportation in Colombia accounted for 12% of the country's overall GHG emissions (37.8 MtCO2e), underscoring the importance of tackling the transport sector to meet climate change mitigation goals. Electric mobility can be a powerful tool for achieving such goals. Additionally, public concern about the negative impacts of air pollution on public health has increased in recent years. The transport sector (mainly diesel freight and public transport) is responsible for 25% of PM2,5 emissions in large cities, the most relevant air pollutant in the Colombian context.

Buses are important in Colombia's transport landscape, from small feeder buses to bi-articulated high-frequency buses. They account for 23% of Bogotá's local air pollution. However, given the increasing urban population density and deteriorating air quality, the various configurations of bus systems present an untapped opportunity to provide access to clean urban mobility. Electrification of public transport is an intersectoral priority across at least four national policy agendas (Energy Efficiency, Climate Change, Air Pollution, and Urban Mobility) and three international policy commitments: the Paris Agreement, the New Urban Agenda, and the Sustainable Development Goals.

Support from the Partnership

Technical Assistance: Development of National Urban Mobility Policy or Programme (NUMP)
Type of NUMP: Programme NUMP
Funded by: German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV)
Funding amount: EUR 800,000
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the TRANSfer III project
Local counterpart: Ministry of Transportation

Main purpose of the NUMP:

The TRANSfer project helped develop a National E-Bus Promotion Programme. This programme comprises a national investment fund to finance upgrades to public transportation fleets. It is intended to establish the institutional arrangements and capacities for a large-scale monitoring, reporting, and verification methodology for e-bus deployment.
Since the electrification of transport is vital to meeting climate commitments, promoting green growth, and protecting human health, the national government began developing a National E-Mobility Strategy in 2019. As electric buses have considerably higher upfront investment costs than traditional technologies and are relatively new in Colombia, the technical assistance aimed to overcome these barriers through a program that supports the electrification of Colombia's public passenger transportation systems.
The technical assistance had four workstreams aiming at creating a suitable environment for electromobility deployment in cities without significant zero-emission fleets:

- Technical and regulatory design: Identify the technical and regulatory needs that should be addressed at the country's transport policy level to enable the transition to electric public transport systems.
- Financial design: Analyse the context, barriers, costs, and economic conditions of public passenger transportation in Colombia to construct, jointly with other counterparts, an instrument to facilitate investments in electric fleets and infrastructure.
- Design a coordination and governance scheme: Through a systemic process with national government counterparts, define the decision-making frameworks and methods for approving and following up on policies and plans that enable technological advancement.
- Design of an MRV system: Develop methodologies and capacities to monitor the development of policies and their impacts, especially those aimed at mitigating greenhouse gas emissions.

Supported activities:

- Financial and economic analysis for e-bus deployment at a large scale.
- Pre-feasibility of a public investment fund.
- Support to legally structure a national fund for e-buses.
- Supporting the implementation of a national framework on e-mobility and its governance.
- Diagnosis of technical gaps and barriers for policymakers.
- Ex-ante and ex-post MRV system preparation.

Status of project implementation

Project start date: 2019 Q1
NUMP adoption date: 2022 Q1

Completed outputs:

- Zero-emissions vehicles' investment fund for buses and freight is legally established
- Fleet replacement and investment scenarios for every transport system in the country
- Pre-feasibility, structure proposal and stakeholder awareness for the instrument
- National-scale institutional arrangement for e-mobility
- Operation and maintenance of an e-bus training program in place with an employability and gender perspective
- Course for e-buses system planning and electricity procurement for operators
- Mitigation potential and MRV methodologies for e-buses in line with the National Registry of Emissions Reductions (RENARE)
- Assessment of regulatory and capacity building needs, technical and policy barriers for e-bus deployment
- International course on transport systems based on e-buses (with Moving Chile)
- Employability strategy and technical curriculum with a gender perspective
- Electricity procurement guidelines
- E-bus workshop in Cali, Colombia (24-25 February 2020, 70 participants from cities, the Ministry of Transportation, and academia)
- The fund is included in the current Government (2022-2026) plan, which extends taxi funding.

NUMP key measures and cost estimates

The following table highlights the most significant measures identified in the NUMP.

Measure	Cost estimate (EUR)[1]
Public fund to finance bus fleet renewal (estimated from medium investment scenarios)	391,389,432.49

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

The following table summarises the total capital expenditure (CAPEX) estimates for different types of measures in the NUMP.

Urban transport investment measures	CAPEX Estimate (EUR)
Nationwide bus fleet renewal (estimated from medium investment scenarios)	723,219,603.51
Street shaping urban roads and traffic management	0
Other measures	0
Total	723,219,603.51

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process)

Description	Source of financing	Status	Type	Amount (EUR)
E-motion project funding proposal for Latin America to the Green Climate Fund	AFD	Secured	Grant	570,000
Public fund investment manuals and implementation	IADB	Secured	Grant	300,000
259 e-buses (Bogotá)[2]	Colombian development bank financing agreement	Secured	Loan	63.813.494,43
National Credit line[3]	AFD and the Colombian development bank	Secured	Loan	90,000,000
(401 e-buses)[4]	IADB	Secured	Loan	121.671.062,71
Bogotá & National co-financing for 269 e-buses (TransMilenio)[5]	National government and the city of Bogota	Planned	Loan	280.780.000

Projected impacts

Indicator	Impact 2030 (NUMP vs BAU)	Baseline - 2019	Projected 2030 BAU	Projected 2030 NUMP scenario
Total annual GHG emissions (Mt CO2eq)	-5.7[6] Mt CO2eq	34 Mt CO2eq	43.4 Mt CO2eq	37.7 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	- 113 kg CO2eq / capita	675 kg CO2eq / capita	862 kg CO2eq / capita	749 kg CO2eq / capita

[2] https://cms.fdn.com.co/sites/default/files/2022-03/fdncomunicadomarzo2021financiacionbuseselectricos_0.pdf
[3] https://www.afd.fr/es/actualites/communique-de-presse/colombia-afd-y-fdn-firman-convenio-credito-para-financiacion-buses-electricos
[4] https://idbinvest.org/es/medios-y-prensa/bid-invest-y-enel-x-unen-fuerzas-para-impulsar-la-electromovilidad-en-colombia
[5] https://www.eltiempo.com/bogota/nacion-y-distrito-firman-del-acuerdo-para-cofinanciar-flota-de-buses-electricos-y-asegurar-la-linea-1-y-2-del-metro-de-bogota-3505239
[6] Calculations made by the MobiliseYourCity Secretariat based on Colombia's first NDC (https://unfccc.int/NDCREG) and Colombia's MRV method (https://changing-transport.org/wp-content/uploads/Infografia-traCS-EN-1.pdf)

Insights from practice: lessons learned from the NUMP process

The decision-maker's ownership of the project contributes to keeping it alive

The experience with Colombia's technology upgrade fund showed that the key to achieving the project's adoption and implementation is to generate ownership among decision-makers and their advising teams. Also, it is necessary to shield the process from political conditions by securing legal approval as part of larger initiatives.

The electrification of public transport in Colombia still needs public investment to cover capital costs.

Studies indicated that the total cost of ownership of an internal combustion engine bus was considerably higher than that of an electric unit. As a result, transport authorities and public transport operators in intermediate and small cities cannot cover the capital costs of electrification through soft loans. Instead, a substantial package of subsidies from the national government is required to make e-bus technology competitive in terms of capital investment costs.

Nationwide emission-reduction programmes in the transport sector can be comprehensive but flexible.

The technical assistance in Colombia did not follow the traditional NUMP formulation approach. It aimed to address four pre-identified barriers to the deployment of electric mobility nationwide and achieve effective mitigation outcomes. Thus, the project's four workstreams (finance, governance, capacities, and MRV) interacted harmoniously to deliver concrete results in line with the political and financial commitment to renewing the country's public transport fleet. However, the project did not follow the guidelines for formulating a NUMP.

The sustainability of electrification extends beyond securing funding to include support infrastructure, capacity development, and systemic change.

Building capacity for electric mobility within the transport sector is critical to ensuring the sustainability of a robust fleet-renewal policy. Transport authorities must engage with the energy sector to create favourable conditions for the deployment of electromobility. Moreover, operators and technicians need to be trained in the maintenance and mechanics of electric vehicle systems so that operation management is not at risk. Including a gender focus in this component is intended to close the gender gap and enable women to access jobs in the transport sector.

Progress on NUMP implementation

The Colombian Congress approved a 2021 Law creating the national fund for e-bus renewal.

In 2021, a national law for climate action (Ley 2169 – 2021) was enacted, aiming to establish goals and actions to achieve carbon neutrality, climate resilience, and low-carbon development in Colombia in the short-, medium-, and medium-long-term. The law establishes a national fund to support the technological upgrading of public transport systems and freight fleets. This fund will promote the purchase of low- or zero-emission vehicles and support the infrastructure required for the energy supply. Potential financial sources for the fund include local authorities, non-reimbursable technical cooperation, grants, and other revenue sources. Together with the government, the implementing partner (GIZ) is committed to identifying feasible funding alternatives to support the fund.

BMZ has supported the implementation of the e-bus NUMP in Colombia

Through two GIZ-implemented projects, the German government has continued to support the electrification of e-buses in Colombian cities.

ProMOVIS I[7] focused on consolidating the national framework for sustainable urban mobility in Colombia by updating policy guidance to systematically integrate low-emission and electric transport components into mobility planning instruments. It combined this regulatory support with targeted capacity building, providing technical training to municipal and national stakeholders on implementing sustainable mobility measures, including electric bus systems, cycling infrastructure, and integrated multimodal networks. In parallel, the programme supported pilot interventions in intermediate cities, serving as demonstration projects to test integrated, scalable solutions for inclusive and low-carbon urban mobility.

Building on this foundation, ProMOVIS II[8] (ongoing) deepens the financial and institutional dimensions of implementation. It develops detailed guidance on alternative financing mechanisms for sustainable public transport, including business models that embed e-mobility into long-term operational and investment frameworks. The programme also strengthens institutional coordination, monitoring systems, and stakeholder engagement processes to enhance implementation capacity. Through continued capacity development and the co-creation of city-level implementation plans, ProMOVIS II aims to accelerate the adoption of low-carbon public transport solutions across Colombian cities.

E-Motion will support the electrification of public transport in Colombia[9].

This is through a comprehensive regional initiative designed to accelerate the transition to sustainable and low-carbon mobility across Latin America, including Colombia. The programme, co-financed by the Green Climate Fund and implemented in partnership with agencies such as AFD, Proparco and GIZ, aims to strengthen policy and business frameworks that make large-scale electric mobility viable, reduce investment risk for public and private actors, and foster the enabling environment for widespread deployment of electric buses and related charging infrastructure. In Colombia specifically, E-Motion will provide technical assistance for designing regulatory and financial instruments, bolster capacity for planning and implementing e-mobility solutions and support the development of innovative business models that integrate electric public transport into broader urban mobility systems. By fostering collaboration across countries and institutions, the E-Motion initiative contributes to national climate goals while improving access to affordable, attractive, and low-carbon urban transport for vulnerable populations that rely on public services.

[7] https://transformative-mobility.org/regions/colombia-promovis/
[8] https://www.giz.de/en/projects/promovis-ii-decarbonisation-urban-mobility
[9] https://www.greenclimate.fund/project/fp237

Highlights in the past year

Colombia's government is funding the largest electric bus deployment via CONPES 4168

CONPES 4168 (2025)[10] establishes a high-level national policy and investment framework to co-finance the largest deployment of electric buses in Colombia's history for the Sistema Integrado de Transporte Público (SITP) in Bogotá and the adjacent municipality of Soacha. Under this strategic policy document, the national government and the District Capital approved a total investment of approximately 1.5 trillion COP (EUR 280 million) to acquire 269 electric buses, including 157 articulated and 112 bi-articulated vehicles, to electrify the troncal component of Bogotá's BRT system, which currently still relies on fossil fuels along key routes. The co-financing structure sets the national contribution at 62.4% and the District Capital's share at 37.6%, with execution managed through a joint agreement between the national ministries and TransMilenio S.A. to support procurement, charging infrastructure, and fleet operations.

Colombia is building a domestic electric bus industry as part of an integrated industrial and transport transition policy[11].

In late 2025, the government issued Decreto 1294 de 2025, which introduced a 10% tariff on certain imported electric buses, with the explicit aim of encouraging local assembly and production rather than relying solely on imports. This reflects a deliberate industrial strategy to strengthen national manufacturing capacity and competitive supply chains. The policy is grounded in the recognition that Colombia already has an established electric bus assembly ecosystem, including bi-articulated bus production, growing integration of local components, and a supplier network capable of producing up to 1,500 units per year, with potential expansion to 3,000 units through further investment. This tariff incentive is intended not to slow electrification but to consolidate and scale domestic production, deepen industrial linkages, generate skilled employment, and position Colombia as a regional hub for electric mobility manufacturing that can serve both internal demand and export markets, thus aligning the country's transport decarbonisation objectives with broader goals of reindustrialisation and economic competitiveness.

[10] colaboracion.dnp.gov.co/CDT/Conpes/Económicos/4168.pdf
[11] https://www.colombiaencifras.com/se-fortalece-la-produccion-de-buses-electricos/

Bogotá's international green bond issuance shows how cities can tap global climate capital to support transport decarbonisation

Bogotá's 2025 international green bond issuance, a historic USD 600 million green bond placed in global capital markets, illustrates how a city government can access international climate finance to support sustainable infrastructure, including low-carbon transport projects. The bond, structured under the city's Green, Social and Sustainable Bond Framework and marketed primarily to foreign investors (about 93% allocated to international investors), marks the first time a Latin American city has issued a green bond at this scale on international markets and has attracted such strong global demand[12].

The proceeds are intended to finance a portfolio of environmentally beneficial projects, notably in clean and efficient urban mobility, such as expanding metro lines, improving transit corridors, and expanding cable transport, all aligned with Bogotá's climate goals. This issuance demonstrates local government sophistication in leveraging innovative finance: by adopting international green debt standards, aligning with global investors' environmental criteria, and diversifying funding beyond traditional fiscal instruments, Bogotá has unlocked private climate capital to help decarbonise transport infrastructure and accelerate sustainable urban development[13].

Last updated December 2025

[12] https://www.ifc.org/en/pressroom/2025/bogot-leads-the-way-in-sustainable-finance-with-historic-green-bond-backed-by-ifc-
[13] https://gggi.org/bogota-leads-latin-america-first-city-to-issue-an-international-green-bond-with-support-from-the-european-union-and-gggi-under-the-global-green-bond-initiative

Ecuador

Basic information

Population	→	17,084,358
Growth rate	→	1.8%
Percentage of urban population	→	64% (2018)
GDP per capita	→	USD 6,346
Percentage of the population living below the national poverty line	→	21.5%
Annual average infrastructure expenditures as percentage of GDP	→	1.63%
Nationally Determined Contribution (NDC)	→	General e-mobility transport related NDC
National GHG emissions per capita	→	2.43 (tCO2eq)
Proportion of transport-related GHG emissions	→	21%
Exposure to climate change	→	MEDIUM

Context

Ecuador is located on the west coast of South America, with a population of 17 million, of whom 64% reside in urban areas, notably Quito, Guayaquil, and Cuenca. The Andes range divides the country into three primary geographical regions: the Coast, the Sierra, and the Amazon. Between 2009 and 2015, the Multidimensional Poverty Index fell by 10.2%, signifying that 1.9 million Ecuadorians overcame poverty in that period. The Gini Coefficient index, a measure of income inequality, stands at 0.447%. Besides the oil industry, other significant economic sectors include manufacturing, retail, construction, agriculture, and services.

The lack of planning instruments has led to dispersed urban expansion across the country. The rapid urbanisation process has resulted in the emergence of vulnerable urban areas. As of 2018, the transport sector's GHG emissions accounted for 48.5% of Ecuador's total energy-related emissions, with road transport accounting for 94.4% of total transport demand. The most widely utilised transportation services in the country are buses, trolleybuses, and taxis. The three main Ecuadorian cities have implemented low-carbon mass transit projects: Quito has a 22 km metro line, Guayaquil has implemented a 4 km cable car, and Cuenca operates an 11 km tramway. Additionally, some other Autonomous Decentralised Governments have undertaken actions on sustainable mobility, including electromobility and active modes.

The Ministry of Transport and Public Works (MTOP, its acronym in Spanish), the governing entity of the National Multimodal Transport System, encompasses road, air, sea, and non-motorised transport. Its vision is to formulate, implement, and evaluate policies, regulations, plans, programmes, and projects that ensure a safe and competitive transport network, minimise environmental impact, and contribute to the country's social and economic development. In turn, the Autonomous Decentralised Governments are responsible for planning, regulating, and controlling land transport, transit, road safety, commercial, and collective transport services, among others.

The objective of this project is to define a national strategy for low-carbon mobility applicable to all the Decentralised Autonomous Governments of the country, enabling a significant reduction in greenhouse gas emissions while maintaining equity and accessibility.

Ecuador's National Urban Mobility Policy (NUMP) focuses on improving buses and trucks, enhancing knowledge of routes, frequencies, and unit locations, promoting non-motorised transport, providing economic incentives to reduce greenhouse gases, and planning for land use and urban mobility.

Mobility planning — National Urban Mobility Policy or Investment programme (NUMP)

Technical Assistance: National Urban Mobility Policy or Program (NUMP)
Type of NUMP: Mixed NUMP (Sectoral strategies and support or investment programme)
Funded by: European Union (EU)
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD) through the EUROCLIMA+ Program
Local counterpart: Ministry of Transportation and Public Works (MTOP)
Final NUMP report: Ecuador NUMP

Main purpose of the NUMP:

- Offer cities a general enabling framework for SUMP formulation
- Provide regulation on a specific set of technical issues
- Provide regulation on a wide range of technical issues
- Provide technical guidance on a specific set of technical issues
- Provide technical guidance on a wide range of technical issues
- Define a national strategy for low-carbon mobility that applies to all Decentralised Autonomous Governments in the country and that allows for a considerable reduction in greenhouse gases while maintaining levels of equity and accessibility

Supported activities:

- Preparation of a Low-Carbon Urban Mobility Policy, including policies and strategies for the reduction of greenhouse gases.
- Preparation of technical guidelines for decentralised autonomous governments for the implementation of the strategy at the local level.

Status of project implementation

Project start: 2021 Q1
NUMP adoption date: 2023 Q1
Completed outputs:

- Diagnostic support document
- Scenario construction and evaluation criteria
- Methodology for the participatory strategy phase
- Vision, strategy and objectives
- NUMP Action Plan
- Measurement, reporting, and verification plan for the National Urban Mobility Policy
- Final content of the three cross-cutting guidelines
- A sustainable urban transport financing strategy
- A legislative reform proposal document

NUMP key measures and cost estimates

The following table highlights the most significant measures identified in the NUMP.

Cluster	Measure title	Proposed financing source	Implementation period	Cost estimate (EUR)	Category
Axis 2 – Safe Mobility	Mass awareness and public education campaigns for safe mobility	National domestic	Phase 1–4	~92,000	Policy/ Capacity building
Axis 2 – Safe Mobility	Technical manuals and guidelines for safe infrastructure design	National domestic	Phase 1–4	~92,000	Studies/ Technical guidance
Axis 2 – Climate Change	Intermodal public transport services	National + Municipal	Phase 2–4	Not individually costed	Physical investment
Axis 2 – Climate Change	Mandatory integration of climate resilience criteria in mobility infrastructure	National domestic	Phase 1 onward	No cost (regulatory)	Policy / Regulation
Axis 2 – Climate Change	Implementation of vegetated urban streets	Municipal + National	Phase 2–4	Variable	Physical investment
Axis 2 – Public Space	Dedicated lanes for buses, High-Occupancy Vehicles (HOV) and zero-emission vehicles	National + Municipal	Phase 3–4	~82,800–782,000 per km	Physical investment
Axis 2 – Public Space	Upgrading public transport stops and stations to meet accessibility standards	National + Municipal	Phase 1–4	~36,800 per stop	Physical investment
Axis 2 – Inclusion	Eradication of violence and discrimination in public transport and public space	Municipal + National	Phase 1–4	No cost	Policy / Programme
Axis 2 – Intermodality	Promotion of intermodality and integration of non-motorised modes with public transport	Municipal + National	Phase 2–4	Variable	Physical + Policy
Axis 1 – Planning	National mobility data and monitoring system	National domestic	Permanent	~92,000	Studies / Monitoring

The following table summarises the total capital expenses (CAPEX) estimates for different types of measures in the NUMP.

Urban transport investment measures (Retained)	CAPEX Estimate (EUR)
Public transport, intermodality and NMT (B.1.4, C.1.1, C.2.1, C.4.1)	28,060,000
Intermodal public trans Street redesign, road space reallocation and climate adaptation (B.3.1, B.2.1 regulatory integration component) port services	26,270,000
Road safety, inclusion and monitoring systems (A.1.3, A.2.2, C.3.3, T)	17,120,000
Total (retained portfolio)	71,450,000

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process).

Description	Source of financing	Type	Status	Amount (EUR)
MoVer Ciudades – NUMP Implementation	EU & BMZ	Grant	Secured	7,000,000

Projected impacts

Indicator	Impact 2030 (NUMP vs BAU)	Baseline - 2020	Projected 2030 BAU	Projected 2030 NUMP scenario
Total annual GHG emissions (Mt CO2eq)	- 0.5 Mt CO2eq	15.07 Mt CO2eq	16.01 Mt CO2eq	15.48 Mt CO2eq
Annual transport related GHG emissions per capita (kg CO2eq)	- 27 kg CO2eq/capita	243 kg CO2eq/capita	258 kg CO2eq/capita	231 kg CO2eq/capita
Access Increase of the proportion of the population living within 500 meters or less of a public transport stop	+ 10 %	65 %	70 %	80 %
Air pollution Decrease in mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	- 1.7 µg/m³ of $PM_{2.5}$	18 µg/m³ of $PM_{2.5}$	18 µg/m³ of $PM_{2.5}$	16.3 µg/m³ of $PM_{2.5}$
Modal share Increase of the modal shares of trips by public transport, walking and cycling	Formal public transport: +10% Informal public transport: -3% Walking: +2% Cycling: +2% **TOTAL: +11%**	Formal public transport: 54% Informal public transport: 5% Walking: 18% Cycling: 0% **TOTAL: 77%**	Formal public transport: 50% Informal public transport: 5% Walking: 18% Cycling: 1% **TOTAL: 74%**	Formal public transport: 60% Informal public transport: 2% Walking: 20% Cycling: 3% **TOTAL: 85%**
Modal share Increase of the modal shares of trips by public transport, walking and cycling	-5 fatalities/ 100,000 hab	33 fatalities/ 100,000 hab	32 fatalities/ 100,000 hab	27 fatalities/ 100,000 hab
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group	-4.6%	14.6%	14.6%	10%

Perspectives for implementation

The Ministry of Transport and Public Works disseminates and promotes the Ecuadorian NUMP among cities throughout the country.

As of November 2024, the MTOP reported having presented the policy to more than 26 local governments, providing specialised technical tools to strengthen local institutional capacities for the territorial implementation of the policy in their respective jurisdictions. The event was attended by representatives of multilateral organisations, authorities of the National Government and municipal representatives from all over the country. On this working day, the components of the PNMUS were presented comprehensively, and the scope of the MoVer Cities, which is executed under the coordination of the German Cooperation GIZ Ecuador and the MTOP, was socialised.

Insights from practice: lessons learned from the NUMP process

A thorough baseline study is essential to tailor policies to each municipality's specific needs, despite common guiding parameters

At the beginning of the policy formulation process, it is important to conduct an adequate baseline study to determine the specific needs of each municipality. Although there are common parameters for building a policy, an in-depth study of local needs and available information for each case and municipality is essential.

Regulated participatory processes build trust, and virtual adaptations during COVID-19 increased engagement in NUMP workshops

Participatory processes involving key stakeholders should be regulated activities aimed at achieving consensus in decision-making, and agreements reached must be honoured to foster trust in future endeavours. The methodology for data collection and event organisation was adapted to accommodate the COVID-19 pandemic. Transitioning events to virtual platforms increased attendance at NUMP workshops, surpassing the initial attendance goals set at the project's outset.

A National Urban Mobility Policy is a good practice to implement the urban agenda 2030[1] and to push innovative aspects, such as climate adaptation.

It should be noted that, during the process of drafting the NUMP, the Ministry of Transport and Public Works (MTOP) and the Undersecretariat of Climate Change of the Ministry of the Environment, Water and Ecological Transition (MAATE) jointly prepared Guide No. 2: Criteria for mainstreaming climate change into NUMP. This document integrated the measures recommended for the Human Settlements sector of the National Climate Change Adaptation Plan, aligning with the strategic axes established in the NUMP.

The NUMP promotes nature-based solutions (NBS) through green streets and vegetation in areas as part of sustainable urban design, thereby indirectly increasing green space per capita, given the proportion of streets and roads in the urban space.

The implementation of green streets, vertical gardens and vegetated awnings contributes to thermal and ecological well-being in dense areas.

[1] https://www.urbanagendaplatform.org/sites/default/files/2025-07/Ecuador%20National%20Report%202025.pdf

Implementation support — NUMP Implementation

Project title: Promover la movilidad sostenible en ciudades intermedias – ProMover Ciudades
Funded by: European Union (EU) and Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)
Funding amount: EUR 7,000,000 (EU 40% & BMZ 60%)
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ)
Local counterparts and NUMP Implementation agency: Ministry of Infrastructure and Transport & Local Authorities
Project implementation period: Q1 2024-Q4 2027

Objectives and supported activities

Main objective:

- Ecuadorian intermediary cities can better implement climate- and environmentally-friendly mobility with a view to climate protection

Supported activities:

- Capacity building for the implementation of the National Policy for Sustainable Urban Mobility – NUMP.
- Promote the planning of sustainable urban mobility and bankability of sustainable mobility projects in selected cities. The project advises four selected intermediary cities on developing sustainable urban mobility plans as a basis for planning and implementing sustainable, climate-friendly mobility projects. In addition, it supports cities in implementing green mobility pilot measures and developing three sustainable urban mobility projects capable of attracting climate finance from development banks.[2]
- Strengthening the capacities of financial institutions to develop their capacity in sustainable mobility. The project also works with financial institutions to develop financing offers according to needs. To this end, criteria are introduced in these institutions that take into account national policies for the financing of sustainable urban mobility. At the same time, financing instruments are being developed that promote sustainable mobility in intermediary cities.

The project is framed as a Global Gateway project.[3]

Intended impact

- 180 women and 120 men from municipal GADs, public and private institutions nationwide, have benefited from continuous training in sustainable urban mobility.
- Reduction of greenhouse gas emissions by 11.5 kilotonnes (kt) of CO2eq. annually, related to transportation in the 4 cities advised (Ibarra, Loja, Riobamba and Rumiñahui).
- Three new sustainable urban mobility projects in intermediary cities, with a total volume of EUR 30 million has been incorporated into financial institutions' evaluation processes.
- 8 GHG emission reduction and environmental protection measures (including 2 with digital support and 2 with a gender approach), within the framework of consolidated mobility planning, will be implemented in 4 intermediary cities with added value for users.
- Four portfolios of sustainable mobility projects with a total investment volume of EUR 40 million integrated into a mobility planning will be defined in the 4 intermediary cities advised.

Highlights in the past year

The Congress: Movilidad Urbana Sostenible took place in April 2025.[4]

Ecuadorian cities participated in Conversápolis 2025 in Bogotá to receive training on climate finance for urban mobility and to take part in a study tour in Spain.[5]

Last updated December 2025

[2] https://www.giz.de/en/projects/promover-la-movilidad-sostenible-en-ciudades-intermedias
[3] https://www.eeas.europa.eu/delegations/ecuador/proyecto-mover-ciudades_es
[4] https://www.camarafrancoecuatoriana-eventos.com/movilidad-urbana-y-sostenible-2025
[5] https://www.linkedin.com/posts/giz-ecuador_intercambio-para-la-movilidad-sostenible-activity-7399579792192458752-6S0_/?originalSubdomain=es

Paraguay

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	6,109,903
Growth rate	→	3.7% (projection 2022)
Percentage of urban population	→	68.98% (2022)
GDP per capita	→	USD 4,949 (2020)
Percentage of the population living below the national poverty line	→	23.5%
Annual average infrastructure expenditures as a percet of GDP	→	2.25%
Nationally Determined Contribution (NDC)	→	No mobility/transport-related NDC
National GHG emissions per capita	→	8.77 (tCO2eq) (2019)[1]
Proportion of transport-related GHG emissions	→	20% (2019)[2]
Exposure to climate change	→	LOW

Context

Paraguay is a landlocked country in South America, bordered by Brazil to the east, Argentina to the south and west, and Bolivia to the north. Paraguay has 6.1 million inhabitants; Asunción is the capital and largest city with 522,000 inhabitants. The official languages are Guarani and Spanish. A large informal sector characterises Paraguay's economy. Since the beginning of 2000, Paraguay has experienced a substantial poverty reduction and shared prosperity. Paraguay is the fifth-largest soybean producer in the world. Since 2014, the Paraguayan economy has grown at an average annual rate of 4% due to strong soybean production and high global prices, while other countries in the region have contracted. The country faces essential challenges to sustain and expand its social achievements. Most of the rural population depends on family farming, which places them at a higher risk of poverty. There has been a migration process from rural areas to the country's urban centres in search of better education and employment opportunities.

As a landlocked state, Paraguay depends on its transport and logistics infrastructure to connect it to regional markets and international seaports. River transport is concentrated on the Paraguay

[1] MADES-DNCC/PNUD-FMAM. 2024. Informe del Inventario Nacional de Gases de Efecto Invernadero de Paraguay, serie 1990-2019. Proyecto CCNelBA3. Asunción, Py. 645. https://unfccc.int/sites/default/files/resource/IIN_INGEI1990-2019_PARAGUAY_vf%5B1%5D.pdf
[2] MADES-DNCC/PNUD-FMAM. 2024. Informe del Inventario Nacional de Gases de Efecto Invernadero de Paraguay, serie 1990-2019. Proyecto CCNelBA3. Asunción, Py. 645.

River, where 60% of the country's foreign trade transits. Paraguay's railway system consisted mainly of a 376 km standard-gauge main line. All rail traffic has been suspended, except for weekly tourist steam trains and short cross-border freight trains with Argentina. The bus network serves public passenger transport. The urban transport network is extensive and has relatively good population coverage. Cargo transportation is covered by trucks, trailers, and other diesel-fueled modes.

Regarding the vehicle fleet size, data from the Directorate of the Registry of Motor Vehicles shows that the fleet has increased by more than 30% over 5 years, to 2,684,358 in 2021, resulting in a motorisation rate of 439 cars per 1,000 inhabitants. This vehicle fleet growth is related to increased GDP per capita, urbanisation and population growth. Another characteristic of the Paraguayan automotive sector is the role of second-hand vehicle imports in the automotive fleet. The transportation sector is the largest consumer of petroleum products in Paraguay. Sectoral consumption doubled between 2007 and 2017.

Regarding the fuel used, about 71% is Diesel. Both gasoline and diesel fuels must be mixed; the first is ethanol, and the second is biofuels. Gasoline prices are among the highest in Latin America.

Paraguay is the world's largest per capita generator of hydroelectric power, and 20% of its electricity is consumed domestically. Electricity fares are among the lowest in the region. Almost 100% of oil products are imported, explaining the high costs. For these reasons, Paraguay has significant potential for electric mobility. Public transport has a strategic potential to spearhead electric mobility through electric buses. This project prioritises electric mobility in multimodal urban public transport on the Paraguayan political agenda. The project's main product was the consolidation of a Master Plan for Urban, Electric and Multimodal Public Transport that incorporates all actions related to electromobility in the transport sector, including public passengers and cargo transport. Training activities will strengthen the development of the plan, the involvement of non-state actors, regional exchange, and the identification and management of appropriate financial resources for its implementation.

In March 2025, the first batch of 30 electric buses arrived from Taiwan, marking the start of public transport electrification in Paraguay and a public tender for their operation in the Asunción metropolitan area was issued in May 2025. Fleet electrification is also expanding beyond the capital. Via the Korea-supported TASK Centre, electric buses began operating in Hernandarias in 2025 under pilot conditions, and new charging infrastructure is being rolled out[3].

Support from the Partnership

Technical Assistance: National Urban Mobility Policy or Program (NUMP)
Type of NUMP: Policy NUMP
Funded by: European Commission
Funding amount: EUR 300,000
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Program
Local counterpart: Ministerio de Obras Públicas y Comunicaciones – Viceministerio de Transporte (MOPC VMT); Ministerio del Ambiente y Desarrollo Sostenible (MADES).
Final NUMP report: Plan maestro de movilidad eléctrica para el transporte público urbano y logístico de Paraguay | MobiliseYourCity

The main purpose of the NUMP:

- Promoting electric mobility in multimodal urban public transport in Paraguay to reduce GHG and achieve Nationally Determined Contributions (NDCs).
- Prioritisation of electric mobility in multimodal urban public transport in the Paraguayan political agenda.

[3] https://www.itaipu.gov.py/noticias/tecnologia/avanza-la-implementacion-del-centro-task-para-la-consolidacion-de-la-movilidad-electrica-en-paraguay

Supported activities:

- Develop a Master Plan for Urban, Electric and Multimodal Public Transport and a Monitoring, Reporting and Verification (MRV) scheme.
- Strengthen public sector capacities for implementing electric transport systems and establish regional cooperation.
- Involve non-state actors in implementing electric transport systems promoted by the Master Plan.
- Identify strategic electric mobility pilot projects and potential funding sources.

Status of project implementation

Project start date: 2021 Q3
NUMP completion date: 2023 Q4

Completed outputs:

- Development and validation of the EC+ project concept
- Pre-study in preparation for the NUMP
- Recruitment of a consultancy for the elaboration of the NUMP
- Master Plan for Urban, Electric and Multimodal Public Transport and Logistics
- Monitoring, Reporting and Verification Scheme (MRV)
- Capacity development and training courses with local counterparts
- Information and awareness campaign on sustainable urban mobility and electrification of transport, including implementation of a website platform
- Roadmap for the implementation of strategic pilot projects

NUMP key measures and cost estimates

The following table highlights the most significant measures identified in the NUMP.

Measure type	Measure	Implementation year	Proposed source of financing	Cost estimate (EUR)[4]
Governance	Establish & operationalize CEME	By 2025	National public resources	N/A
	Public–private coordination mechanisms	By 2025	Public-private partnerships	N/A
	Financial & cooperation alliances	By 2025	National & international finance	N/A
	MRV system for monitoring & reporting	Ongoing	Institutional budgets	N/A
Financing instruments	EV Promotion Fund (10% fuel tax allocation)	Active	Fuel tax revenue	N/A
	Transport fideicomiso (MOPC/VMT)	Under structuring	Public financing mechanism	N/A
	Fiscal incentives for EV importation	By 2025	Ministry of Finance	N/A

[4] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

Measure type	Measure	Implementation year	Proposed source of financing	Cost estimate (EUR)[4]
Infrastructure	Charging infrastructure deployment coordination	By 2025	Public + private investment	> 425,423.30 for 6 fast chargers (~70,620.27/unit proxy); ~ 8,508,465.92 for 500 chargers (~17,016.93/ unit proxy); 30 ultra-fast 150kW chargers acquired (cost undisclosed)[5]
	Electricity generation & grid capacity strengthening	By 2030	National energy investment	N/A
	Technical standards for chargers & vehicles	By 2030	Regulatory institutions	N/A
	Charging hubs in strategic urban areas	By 2025 / 2030	Public-private investment	N/A
Public Transport Fleet Electrification	Pilot electric routes	By 2025	EV Fund + public financing	N/A
	Fleet renewal through public procurement: ~350 e-buses ~1,831 e-buses ~6,292 e-buses	By 2025/ 2030 / 2040 by 2025 by 2030 by 2040	EV Fund; fiduciary mechanisms	N/A
	Electric corridors & low-emission zones	By 2030	National & partner financing	N/A
	Redesign trunk systems for electrification	By 2030	National transport planning funds	N/A
Logistics Electrification	Urban logistics EV rollout	By 2025 / 2030	EV Fund + private logistics investment	N/A
	Last-mile charging infrastructure	By 2025 / 2030	Public-private investment	N/A
Environmental & Social Measures	Battery lifecycle regulation	By 2030	Environmental institutions	N/A
	Communication campaigns	By 2025	Public institutional budgets	N/A
	Operator formalization for incentive access	By 2025	National incentive schemes	N/A
Macroeconomic Impact (Result of Measures)	Reduction in fuel imports	Through 2040	N/A	~ 2,127,116,481 cumulative fuel import savings by 2040

Projected impacts

Indicator	Baseline - 2019
Total annual GHG emissions (Mt CO2eq)	7.13 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	1,166 kg CO2eq / capita
Access to public transport in urban areas The proportion of the population living 500 meters or less from a public transport stop	11,9%[6]
Air pollution Mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	10 µg/m³ of PM2.5
Road safety Annual traffic fatalities in the urban area per 100,000 inhabitants	21 fatalities/ 100,000 hab
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group.	N/A

[5] https://www.abc.com.py/brandlab/2023/02/07/supercargadores-de-automotor-para-vehiculos-electricos-donde-estaran-y-como-funcionan/
[6] https://ourworldindata.org/grapher/share-with-convenient-access-to-public-transport

Insights from practice: lessons learned from the NUMP process

Paraguay has a unique opportunity to lead electric mobility in the region.

The NUMP is an unprecedented national effort developed through participatory workshops with high-level representatives and technical experts from key institutions, ensuring comprehensive feedback and validation of its commitments.

With abundant renewable energy from its major hydropower plants, Itaipú and Yacyretá, Paraguay has a unique opportunity to lead the region in electric mobility, aiming to become a benchmark in Latin America by 2040.

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Grant TASK Centre[7]	South Korea ODA	Grant	Secured	15,000,000
Planned factory for manufacturing/assembling electric buses in Paraguay[8]	Master Bus (Taiwanese company)	Private investment	In process	25,253,100
Asunción Metropolitan Area – pilot deployment of 30 electric buses donated by Taiwan + concessioned operations (routes Asunción–San Lorenzo / Asunción–Luque)[9]	Government of Taiwan	Donation (in-kind grant)	Secured	N/A

[7] https://odakorea.go.kr/eng/cont/ContShow?cont_seq=29
[8] https://www.mic.gov.py/proyectan-inversion-de-alrededor-de-usd-30-millones-en-paraguay-para-fabricacion-de-buses-electricos/
[9] https://mopc.gov.py/buses-electricos-estan-rumbo-a-paraguay/

Highlights in the past year

Operationalisation of electric buses in the Asunción metropolitan area[10]

Paraguay formalised the incorporation of 30 electric buses into the public transport fleet in the Asunción metropolitan area, marking a first concrete step from planning to implementation of low-emission public transport vehicles. Commercial operations are projected to begin by late August 2025, with routes connecting Asunción to San Lorenzo and Luque, and charging infrastructure being developed to support operations.

Public and private actors advance strategic planning and early deployment of electric mobility systems.

Throughout 2025, Paraguay made meaningful progress in strengthening the policy and institutional environment for electric mobility, laying an enabling foundation for NUMP implementation. A major milestone was the enactment of Law 7.617, which, for the first time, formally integrates zero-emission vehicles and charging stations into the metropolitan transport system and enables tenders, pilots, and financing mechanisms for the deployment of electric transport[11]. At the same time, government authorities and energy institutions advanced strategic planning and early infrastructure initiatives: Paraguay developed its National Electromobility Strategy and complementary planning instruments, while state entities such as ANDE introduced new electric vehicle fleets and announced plans for ultra-fast charging stations along key national routes[12]. These developments reflect growing multi-stakeholder engagement and concrete institutional steps toward Paraguay's transition to electrified urban and public transport.

Last updated December 2025

[10] https://asunciontimes.com/paraguay-news/local-news/electric-buses-to-join-asuncions-public-transport-system/
[11] https://www.mobilityportal.eu/en/notes/paraguay-marco-legal
[12] https://paraguayprofis.com/en/electromobility-in-paraguay-progress-report

Peru

Implementation Support 1 Ongoing Page 313
Implementation Support 2 Ongoing Page 317

Basic information

Population	→	34,350,000
Growth rate	→	1.2%[1]
Percentage of urban population	→	79.3%[2]
GDP per capita	→	USD 6,711[3]
Percentage of the population living below the national poverty line	→	27.6%[4]
Annual average infrastructure expenditures as percentage of GDP	→	1.63%
Nationally Determined Contribution (NDC)	→	Quantified transport/ mobility-related not reported
National GHG emissions per capita	→	2.052 tons per capita
Proportion of transport-related GHG emissions	→	21.2%[5]
Exposure to climate change	→	HIGH

Context

Peru, located on South America's Pacific coast, has a highly concentrated urban population in its capital and largest city, Lima. In contrast, the rest of the country has very few urban centres with over one million inhabitants. This imbalance hinders the equitable distribution of wealth and creates dependency, as socio-economic, political, and social dynamics in Lima often set precedents that are replicated across other regions.

Peru has a complex administrative system, established by the central government, consisting of three divisions: department, province, and district. Each has clear jurisdiction and theoretical autonomy over various government responsibilities. Still, the structure of the administrative system often leads to incoordination, overlapping responsibilities, and competition for investment and national support. These challenges create difficulties in territorial development planning and control, ultimately hindering cities' ability to effectively manage issues such as territorial organisation, water resources, solid waste, and urban mobility. Moreover, local governments often lack the capacity to fulfil their responsibilities. These structural weaknesses are compounded by a highly centralised and rigid public investment system—characterised by strict central oversight of local government spending and siloed ministerial practices, which creates significant administrative barriers to the implementation of integrated, multisectoral, and sustainable urban projects.

According to the 2019 Household Survey (ENAHO), 72.7% of the economically active population (EAP) in Peru is employed informally, which accounts for about two-thirds of the total EAP (INEI, 2020). Despite labour flexibilization policies such as the reduction of severance pay, the promotion of part-time contracts in the 1990s, and the creation of simplified regimes to lower the costs and bureaucratic hurdles for formalisation in the 2000s, informality continues to rise in the country.

Peru's population dynamics have shown a clear trend of urbanisation, with a significant shift away from rural areas. Currently, about 32% of the country's population resides in the Lima-Callao metropolitan area. When including the next ten largest cities—Arequipa, Trujillo, Chiclayo, Iquitos, Piura, Cusco, Chimbote, Huancayo, Pucallpa, and Tacna—this percentage rises to about 47% of the total population. This rapid urban growth has worsened urban transportation issues, including poor-quality urban transport services, a poorly structured and highly fragmented public transportation system, and the proliferation of unsustainable modes of transport, such as increased private car ownership, taxis, and moto taxis. These factors have led to severe congestion, high accident rates, and elevated levels of greenhouse gas (GHG) emissions and other pollutants, resulting in high social costs.

Although urban public transport is the primary mode of travel—given the country's low vehicle ownership rate—it faces significant challenges: the institutional limitations (e.g. the Peruvian law hardly allows the public provision of transport services), the weakness of infrastructure and route planning, the financial limitations of the private operators coupled worsened by the competition of informal operators, the lack of supervision of services operation, the lack of investment in adequate urban infrastructure to support the operation of transport services. Consequently, the system is plagued by low traffic speeds, unreliable service, an ageing and poorly maintained fleet, a lack of intermodality and integration between services and modes, and inefficient route planning, with overlapping and excessively long routes. Additionally, a reliance on low-capacity vehicles, widespread disregard for traffic regulations, and a lack of effective control mechanisms further contribute to its poor quality. To make matters worse, the urban public transport operators, drivers and passengers are also the victims of the rampant insecurity in the country. For example, the phenomenon of extortion by the mafia has been booming in recent years, and many bus drivers have been murdered.

Although the Organic Law of Municipalities (Law No. 27867) grants provincial municipalities exclusive authority to regulate urban and interurban transport within their jurisdiction (Article 81), local governments in Peru often face significant institutional weaknesses and limited investment capacity. To address this, the Ministry of Transport and Communications (MTC) created Promovilidad[6] to support local governments in implementing the four priority objectives of the National Urban Transportation Policy[7]. Additionally, in recent years, various national programs under the Ministry of Housing, Construction, and Sanitation (MVCS) have been established to provide technical assistance to local governments in urban planning, public space investment, and related areas[8].

Supreme Decree No. 012-2019-MTC, issued on April 9, 2019, approved the National Urban Transportation Policy (PNTU) to address the challenges of mobility for people and goods in urban areas. The policy sets a roadmap toward 2030 with four key objectives: (i) establishing efficient public urban transportation systems, (ii) improving governance in urban transport, (iii) developing transport services with appropriate infrastructure, and (iv) ensuring that urban transport meets the population's needs in alignment with urban development.

[1] https://www.gob.pe/institucion/inei/noticias/1207380-inei-poblacion-del-peru-superara-los-39-millones-en-el-2050
[2] https://www.inei.gob.pe/media/MenuRecursivo/publicaciones_digitales/Est/Lib1539/cap01.pdf
[3] https://tradingeconomics.com/peru/gdp-per-capita
[4] https://canaln.pe/actualidad/inei-disminuye-pobreza-extrema-y-monetaria-pais-n483628
[5] https://ourworldindata.org/profile/co2/peru
[6] https://www.gob.pe/promovilidad
[7] The German Government (BMZ) supported Peru to develop its NUMP through the project "Peru – Sustainable Urban Transport" – also known as TRANSPerú. Visit https://mitigation-action.org/projects/peru-sustainable-urban-transport/ to find out more.
[8] The two ministries have been competing for authority over urban mobility, as evidenced by the National System of Multiannual Programming and Investment Management (Invierte.Pe), which divides responsibilities for Sustainable Urban Mobility services. Under this system:
- The Ministry of Transport and Communications (MTC) oversees services such as the Corridor Transport System, Cable Transport System, and Railway Transport System.
- The Ministry of Housing, Construction, and Sanitation (MVCS) is responsible for a "Sustainable Urban Mobility" service. However, in practice, this service covers only a limited range of urban mobility-related actions, primarily focusing on creating, improving, or rehabilitating roads and sidewalks in urban areas.

To achieve these objectives, the policy outlines fourteen guidelines and thirteen key services, all aimed at creating urban transportation systems that are safe, reliable, inclusive, accessible, high-quality, well-coordinated, and financially, economically, and environmentally sustainable. The ultimate goal is to significantly improve urban mobility by reducing daily travel time by at least 30%, lowering traffic-related fatalities to five per 100,000 inhabitants, and cutting greenhouse gas emissions by 20%.

A key challenge of the current PNTU is that it cannot be considered a fully comprehensive Sustainable Urban Mobility Policy, as it prioritises certain aspects over others. While it acknowledges various elements of sustainable mobility, its focus, reflected in the priority order of components and the existing impact assessment indicators, leans heavily toward urban public transport, and sometimes counterproductively toward the indiscriminate improvement of transit conditions. As a result, other crucial aspects, such as non-motorised transport and travel demand management, receive less attention and development. This bias stems from the fact that the Ministry of Transport governs the PNTU, whereas implementing integrated urban transport projects often requires a multisectoral approach and close coordination with other ministries, notably housing and environment.

Support from the Partnership: Implementation Support 1

Project title: Support for Promovilidad in NUMP Implementation
Funded by: Agence Française de Développement (AFD) through the Fund for Technical Expertise and Experience Transfers (FEXTE)
Funding amount: EUR 800,000
Implemented by: CODATU
Local counterpart and NUMP implementation agency: Promovilidad – (National Program of Urban Sustainable Transportation, under the Peruvian Ministry of Transport and Communications)
Project implementation period: 2022-2026

Objectives and supported activities:

- Capacity building and exchange of experience on mass transport technologies, interoperability, fare integration and single ticketing, gender issues in transport, active modes and institutional coordination;
- Technical assistance and support in drawing up and supervising opportunity or feasibility studies for Integrated Transport Systems in priority cities.

Completed outputs:

Capacity-building and exchange of expertise activities:

- First National Forum on Safe and Sustainable Urban Mobility (FONAMUSS 2023) Organised to promote dialogue and collaboration on urban mobility;
- Study trip to Colombia – A Peruvian delegation visited Bogotá and Medellín to observe best practices in urban mobility;
- Urban mobility training cycle – Conducted using MobiliseYourCity training materials to build local capacity;
- Four macro-regional workshops – Focused on urban mobility planning to engage stakeholders across different regions;
- Conferences and webinars – Organised and participated in events to share knowledge and experiences on urban mobility;
- Support for internal information management processes for efficiency improvement;
- Participation as speaker at the II National Forum on Urban Mobility that was held in July 2025, with a presentation related to institutional challenges for planning

sustainable urban mobility and transport.

Technical assistance activities:

- Development of a strategic institutional plan for Promovilidad to enhance its performance;
- Creation of a monitoring tool to track the implementation of SUMPs in Peruvian cities;
- Assessment of transport reform in Arequipa – Analysis of progress toward an integrated transport system;
- Drafting and reviewing Terms of Reference for a feasibility study on public transport corridors in three Peruvian cities (to be financed by EU LAIF funds): Piura, Huamanga and Juliaca;
- Drafting and reviewing Terms of Reference for Sustainable Urban Mobility Plans (SUMPs) in four Peruvian cities (to be financed by EU LAIF funds): Juliaca, Chiclayo, Huancayo;
- Creation of a monitoring tool to track the implementation of SUMPs in Peruvian cities.
- Support for structuring and formulating a sustainable and resilient urban mobility investment program[9] for six provincial cities in Peru (Piura, Chiclayo, Trujillo, Huamanga, Cusco, and Arequipa), focused on public transport, traffic management and road safety. The support included various contributions in relation with the following activities: development of a concept note for the program, preliminary identification of component and projects to be part of the program, development of pre-opportunity studies related to road safety and traffic calming, contributions to feasibility studies for the development of transport corridors, contributions to feasibility studies related to Intelligent Transport System (traffic lights, automatic traffic enforcement, etc.), etc.

Next expected outputs:

- Technical Assistance for the formulation of the sustainable and resilient urban mobility investment program for the six provincial cities in Peru, to get the program approved by the Ministry of Finance and registered as part of the public sector debt law for the year 2027;
- Technical Assistance for the supervision of feasibility studies (Piura, Huamanga, Juliaca) and Sustainable Urban Mobility Plans (Chiclayo, Huancayo, Juliaca) that are being implemented through EU LAIF funds.

Main NUMP implementation challenges

Institutional instability and a lack of coordination hinder progress in urban mobility.

Institutional instability within both central and local governments has been a significant challenge, marked by high staff turnover and the politicisation of positions. This instability is compounded by the involvement of a diverse range of actors, including government agencies, international cooperation bodies, and civil society, without effective spaces for discussion or coordination. As a result, there is a lack of shared understanding among politicians and specialists, leading to misalignment on guiding principles, priorities, and strategies to improve the current urban mobility paradigm.

[9] MTC, Banco Mundial y AFD impulsan nuevo Programa de Inversiones de Transporte en Ciudades Intermedias - Noticias - Ministerio de Transportes y Comunicaciones - Plataforma del Estado Peruano

Financial constraints and a lack of integration into local budget planning

A significant challenge in Peru is the lack of integration between urban mobility planning and local budget allocation. Despite the existence of Sustainable Urban Mobility Plans (SUMPs) and urban plans that outline key projects, many of these initiatives are not included in the local budget planning process. This is compounded by a broader lack of a planning culture, in which proposed projects often lack the financial backing required for implementation, hindering progress toward improving urban mobility nationwide.

Lack of political will and influence of interest groups in urban mobility reform

A significant challenge in Peru is the fluctuating local political will and interest in the issues promoted by the NUMP. In some cases, there is a clear lack of commitment at the local level, which has slowed down many of the program's initiatives. Additionally, the influence of interest groups, whose income depends on the current transport system, often outweighs the demands of citizens who suffer from the poor conditions of the system. This dynamic impedes efforts to push forward urban mobility reforms.

Lack of technical capacity in urban mobility planning and project formulation

A key challenge in Peru is the lack of technical capacity for urban mobility planning and for formulating sustainable projects. This is partly due to the unattractive nature of the positions offered to professionals in public administration, making it difficult to attract and retain the necessary expertise within the institutions involved. As a result, the formulation and implementation of effective urban mobility solutions are hindered, impeding progress toward more sustainable and efficient systems. Moreover, the monitoring tool designed during the NUMP implementation assistance is not being used due to the lack of a monitoring culture. There are no resources allocated to Promovilidad or to local governments to carry out the day-to-day follow-up on the progress of urban mobility planning and projects. Allocating resources for monitoring and evaluation is key in the long run to track progress.

Takeaways on NUMP implementation support

Institutional and political challenges hinder NUMP implementation.

Despite technical cooperation and financial support from AFD, CODATU, and MobiliseYourCity, implementing Peru's NUMPs in secondary cities beyond Lima faces significant institutional and political challenges. At the national level, one of the most significant barriers is the silo approach that exists between the Ministry of Transport and Telecommunications (MTC) and the Ministry of Housing (MVCS) regarding a national framework for sustainable urban mobility. Both ministries have a mandate related to urban mobility and tend to compete rather than collaborate. The Ministry of Finance's investment management system reinforces this competition.

At the local level, limited political commitment, scarce resources, and the strong influence of interest groups defending the status quo in transport policies further hinder progress. In general, the insufficient coordination among stakeholders is a recurring issue in the country. Addressing these barriers is essential to implementing sustainable urban mobility projects and initiatives.

Technical capacity and financial integration are key to success.

The success of Peru's NUMP implementation depends on overcoming legal and institutional barriers existing at the national level, as well as the improvement of local financial and technical capacity in view of a better urban mobility planning that ensures that the identified actions and projects are integrated into local budget planning, and a more efficient project formulation and implementation. MobiliseYourCity's support through CODATU and AFD has provided crucial expertise and redirected funds to help structure sustainable urban mobility investment programs in six Peruvian cities. Still, long-term progress will require improving the attractiveness of specialised public administration positions to attract and retain necessary expertise.

Having a national program for urban mobility does boost local-level urban mobility planning.[10]

SUMPs of Trujillo and Huamanga were supported by the German development cooperation, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; that of Piura by the Development Bank of Latin America - CAF; that of Arequipa by the European Union; Cusco by the World Bank; and with LAIF financing, the Municipalities of Chiclayo, Huancayo and Juliaca.

The way forward

Looking ahead, Peru will require further technical assistance to consolidate and sustain progress in sustainable urban mobility.

Additional support may be needed to accompany the follow-up and refinement of the Investment Programme currently under development, as well as to support the implementation of action plans emerging from newly elaborated SUMPs. Moreover, targeted technical assistance for supervising, monitoring, and evaluating SUMP implementation would help ensure that planned measures translate into effective, coordinated, and sustainable investments on the ground.

[10] Situación actual de los proyectos de Transporte y la Movilidad en el Perú – RedSimus

Support from the Partnership: Implementation Support 2

Project title: Ciudades en Movimiento (CIMO)[11]
Funded by: German Federal Ministry for Economic Cooperation and Development (BMZ), co-financed by the Swiss State Secretariat for Economic Affairs (SECO)
Funding amount: EUR 7.7 million
Implemented by: GIZ
Local counterparts and NUMP implementation agency: National Programme for Sustainable Urban Transport (Promovilidad) from the Ministry of Transport and Communications (MTC)
Project implementation period: 2022-2026

Objectives and supported activities:
Primary objective:

- To support the implementation of Peru's National Urban Transport Policy with a focus on integrated and climate-friendly public transport systems and strengthened urban mobility governance.

Supported activities:

- Strengthening Promovilidad and its advisory capacity for cities.
- Supporting Piura, Trujillo, and Arequipa in implementing priority sustainable mobility actions.
- Promoting gender-sensitive integrated transport measures (e.g., data collection and protocols to address harassment).
- Introducing digital tools for urban mobility management.
- Professionalising and formalising private urban transport operators.

Next expected outputs:

- Deployment of digital mobility tools in partner cities.
- Continued advisory support for integrated transport actions in Piura, Trujillo, and Arequipa.

Intended impact:

Expected impact on the local community: who will directly benefit? Quantitative targets for outcomes - environmental and social outcomes?

Main NUMP implementation challenges

NUMP implementation is constrained by institutional fragmentation and limited technical capacity at the local level.

The implementation of a National Urban Mobility Policy or Investment Programme (NUMP) in Peru is hindered by institutional fragmentation and limited technical capacity at the local level, which constrain regional and municipal authorities' ability to align urban mobility planning with national strategies and to translate strategic frameworks into concrete projects. A NUMP is a strategic, action-oriented framework developed by national governments to enhance cities' capacity to plan, finance, and implement sustainable urban mobility measures. Still, its success relies on strong multi-level coordination and sufficient technical expertise at subnational levels — resources that are often lacking or unevenly distributed across Peruvian cities. As a result, cities struggle to integrate mobility planning with financing mechanisms, data systems and implementation processes, weakening the operationalisation of a coherent national mobility strategy.

[11] https://www.giz.de/sites/default/files/media/pkb-document/2025-12/factsheet-cimo-v2-eng-1.pdf?utm

Takeaways on SUMP implementation support

Integration of digital tools and formalisation measures is still nascent.

Efforts to digitalise urban mobility management and formalise transport operators in Peru are underway through initiatives supported by CIMO, such as the development of digital applications for mobility data and the analysis of transport service business models. Still, broader adoption and institutionalisation remain in early stages. The effective use of digital tools, including data platforms, monitoring systems and integrated planning instruments, is essential for evidence-based decision-making. Yet cities need ongoing technical assistance and capacity-building to implement and sustain these technologies. Similarly, formalisation and professionalisation of private transport companies require ongoing support to move from pilot analyses to operational systems that reliably contribute to structured, NUMP-aligned urban mobility networks.

Highlights in the past year

AFD and CODATU extended their grant agreement to continue support in Peru

AFD and CODATU signed a one-year extension to their technical cooperation agreement to continue supporting Promovilidad. As part of this extension, available FEXTE funds will be redirected to support the structuring and formulation of a Sustainable Urban Mobility Investment Program for six Peruvian cities. This effort will position AFD as a potential co-financier alongside the World Bank.

The World Bank supports Cusco in the elaboration of its SUMP[12]

Under Component 2 (3.6 M USD) of the World Bank's Cusco Transport Improvement Project, a consulting contract was signed in August 2024 to support the Sustainable Urban Mobility Plan for the Municipality of Cusco, with an approved work plan and methodology accepted by the supervision team. This activity includes advancing pilot projects for public transport improvements within the broader urban mobility planning process. World Bank documents indicate that the SUMP-related studies were estimated to conclude by March 2025, and the Bank remains committed to working with local stakeholders to ensure timely contracting and quality execution with sufficient resources and counterpart funding.

4 cities will be supported in SUMP elaboration through LACIF funds implemented by KFW[13] [14]

4 cities (Chimbote, Chiclayo, Huancayo, and Juliaca) will be supported in the elaboration of SUMP through LACIF funds implemented by KfW. As part of efforts to strengthen sustainable urban mobility planning in Peru, four cities will receive support to develop Sustainable Urban Mobility Plans (SUMPs) utilising funds from the Latin America and Caribbean Investment Facility (LACIF), a European Union regional blending instrument designed to leverage financing for sustainable infrastructure and development projects in the region. LACIF combines EU grant resources with financing from partner development institutions to address priorities such as sustainable transport and urban development. Through this mechanism, and with implementation support from KfW Development Bank alongside other partners, selected Peruvian cities will be assisted in preparing SUMPs that provide a structured, inclusive, and evidence-based roadmap for integrated mobility planning, addressing local transport challenges and aligning investments with long-term sustainability goals.

On the VI anniversary of Promovilidad, the II National Forum on Urban Mobility was held[15]

On the VI anniversary of Promovilidad, the II National Forum on Urban Mobility was held.

On the sixth anniversary of the Programa Nacional de Transporte Urbano Sostenible (Promovilidad), the II National Forum on Urban Mobility (FONAMUS 2025) brought together national and local authorities to discuss sustainable transport policies, strengthen intergovernmental coordination, and share experiences in promoting efficient and equitable urban mobility across Peru. The forum highlighted Promovilidad's role in supporting provincial municipalities and underscored the importance of integrated planning to address challenges such as congestion, pollution, and infrastructure gaps. In this context, MobiliseYourCity's advocacy for Sustainable Urban Mobility Plans (SUMPs) and capacity development contributed to the broader dialogue on advancing structured, inclusive mobility planning at the local level.

Last updated December 2025

[12] https://documents1.worldbank.org/curated/en/099090624151023463/pdf/P1325051e1041000b18c0818aa0e64477b4.pdf
[13] https://redsimus.com/situacion-actual-de-los-proyectos-de-transporte-y-la-movilidad-en-el-peru/
[14] https://es.linkedin.com/posts/agence-fran-aise-de-d-veloppement-en-am-rique-latine_per%C3%BA-transporte-sostenible-activi-ty-7303414103920836608-PplR
[15] https://www.gob.pe/institucion/mtc/noticias/1227593-mtc-y-gobiernos-locales-impulsan-transporte-urbano-sostenible-con-vision-ciudadana

Uruguay

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	3,499,451 (2023)
Growth rate	→	0,35%
Percentage of urban population	→	96.1%
GDP per capita (2023)	→	USD 17,277
Percentage of the population living below the national poverty line	→	8.1%
Annual average infrastructure expenditures as a percet of GDP	→	5,9%
Nationally Determined Contribution (NDC)	→	Unquantified transport-related NDC
National GHG emissions per capita	→	1.90 (tCO2eq)
Proportion of transport-related GHG emissions	→	41%
Exposure to climate change	→	MEDIUM

Context

Uruguay has a high urbanisation rate, with 95% of its population living in cities and a continued migration trend from rural areas to urban centres. Urban expansion occurs at low densities, with half of the population concentrated in Montevideo's metropolitan area. Other cities are significantly smaller, with few exceeding 100,000 inhabitants.

While Uruguay has high access rates to public services such as water and electricity, urban growth has often been unplanned, leading to settlements with inadequate public transport infrastructure. As a result, transport systems are inefficient, costly, and of low quality. Many residents, including those from low-income sectors, have shifted to motorcycles or private vehicles. Economic growth has further fueled a rise in private vehicle ownership, reducing public transport demand and worsening congestion, air pollution, and noise in cities like Montevideo.

Due to the small size of most Uruguayan cities, public transport is often unviable at scale and, in some cases, nonexistent. This increases reliance on private vehicles, creating mobility barriers for those who cannot afford a motorcycle or car.

The public transport sector is highly regulated, with Departmental Governments (GGDD) responsible for granting public transport services and establishing the requirements for corridors and units, e.g. buses and taxis. Electric mobility has been promoted jointly through the Working Group on Energy Efficiency in Transport, led by the Ministry of Industry, Energy and Mining (MIEM) with the participation of the Ministry of Transport and Public Construction (MTOP), the Ministry of Economy and Finance (MEF), the Ministry of Housing and Territorial Planning (MVOT) and the Ministry of the Environment (MA), the national public electricity company (UTE), and the Departmental Government of Montevideo (IM).

Private and social groups engaged in urban mobility include business sectors and civil society, such as bicycle user groups. Public transport companies and taxi drivers collaborate with departmental governments and urban mobility ministries. In recent years, business groups have been key in advancing electric mobility in Uruguay. Various stakeholders have contributed to promoting instruments, training, regulatory awareness, and discussions on the benefits and challenges of implementing electric mobility.

Transport accounts for nearly half of Uruguay's energy-related GHG emissions. Urban electric mobility can maximise the benefits of the country's low-carbon electricity matrix. Transforming the transport sector can reduce carbon footprint while providing co-benefits such as lower air and noise pollution. Given that GGDD is the leading authority for urban transport and operates with autonomy at the national level, policy processes involve strong participation through vertical and horizontal governance structures.

Aligned with MobiliseYourCity's framework for National Urban Mobility Policies (NUMP), this technical assistance takes a holistic approach to NUMP formulation. The NUMP in Uruguay aims to enhance access to urban centres through sustainable transport alternatives. Following a "ready-to-implement" approach, the technical assistance has supported policy design, implementation instruments (guides), financing mechanisms for specific measures, and a capacity-building roadmap. It has also facilitated strategic planning, concept design exchanges, workshops, and meetings while providing detailed insights into transport-oriented city planning, e-mobility solutions, and financing mechanisms.

Support from the Partnership

Technical Assistance: National Urban Mobility Policy or Programme (NUMP)
Type of NUMP: Policy NUMP
Funded by: European Commission
Funding amount: EUR 1,000,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the Euroclima+ Programme
Local counterpart: Ministry of Industry, Energy and Mining (MIEM); National Energy Directorate; Climate Change Division of the Ministry of Housing, Territorial Planning and Environment
Final NUMP report: Guía para la planificación de la Movilidad Urbana Sostenible en Uruguay | MobiliseYourCity

The main purpose of the NUMP:

Objectives: The project aims to strengthen capacities for planning sustainable urban mobility and to lay the foundations for a national program to promote electric urban mobility, including the development of technical, regulatory, and financial mechanisms.

Supported activities:

- Incorporation of e-mobility into territorial planning instruments
- Development of standards and regulations for new technologies
- Development of financial tools to promote and accelerate public and private investment for vehicle fleet electrification
- Capacity building and institutional strengthening for public and private actors to facilitate vehicle electrification

Status of implementation

Project start date: 2018 Q2
NUMP adoption date: Not defined

Completed outputs:

- National Sustainable Urban Mobility Planning Guide
- National e-mobility guide[1]
- Draft of the National Sustainable Mobility Policy
- A participatory process with national and subnational stakeholders
- 5 Cities have been supported to move towards sustainable mobility
- Capacity building, diagnosis, and recommendations for a cross-cutting educational system. A capacity development programme on designing Mobility Plans at the city level was agreed upon with the University of Buenos Aires (UBA) and 12 practitioners from 6 cities. The program consists of an 8-week self-learning program to be monitored by the UBA online.
- Roadmap for the dissemination of policy and its implementation instruments. The GTP (Project Working Group, for its acronym in Spanish) decided to strengthen institutional capacity by creating a Multisectoral Sustainable Mobility Commission (CIMS). This commission will be piloted with support from Country-Dialogue (a new methodological cooperation format financed by the EUROCLIMA Programme).
- National Policy document

Next expected outputs:

- E-mobility solutions guide
- Cost estimation of the policy implementation. The cost will be estimated after pilot implementation in six cities during the design phase, with support from EUROCLIMA's country dialogue in the new phase.

[1] https://international-partnerships.ec.europa.eu/policies/global-gateway/euroclima_en

NUMP key measures and cost estimates

The following table highlights the most significant measures identified in the NUMP.

Measure	Implementation schedule	Cost estimate
Walking		
Walking network and walkability	Over 5 years	N/A
Shared streets	2-5 years	N/A
Sidewalks requalification	Under 2 years	N/A
Safe crossings	2-5 years	N/A
Signing	Under 2 years	N/A
Roads to schools	Under 2 years	N/A
Cycling		
Cycling network	Under 2 years	N/A
Bike parking	2-5 years	N/A
Incentive policies to bike to major activity centres	2-5 years	N/A
Shared bikes system	2-5 years	N/A
Public transport		
Creation of a mass public transport service	Over 5 years	N/A
Public Transport Service Quality Management	Under 2 years / 2-5 years	N/A
Use of data for public transport management	2-5 years	N/A
Improve public transport infrastructure.	Under 2 years / 2-5 years	N/A
Prioritisation of public transport	Under 2 years / 2-5 years	N/A
Reorganisation of the public transport network	Under 2 years / 2-5 years	N/A
School transport services	Under 2 years / 2-5 years	N/A
Road management and disincentives to private transport use		
Definition and revision of the road hierarchy	Under 2 years	N/A
Parking management	2-5 years	N/A
Measures to restrict private vehicle circulation	Under 2 years / 2-5 years	N/A
Speed management	Under 2 years	N/A
Safe road design and traffic-calming	Under 2 years / 2-5 years	N/A
Management, monitoring and evaluation of safe systems	Over 5 years	N/A
Urban logistics		
Access of freight vehicles and loading/ unloading operations in urban areas	Under 2 years / 2-5 years	N/A
Distribution networks and last-mile logistics	2-5 years / Over 5 years	N/A
Urban development, land-use and public spaces		
Promote accessibility-oriented development	Over 5 years	N/A
Linear promenades and green infrastructure	Over 5 years	N/A
Expansion and upgrading of public space	Under 2 years / 2-5 years	N/A
Tactical urbanism interventions	Under 2 years	N/A

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Montevideo Metropolitan Transport Transformation (Electric BRT + corridor works)	IDB	Loan	Secured	420,650,000[2]
Montevideo's metropolitan transport system: design and implement an integrated high-capacity public transport system and set up a metropolitan transport agency	CAF	Loan	Secured	252,420,000[3]

Associated financing (independently secured financing for measures related to the NUMP)

Description	Source of financing	Type	Status	Amount (EUR)
"Subite Pasajeros" electrification support: continuation of a national programme providing USD 5,000 per vehicle for eligible operators switching from fossil to EVs	Government of Uruguay	Public grant/ subsidy	Secured / Active	420,700[4]

[2] BID | BID apoya la transformación del sistema de transporte metropolitano de Montevideo
[3] CAF aprueba USD 980 millones para Uruguay
[4] https://www.gub.uy/presidencia/comunicacion/noticias/ejecutivo-continua-apoyando-5000-dolares-compra-vehiculos-electricos

Projected impacts

Currently, the NUMP Chile includes a catalogue of measures but no action plan or NUMP scenario with quantified impact.

Indicator	Baseline - 2020
Total annual transport-related GHG emissions (Mt CO2eq)	4,09 Mt CO2eq[5]
Annual transport-related GHG emissions per capita (kg CO2eq)	1,170 kg CO2eq / capita
Acces to public transport in urban areas The proportion of the population living 500 meters or less from a public transport stop	55,7%[6] (2022)
Air pollution Mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations (Montevideo)	10 µg/m³ of PM2.5[7]
Road safety Annual traffic fatalities in the urban area per 100,000 inhabitants	12,06 fatalities[8]/ 100,000 hab
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group	NC

Perspectives for implementation

The GTP is responsible for advocating for successful NUMP implementation in Uruguay

The GTP has the technical responsibility for developing the NUMP for adoption at the political level. Its way of working is a replica of the Working Group on Energy Efficiency in Transport, an essential promoter of electric mobility in Uruguay that the Ministry of Industry, Energy and Mining (MIEM) chaired. The GTP has representatives from the environmental, transport, economy, territorial planning ministries, the national public company for electric mobility (UTE) and the Departmental Municipality of Montevideo (IM).

Inspired by these years of joint work building the NUMP, they proposed the creation of the Inter-institutional Commission for Sustainable Mobility (CIMS). This commission will lead the implementation of the NUMP and fill the gap between the national and city levels.

[5] https://catalogodatos.gub.uy/dataset/miem-emisiones-de-co2-por-sector
[6] https://ourworldindata.org/grapher/share-with-convenient-access-to-public-transport
[7] https://montevideo.gub.uy/sites/default/files/biblioteca/informeanual2023.pdf
[8] https://www.gub.uy/unidad-nacional-seguridad-vial/comunicacion/noticias/informe-datos-siniestralidad-vial-del-ano-2023

Insights from practice: lessons learned from the NUMP process

Although costly and time-consuming, participation enhances NUMP development

While the need to consider the perspectives of each stakeholder group slowed the policy development process, including diverse vantage points improved the setting of objectives and the allocation of responsibilities.

In this context, communication is critical. We advise implementing a dialogue process that engages stakeholders. Stakeholder input should be integrated into an iterative process. We harness stakeholder cooperation committed to the policy's implementation, which is one of the most valuable outcomes of the policy process.

Vertical coordination is crucial to effectively meeting local institutions' needs for sustainable urban mobility

Vertical coordination is crucial for engaging stakeholders and ensuring the policy's viability and implementation. It is essential to carry out this process in several steps to recognise challenges and identify solutions. For example, municipal representatives must tailor their ambitions accordingly if the national government promotes sustainable mobility without providing resources to meet stated goals.

NUMP implementation foresees additional support documents and an adequate governance framework

The institutional complexity of Uruguay has required an additional effort in coordination. The NUMP implementation transcends the policy document and entails the creation of a National Commission for Sustainable Mobility (CIMS, its Spanish acronym), the Sustainable Mobility Planning Guide[9], the E-mobility Guide[10], a Financing Mechanism, and other actions. A national law will frame Uruguay's NUMP, and the CIMS will lead its enactment. After its adoption, the CIMS is expected to lead and coordinate the process for cities to formulate their Sustainable Urban Mobility Plans. Among other responsibilities, the CIMS will regulate access to funds and coordinate local capacity-building.

Sustainable urban mobility planning tools must be adapted to the local context.

Introducing the "ready-to-implement" policy aspect required work time alongside the counterpart to agree on a format tailored to the national regulatory framework. This "ready-to-implement" methodology came late, and its inclusion into the ongoing process created some friction. However, the counterpart kept a holistic perspective, which is crucial to refining the covered aspects. Early engagement with cities was essential to understanding their challenges and needs for implementation. This process strengthened momentum and commitment from the stakeholders' ecosystem. The methodology provided flexibility to cover sustainable urban mobility planning at the national level while allowing for specific country needs and identity.

[9] https://international-partnerships.ec.europa.eu/policies/global-gateway/euroclima_en
[10] https://www.gub.uy/ministerio-industria-energia-mineria/sites/ministerio-industria-energia-mineria/files/documentos/noticias/Gu%C3%ADa%20de%20Movilidad%20El%C3%A9ctrica%20Urbana%20UY_.pdf
[11] https://international-partnerships.ec.europa.eu/policies/global-gateway/euroclima_en
[12] https://changing-transport.org/guide-to-electric-urban-mobility-in-uruguay/

2022 was a year for the consolidation of a vivid and complex process to reach the NUMP adoption

The adopted strategy for promoting municipal engagement with the national vision was to provide cities with a solid knowledge base for change. Two guidebooks for municipal authorities are now available to accompany the National Urban Mobility Policy. Specifically, the mobility planning guide[11] supports city-level strategy development and includes measures and recommendations for planning a sustainable multimodal mobility system. Cities also received an e-mobility guide[12] that offers solutions and highlights considerations for building an e-mobility system at the city level.

There is a lack of commitment and coordination among the ministries involved in policy approval.

The approval and publication of the policy require an interministerial resolution. This must be an agreement between the Ministry of Industry, Energy and Mining (MIEM), the Ministry of Transport and Public Construction (MTOP), the Ministry of Economy and Finance (MEF), and the Ministry of Housing and Territorial Planning (MVOT). Not all ministries are interested and willing to participate in this agreement. A needed strategy to coordinate and bring together the interests of these ministries to reach an agreement is currently being developed.

Highlights in the past year

Montevideo accelerates electric mobility with new e-buses, battery swapping, and major transport financing.

In 2025, the urban bus company CUTCSA in Montevideo introduced 50 new electric buses under the programme of the Joint SDG Fund's joint programme "Renewable Energy Innovation Fund (REIF)", marking a significant step in Uruguay's public transport electrification. This investment catalysed USD 13 million in financing through a blend of concessional support and commercial loans, making electric public transport more financially viable. The new e-buses are expected to avoid approximately 42,500 tons of CO_2 emissions annually, contributing to cleaner air, lower noise, and more sustainable urban mobility.

REIF, in partnership with Banco Santander Uruguay, also launched Uruguay's first large-scale battery-swap system for electric motorcycles, "Swapy," targeted at last-mile delivery and urban logistics in 2025. The pilot includes 60 electric motorbikes, 200 swappable batteries and six swapping stations strategically placed across Montevideo, offering drivers a quick-swap alternative to long recharging times. By replacing fossil-fuel scooters, Swapy aims to reduce emissions, cut operating costs, and improve the sustainability of the delivery sector, with an estimated 1,380 tonnes of CO_2 avoided over eight years.

In November 2025, the Inter-American Development Bank (IDB) approved a USD 500 million conditional credit line (CCLIP) to support the transformation of Montevideo's metropolitan transport system. The financing is earmarked for establishing an electric, high-capacity BRT system along two major corridors (Avenida 8 de Octubre and Avenida Italia), with dedicated lanes, segregated infrastructure, improved stations, and an interchange terminal at "Tres Cruces". An initial tranche of USD 10 million will finance early project preparation (planning, institutional capacity, procurement design).

Last updated December 2025

Córdoba, Argentina

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	576 km²
Population	→	1,977,603
Growth rate	→	+0.4%
Region capital city		
GDP per capita	→	USD 12,000
Baseline motorisation rate	→	264 vehicles / 1,000 inhab.
Modal share		
Walking	→	29%
Cycling	→	3%
Urban public transport	→	13%
Inter-urban PT	→	2%
Taxi	→	2%
Car drivers	→	42%
Motorcycle	→	6 %
National GHG emissions per capita	→	0.23 (kg CO2eq)
Exposure to climate change	→	HIGH

Context

Córdoba is Argentina's second-largest metropolitan economy and a major industrial, educational and technological hub, with a diversified base in manufacturing, automotive production, services and higher education. It plays a central role in the economic integration of central Argentina, structuring regional labour markets and daily mobility flows across its metropolitan area. As a strategic node in national transport corridors, Córdoba connects the northern and western provinces with Buenos Aires and other major cities, reinforcing its role as a logistical, commercial, and academic crossroads within the country.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP) and a pilot project
Funded by: European Union (EU)
Funding amount: EUR 600,000
Implemented by: Agence Française de Développement (AFD) through the Euroclima+ Program
Local counterpart: Municipalidad de Córdoba
Consultant(s) involved: Transamo, DVDH, Suez
Final SUMP report: SUMP Córdoba | MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Córdoba joined MobiliseYourCity in Q4 2019 MobiliseDays: 2021 Q2 Project completion: 2023 Q4
SUMP Vision	"A metropolitan, multiscale and evidence-based public mobility policy that uses the Mobility Observatory and the Metropolitan Mobility Model to guide planning and control, and strengthens the Intermunicipal Metropolitan Management Entity so Córdoba can offer a coherent, multimodal and sustainable mobility system at the metropolitan scale." (SUMP report, p.20)
Key expected results (GHG, modal share and access)	By 2030, at least 18% of trips should be made by public transport, 3.5% by bicycle, and around 29% on foot. The motorisation rate should be stabilised at about 265 vehicles per 1,000 inhabitants 501 tonnes of CO_2 (vs 450 t in 2022 and 528 t in a BAU scenario). Additional indicators include reducing public transport travel time, expanding network coverage (percentage of the population within 100– 500 m of a transit stop), lowering mobility costs for low-income households, and achieving gender balance in modal choice.
Total SUMP Investment Requirement	Mass-transit lines costing EUR 295–590 million Rail infrastructure renovations (EUR 200 million) Active-mode networks (EUR 50–100 million)

SUMP preparation process and stakeholder involvement

Geographic scope

The plan covers the Área Metropolitana de Córdoba (AMC), which includes the city of Córdoba and its surrounding municipalities. The functional area is defined by daily travel flows rather than administrative boundaries.

The SUMP development process also included an extensive consultation campaign with all stakeholders in the AMC, not only through a metropolitan forum but also through dozens of meetings. A total of 63 regular participants (38 men and 25 women) were recorded at these meetings, including ADEC, UNC, and the Province, of whom 38 were of apparent male gender and 25 of apparent female gender. This figure does not include approximately 10–15 individuals who attended a single meeting on an ad hoc basis and did not follow the process in its entirety.

The invited institutions were Secretariat for Metropolitan Development, Metropolitan Coordination; Secretariat of Economy and Finance, Budget Directorate; Secretariat for Metropolitan Development, Subsecretariat of Traffic, Secretariat of Transport, Subsecretariat of Transport and Mobility Observatory; Secretariat for Urban Development, Subsecretariat of Urban Planning; Secretariat of Environmental Management and Sustainability, Directorate of Environmental Impact Assessment and Climate Change; Secretariat of Social Policies; Inclusion

and Coexistence, Directorate of Community Management and Micro-planning and Directorate General of Disability and Social Intervention.

This process included data collection meetings, methodological and diagnostic presentation meetings, meetings to collect visions and initiatives, thematic presentations of the diagnosis, and thematic meetings with ADEC, UNC, and the province.

Between March 2021 and December 2023, an exhaustive data collection campaign was carried out: 2,500 household origin-destination surveys, vehicle and pedestrian counts at 40 points, intercept surveys at 20 points, time measurements on 250 km of roads, parking inventories in seven sectors and freight surveys at 13 companies. Four air quality sensors were installed, and a metropolitan mobility model was developed using PTV Visum.

Diagnosis of urban mobility in Córdoba

Metropolitan expansion and the structural shift toward private vehicle use

Metropolitan expansion is the primary structural factor reshaping mobility in Córdoba. Between 1990 and 2020, the urban footprint expanded significantly toward the north, northwest and south, particularly into adjacent municipalities. This spatial growth reflects a strong process of metropolisation, where functional integration between Córdoba and surrounding municipalities has intensified. Each additional resident settling in municipalities such as Villa Allende or Unquillo generates additional mobility demand and public expenditure impacts within Córdoba itself. Demographically, the metropolitan area experienced a 22.4% population increase between 2009 and 2022, with growth significantly higher in surrounding municipalities (+44%) than in the capital of Córdoba (+18%). By 2022, the metropolitan population reached 1,977,603, and projections indicate it will reach 2,141,102 by 2030.

Figure 1 Evolution of Cordoba's footprint: 1990 – 2020

Despite strong demographic growth, the total number of daily trips declined slightly from 2,705,311 to 2,685,431 between 2009 and 2022. The report attributes this marginal reduction (−0.7%) to behavioural changes linked to the COVID-19 pandemic. However, travel behaviour reveals significant inequalities. Men undertake 1.4 trips per day compared to 1.3 for women. Individuals aged 35–49 have the highest mobility rate at 1.8 trips per day, while the highest-income group averages 2.1 trips per day, compared with 1.4 for the lowest-income group. Particularly striking is the mobility rate of persons with disabilities, at only 0.7 trips per day, indicating structural barriers to accessibility and inclusion. These figures demonstrate that mobility in Córdoba is not only spatially transforming but also socially differentiated.

The most dramatic structural transformation concerns the modal split. In 2009, private vehicles accounted for 26% of trips; by 2022, this share had risen to 42% (29% as drivers and 13% as passengers). In parallel, public transport usage collapsed from 30% in 2009 to just 13% in 2022. Cycling remained constant at 3%, and walking maintained a significant share, but neither compensated for the loss in public transport. Motorisation rose sharply from 161 vehicles per 1,000 inhabitants in 2009 to 264 vehicles per 1,000 in 2022 (+64%). Without intervention, projections show that by 2030, private vehicles will account for 49% of trips and the vehicle fleet will reach 632,458 units, corresponding to 295 vehicles per 1,000 inhabitants.

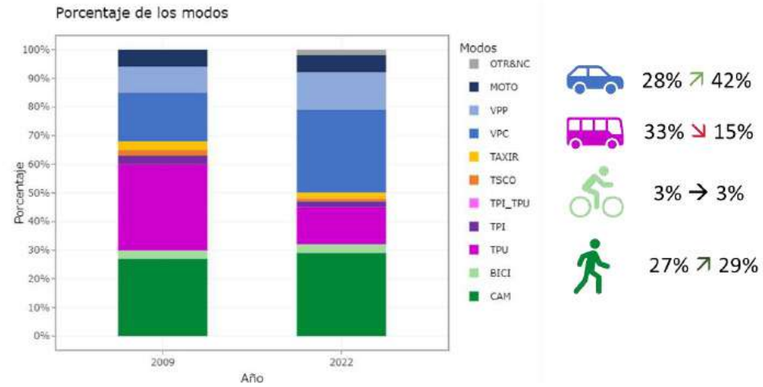


Figure 2 Cordoba's modal share in 2009 and 2022

Network imbalance and the structural advantage of the road system

The diagnosis emphasises that the existing infrastructure system structurally favours private vehicles. Road network modelling shows that the vast majority of urban roads have sufficient or excess capacity relative to peak-hour demand. Only extremely localised congestion points were identified. This indicates that past public investment in road infrastructure has produced a high-performing network capable of efficiently absorbing flows. However, this very efficiency has encouraged peripheral development and increased vehicle ownership per household, reinforcing motorisation.

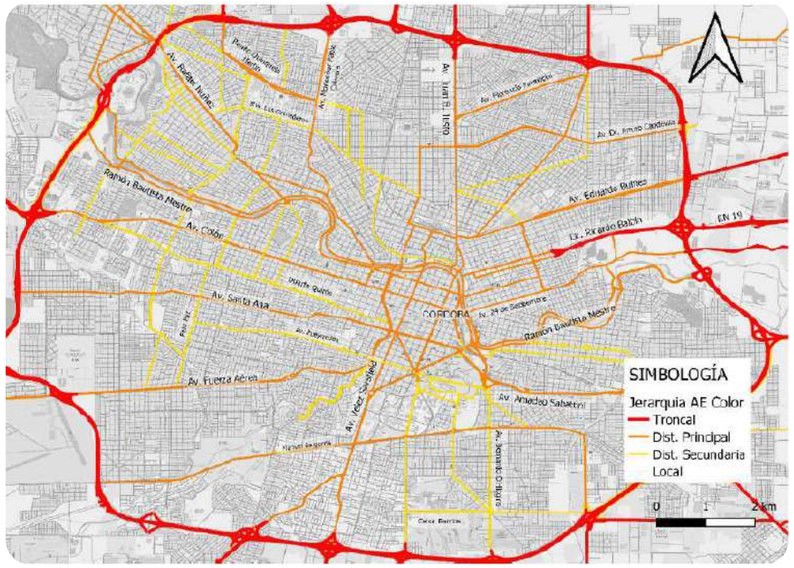


Figure 3 Cordoba's road network

In contrast, while the public transport network demonstrates high service density along main corridors and acceptable service frequency on many lines, its structural organisation limits its attractiveness. The network is primarily diametral, focusing on centre–periphery movements. This configuration fails to respond effectively to peripheral–peripheral or local neighbourhood trips, which constitute a significant portion of actual travel patterns. More than half of daily trips occur within the same neighbourhood, and only a limited share of movements are oriented toward the central area. The lack of efficient interchange and limited circular connectivity restricts the competitiveness of public transport in a polycentric metropolitan structure.

Active mobility networks have expanded in recent years, yet their impact on modal share has been minimal. Cycling remained constant at 3% between 2009 and 2022 despite infrastructure development. The report attributes this limited effect to the absence of comprehensive, multimodal integration and to planning choices that replicated public transport corridors rather than responding to actual origin–destination patterns. Infrastructure investments were therefore dispersed without generating systemic transformation. Still, without integration into a coherent multimodal system, these investments cannot significantly rebalance modal shares.

Environmental pressures and social equity challenges

The environmental dimension of mobility is central to the diagnosis. Private vehicles are the principal source of local pollution in Córdoba's urban area. Mobile and fixed sensors installed as part of the SUMP data collection campaign recorded significant concentrations of PM2.5 and PM10 near major arterial roads, especially the ring road and main urban avenues. Regarding GHG emissions, baseline emissions from mobility activities reached 450 tonnes of CO_2 in 2022. Although private vehicles accounted for 42% of trips, they generated 73% of emissions, demonstrating their disproportionate environmental impact.

Without implementing the SUMP measures, CO_2 emissions are projected to rise to 528 tonnes by 2030. The plan, therefore, establishes a stabilisation objective of a maximum of 501 tonnes by 2030, linking emission control directly to modal shift and motorisation management. Without intervention, congestion, longer travel times, and air quality degradation would intensify as private vehicle use increases.

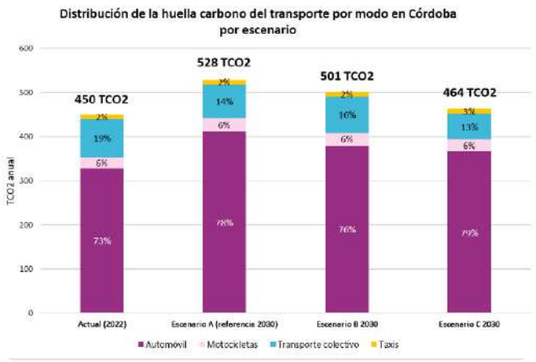


Figure 4 GHG emissions from Cordoba's urban mobility by mode, reference year and BAU and alternative scenarios

The polycentric and localised nature of mobility demand is also an issue. In 2022, 73% of trips occurred within the city of Córdoba, and more than half of those were intra-neighbourhood movements. Only 13% of trips occurred within surrounding municipalities, 8% between Córdoba and adjacent municipalities, and 6% between adjacent municipalities without passing through Córdoba. This confirms that the historic centrality model no longer fully reflects mobility realities. At the same time, social disparities remain significant, with low-income groups and persons with disabilities exhibiting reduced mobility rates.

SUMP visions and goals

> "Public policy for mobility: a metropolitan, multiscale and coherent policy that is fully evidence-based."

This vision translates into three overarching goals:

1. Evidence-based governance: Strengthen data collection and analytical capacity through the Metropolitan Mobility Observatory, deploy new airquality monitoring stations and institutionalise annual plan reviews.
2. Metropolitan integration: Establish a Metropolitan Mobility Authority by formalising the Comité de Coordinación "Movilidad Metropolitana" and integrating municipal and provincial actors. Reform publictransport contracts to improve service quality and financial sustainability.
3. Balanced modal share and sustainability: Achieve a modal shift such that active modes and public transport surpass private motorised modes by 2030. Targets include reducing the car-driver share from 29% to 27.7%, increasing urban public transport from 13% to 16.2%, increasing cycling from 3% to 3.5%, and keeping the walking share constant. Motorisation should stabilise at 265 vehicles/1 000 inhabitants, and transport CO_2 emissions should not exceed 501 t CO_2.

Test scenarios and selected scenario

The SUMP models three scenarios for 2030:

- Scenario A – Business as usual (BAU): The SUMP defines a Business as Usual (Scenario A) for 2030 as a projection of current trends without major policy changes. It shows strong growth in private car use, high congestion on ring roads and main corridors, deterioration of sustainable modes, and rising emissions: by 2030, 49% of trips would be by private car, public transport would fall to 14.6%, walking and cycling would drop to 23.5% and 2.3%, and CO_2 emissions would increase from 450 to 528 tonnes per year, with motorisation reaching 295 vehicles per 1,000 inhabitants.
- Scenario B – Estabilizar: integrates core measures to limit negative effects of the status quo: tactical bus lanes in congested sectors, new infrastructure for active modes, a circular boulevard around the centre, and a full restructuring of the public transport network into trunk, main and feeder lines with about fifteen mobility hubs, plus tariff integration of former provincial lines. It raises active modes to 32.7%, stabilises car use at 39.7% and increases public transport to 18.7%.
- Scenario C – Revertir: presents an ambitious vision reinforcing sustainable modes and stabilising CO_2 emissions. It adds a mass transit system, a dense cycling network, and strong restrictions on car access to the central area (limited to residents, taxis, and public services), while strengthening exclusive lanes, cycling infrastructure, and hubs. Provincial lines are restructured to serve new areas and connect to the mass transit network. In this scenario, active modes reach 33.7%, cars fall to 35.2%, and public transport rises to 21.2%, with more than 100,000 daily users on the two modelled mass-transit lines.

No "selected scenario" was formally selected. Still, the indicator framework states that implementation of the plan should, at a minimum, stabilise modal shares at Scenario B levels. At the same time, the measures of Scenario C are presented as the way to reverse current trends and increase the share of sustainable modes by 2030. The action plan and its three time-based axes (restructuring of contracts, metropolitan reorganisation of the public transport network and active modes, and implementation of a mass transit system with accompanying measures in the central area) correspond to the package of interventions developed for the more ambitious Scenario C.

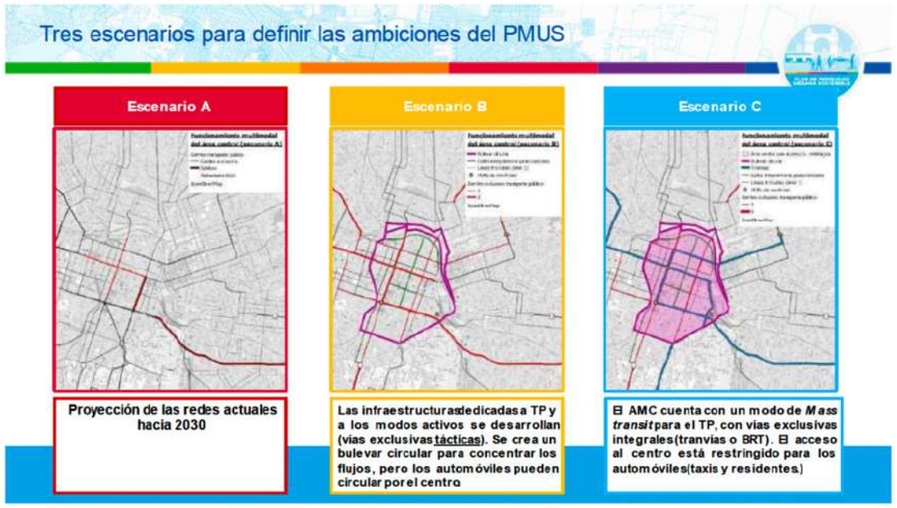


Ilustración 25 : Los tres escenarios evaluados por el PMUS (Elaboración propia).

Figure 5 The three scenarios to build Cordoba's SUMP

Identification of integrated packages of measures: The SUMP for Córdoba structures its interventions as a coherent and interlinked set of initiatives designed to maximise cross-impacts and efficiency. Each measure has its own specific objectives, but the SUMP emphasises systemic interactions and synergies between them: the more initiatives are implemented together, the greater the overall effectiveness and cost-efficiency of public action. Implementation is conceived as flexible and adaptive, allowing the municipality to adjust timing and priorities depending on available resources. However, the report recommends a clear sequencing to ensure impact and coherence:

- Accessibility and inclusion first: prioritise immediate improvements that directly benefit citizens, such as accessible urban furniture, facilities for people with reduced mobility, and the reorganisation of the bus network to ensure competitive travel times.
- Reform of service contracts: restructure concession contracts before deploying new networks, ensuring effective management control and fair remuneration of operators.
- Metropolitan governance and management base: Establish strong metropolitan coordination and technical capacity before implementing mass transit systems to ensure multimodal integration and operational viability.
- Pedestrianisation strategy: only apply major pedestrian schemes in the central area once effective redistribution of traffic and access solutions via public transport are secured. This integrated approach ensures that measures reinforce one another, linking infrastructure, governance, accessibility, and service quality to achieve a coherent transition toward sustainable metropolitan mobility in Córdoba.

SUMP key measures

Cluster	Measure description	CAPEX (total or range, EUR)	Funding source	Implementation horizon
1.1 Governance	Employ the Ente Intermunicipal de Gestión Metropolitana and establish a Comité de Coordinación "Movilidad Metropolitana" to oversee the SUMP	200,000	Municipality & Province	18 months
1.2 Contract reform (EMAC)	Restructure public transport service contracts at municipal and metropolitan levels to prepare for future network evolution	500,000	Municipality	18 months
1.3 Modelling	Generalise use of the Metropolitan Mobility Model for ex ante evaluation of policies	100,000	Municipality & donors	12 months
1.4 Air-quality monitoring	Implement new air-quality stations for SUMP indicators	100,000	Municipality	12 months
2.1 Mobility authority	Create a technical coordination body within the metropolitan entity to contract and manage all metropolitan transport services	500,000–1,000,000	Municipality, Province	2 years
2.2 Multilevel financing architecture	Establish a multilevel financing architecture within the metropolitan entity	500,000	Municipality, Province	2 years
2.3 Integrated urban planning	Implement integrated urban planning to align mobility, urban development and social policies	1,000,000–3,000,000	Municipality, Province	3 years
2.4 Unified branding and ticketing	Develop a common commercial brand, integrated ticketing and passenger information system for the metropolitan transport network	500,000–2,000,000	Municipality, Province	2 years
2.5 Public-private partnership model	Explore PPP models for procuring assets necessary for operations	500,000	Municipality, Province & private sector	3 years
2.6 Compensation fund	Create a compensation fund to manage revenue pooling and tariff redistribution	Not specified	Municipality & Province	3 years
2.7 Activemode networks-mode networks	Build interconnected walking and cycling networks with safe crossings and integration with public transport	50,000,000–100,000,000	Municipality & donors	5–10 years
2.8 Rail transport upgrade	Conduct feasibility studies and invest in rail-based urban transport; includes a pilot study (EUR 1 million) and infrastructure investments (≈EUR 200 million for rolling stock and infrastructure)	1,000,000 (study) + 200,000,000 (investment)	Municipality & donors	2024-2030
2.9 Bus fleet and network modernisation	Renew bus fleet (electric or low-emission), implement priority corridors and expand services	50,000,000–100,000,000	Municipality & private operators	2024-2030
3.1 Mobility hubs	Build mobility hubs (HUBs) and 2,000 bus stops; 10 % fully equipped	50,000,000	Municipality & donors	2024-2029
3.2 Park-and-ride facilities-and-ride facilities	Develop park-and-ride lots at metropolitan gateways-and-ride lots at metropolitan gateways	50,000,000–70,000,000	Municipality & private sector	2024-2029
3.3 Mass transit corridors	Implement 27 km of high-capacity mass transit lines; cost range: EUR 295–590 million, depending on mode (e.g., BRT vs rail).	OPEX not provided		2024-2035 Largest investment; modal choice (BRT or tram/metro) will determine final cost.

SUMP expected results and impacts

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2022	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual transport-related GHG emissions (t CO_2eq)	-5.1% vs. BAU	450 t CO_2	528 t CO_2	≤ 501 t CO_2 (stabilisation target)
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	SUMP gives per-capita values for 2022 and 2035 BAU only; no 2030 or SUMP scenario breakdown	214.5 kg CO_2 per capita per year	330kg CO2eq / capita	N/A
Access to public transport The proportion of the population living 500 meters or less from a public transport stop	Maintain or improve already high access; no quantified 2030 target	87% of the population lives ≤ 300 m of a public transport stop	N/A	N/A
Air pollution Mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations.	SUMP documents hot-spots and maps $PM_{2.5}$/PM_{10}, but no single aggregated baseline or 2030 projections	N/A	N/A	N/A
Road safety Annual traffic fatalities in the urban area, per 100,000 inhabitants	Strengthen road safety monitoring and reduce crashes; no quantified baseline or targets for the whole metropolitan area	N/A	N/A	N/A
Modal share Increase in the modal share of trips by public transport, walking, and cycling	Walking & cycling +27% Public transport +28% Car drivers -19%	Walking & cycling 32% Public transport 15% Car drivers 29%	Walking & cycling 25.8% Public transport 14.6% Car drivers 49%	Walking & cycling 32.7% Public transport 18.7% Car drivers 39.7%
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group.	Ensure transport costs for low-income households remain affordable	Between 8.8% and 9.5% of household income is spent on transport for the lowest income brackets (≤ ARS 60,000/ month)	N/A	N/A

Insights from practice: lessons learned from the SUMP development process

Córdoba's SUMP relied on existing data and stakeholder engagement to overcome COVID-19 challenges and Argentina's fragmented transport governance.

The formulation of Córdoba's SUMP, implemented by AFD, began during the COVID-19 crisis, limiting opportunities for in-person meetings and field surveys. The consulting team relied on existing documentation, primarily the 2014 Mobility Plan, and engaged extensively with stakeholders from Córdoba and its surrounding cities. This was crucial given Argentina's fragmented responsibility for urban transport, where municipalities oversee local transport, provinces manage interurban transport, and national authorities handle the railway system.

Córdoba's SUMP prioritises gender and inclusion, integrating "mobility of care" to support vulnerable groups. Córdoba's SUMP emphasises gender and inclusion, prioritising vulnerable groups such as children, older adults, individuals with disabilities, and especially women. The concept of "mobility of care" was integrated into the project and supported by data-driven decision-making. Studies revealed that care-related travel, such as accompanying or assisting others, accounts for 12% of total trips in the area. However, disparities remain—individuals with disabilities, for instance, undertake just 0.68 trips daily, half that of individuals without disabilities.

A strong private sector link drives sustainable mobility through innovation and investment, while solid governance ensures a well-defined SUMP to prioritise actions.

For developing a project such as a SUMP, the link with the private sector is crucial to promoting sustainable mobility, as companies can offer innovative solutions, infrastructure investments, and sustainable transport services. It is also necessary to have a solid, effective governance scheme that promotes sustainable mobility through a comprehensive approach that involves all actors in the territory, both public and private. Additionally, based on a solid diagnosis, the SUMP must be consolidated as a roadmap to prioritise actions and measures for more sustainable mobility.

SUMP finance leverage

No finance leverage reported.

Perspectives for implementation

With 16 transport authorities involved, interinstitutional dialogue led to the creation of the Intermunicipal Metropolitan Management Entity in 2022.

Córdoba's transport governance includes 16 authorities, necessitating interinstitutional dialogue, supported by surveys of 2,500 households, traffic counts, stakeholder interviews, and the Gran Córdoba Forum. Regular virtual meetings fostered collaboration, aligning stakeholders' perspectives. Initially hesitant to involve neighbouring cities, Córdoba's municipal government shifted its approach, establishing a Metropolitan Affairs Secretariat and creating the Intermunicipal Metropolitan Management Entity, which was launched on 4 March 2022 with nine neighbouring municipalities. This collaboration became a cornerstone of the SUMP process.

Highlights in the past year

Córdoba is progressing in data-driven mobility management and strategic planning linked to the SUMP.

Over the past year, Córdoba has continued to advance its SUMP by strengthening institutional tools and deepening evidence-based decision-making. The city's Observatorio de la Movilidad has become an increasingly central platform for real-time monitoring of public transport operations and traffic flows, allowing for improved service quality, responsiveness and transparency for users, including through mobile interfaces that show bus locations and estimated wait times, an essential step toward operationalising SUMP indicators on service reliability and accessibility.

Last updated December 2025

La Paz, Bolivia

Pilot Project — Completed

Basic information

Urban area	→	3,152 km²
Population	→	951,800 (2019)
Growth rate	→	0.7%
Country capital city		
GDP per capita	→	USD 3,143.0 (2020)
Modal share		
Public transport (formal and informal)	→	34.37%
Walking	→	11,92%
Cycling	→	0,04%
Private vehicles (cars, motorbikes)	→	6,75%
Other (freight vehicles, taxis)	→	2,11%
National GHG emissions per capita	→	1,77 (tCO2eq) (2020)
Exposure to climate change	→	HIGH

Context

La Paz serves as the economic and administrative capital of Bolivia. Situated at an elevation of approximately 3,650 meters, it is recognised as the world's highest capital city. The metropolitan area encompasses the city of El Alto, which has an average elevation of 4,000 meters. Although both cities are linked by one of the world's largest cable car networks, they remain administratively separate. The La Paz-El Alto metropolitan area has a population of about 2 million, with roughly 950,000 residents in La Paz.

The Municipality of La Paz, which serves as the counterpart for this project, holds the mandate and responsibility for financing mass public transport infrastructure. International financial sources provide funding via sovereign loans arranged with the national government, which are subsequently lent to the municipal government. Systems and procedures for monitoring, evaluation, and reporting on urban mobility are partially established.

In 2014, La Paz inaugurated the country's first formal public transport system: a structured network of buses known as Puma Katari, which operates along primary urban transport corridors with designated fixed stops. This system represents a significant advancement over the pre-existing "micro" buses, which operate on demand and at lower commercial speeds. The cable car network, Mi Teleférico, has also been operational since 2014 and currently consists of 11 lines, transporting approximately 250,000 to 300,000 passengers daily (2019). The network's expansion plan anticipates adding four new lines by 2025[1].

[1] https://larazon.bo/economia-y-empresa/2025/03/06/arce-anuncia-la-construccion-del-teleferico-carmesi-que-unira-la-paz-y-el-alto/?utm

Cycling accounts for a negligible share of the modal split in La Paz, representing only 0.04% and fewer than 1,000 bicycle trips daily. The city presents significant challenges for cyclists, including steep slopes and an altitude difference of 600 meters between its lowest and highest points. Consequently, the strategy for developing cycling infrastructure prioritises the implementation of micro-networks connected to collective transport systems, specifically the cable car and Puma Katari. These micro-networks are planned for neighbourhoods with manageable slopes, facilitating trips for shopping, work, or leisure.

The pilot project aimed to design and construct a micro-network in the Southern Macro District of La Paz, to establish intermodal connections and promote bicycle use within urban mobility.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: European Union through the Euroclima + programme
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement through Euroclima +
Local counterpart: Autonomous Government of the Municipality of La Paz (GAMLP)

Supported activities:

- Initiation: Report on the design and budget for the cycle path proposed by GAMLP.
- Preparation: Preparation of bid tender documents for the works and support in the design of the communication campaign for the launch of the bicycle infrastructure.
- Training: 20-hour course and study tour on cycling infrastructure for GAMLP staff.
- Diagnostic: Report on the site supervision strategy for cycling infrastructure projects and business model for a public bicycle system.
- Implementation: Construction of Phase I of the cycling path and technical support during its implementation.

Status of implementation

Project start: 2023 Q1
Project completion: 2024 Q4

Completed outputs:

- Training plan
- Territorial Management Plan
- Monitoring, Reporting and Verification (MRV) Plan
- Project Communication Campaign
- Study tour agenda and methodology
- Technical design report
- Cost estimates, technical specifications and budget
- Bid tender documents for the technical assistance contract
- Business model proposal for a bike share system
- Recommendations for the construction phase
- Communication strategy and project socialisation
- To the school by bike programme proposal
- Designed 8.7 km cycling infrastructure: 5.2 km bike paths and 3.5 km shared lanes
- 7.8 Km of bike paths implemented: 3 km of bike paths and 4.8 km of shared lanes.

Next expected outputs:

- MRV plan implemented by the local government

Insights from practice: key pilot project takeaways

The first cycling lanes in La Paz

Through this pilot project, La Paz has established the first kilometres of high-quality bicycle lanes designed to enhance cyclist safety and comfort, while also connecting users to commercial areas and intermodal transport systems such as the cable car. This infrastructure is expected to increase cycling potential, particularly for short trips within the Calacoto area. However, effective cycling promotion will require stronger commitment from municipal decision-makers.

Perspectives for scaling

Due to the high quality of the designs and the adaptability of proposed alternatives to various road profiles, the project demonstrates strong potential for replication in other areas of La Paz, as well as in other cities within Bolivia and the broader region.

Capacity building and infrastructure implementation work in tandem to promote increased cycling.

This pilot project tests the development model for micro-networks of cycling infrastructure proposed by the Municipality in selected neighbourhoods. The initiative provided training for technical teams, developed foundational knowledge for future projects, and supplied the necessary tools to implement the integrated cycling strategy in La Paz.

Last updated December 2025

Baixada Santista, Brazil

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	2,422 km²
Population	→	1,892,314
Growth rate	→	+1.24%
Region capital city		
GDP per capita	→	USD 16,771
Motorisation rate	→	155 vehicles per 1,000 inhab.
Modal share		
Public transport	→	24%
Walking	→	34%
Cycling	→	7%
Private cars/motorbikes	→	35%
National GHG emissions per capita	→	5.12 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

The Metropolitan Region of Baixada Santista (RMBS), established in 1996, comprises nine municipalities: Bertioga, Cubatão, Guarujá, Itanhaém, Mongaguá, Peruíbe, Praia Grande, Santos, and São Vicente. Despite covering less than 1% of the State of São Paulo's surface, the region accounts for approximately 4% of its population. It also accounts for 4% of the state's GDP and is recognised as one of Brazil's most significant metropolitan regions due to its harbour and strong industrial and tourism sectors.

In RMBS, 185,247 people travel daily, with 13.38% travelling to the Metropolitan Region of São Paulo (RMSP) and 77.95% within RMBS. Road, sea, and rail access to the port complex significantly limits the potential for cargo movement expansion, as outlined in an expansion Master Plan. The region has seasonal tourism activities that heavily impact the transport system.

By 2021, approximately 230,000 vehicles were registered in RMBS, and the private vehicle fleet was expanding faster than population growth. The metropolitan roads serve metropolitan bus transportation operated by São Paulo's Metropolitan Company of Urban Transport (EMTU). Still, they are often poorly integrated with the Light Rail Transit System (VLT) and the intermunicipal buses. Approximately 11% of regional travel is by bicycle, but integration with other modes is low.

Most metropolitan roads in the municipalities lack bicycle lanes. RMBS currently has about 220 km of bike lanes and cycle paths in place.

There was no transport master plan or similar document for the metropolitan region, although some municipalities have their own transport plans. Baixada Santista Metropolitan Agency (AGEM) does not have the mandate and responsibility to finance mass public transport infrastructure. Instead, mobility is managed by the Government of the State of São Paulo through the Secretariat of Metropolitan Transport (STM), the Secretariat of Logistics and Transport (SLT), and the Metropolitan Company of Urban Transport (EMTU). The state government has the authority to borrow from international financial sources. Some systems and procedures are partially in place to monitor, evaluate, and report on urban matters.

Baixada Santista received technical assistance to develop a regional urban mobility and logistics plan to guide actions and investments in the short, medium, and long term. The new plan should enable the expansion and integration of various modes of passenger transport to improve traffic flow and reduce travel times. The modal share of public transport and bicycles should both rise.

The technical assistance strengthened institutions by providing general guidelines and proposals for integrated transport solutions, including a comprehensive diagnosis of current mobility conditions and a prognosis of their evolution. It proposed actions to streamline the mobility system. It presented alternatives that maximise the sustainability potential of each transport mode to achieve adequate standards for the movement of people and freight in the region. Finally, it will help establish a Monitoring and Evaluation System (SIMA) with a set of sustainable mobility and logistics indicators to provide information for the Thematic Chamber of Mobility to monitor the outcomes of the proposed actions, thus contributing to the integrated management cycle of the region.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: European Commision
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD) through the EUROCLIMA+ Programme
Local counterpart: Baixada Santista Metropolitan Agency (AGEM)
Consultant(s) involved: Setec International; Setec Hidrobrasileira, Oficina Consultores Associados
Project start date: 2021 Q2
SUMP completion date: 2023 Q2
Final SUMP report: Baixada Santista SUMP - Final Report | MobiliseYourCity

Supported activities:

- Preparation of a Regional Urban Mobility and Logistics Plan for Baixada Santista, which guides actions and investments for the short (2022), medium (2026), and long-term (up to 2030).
- Mobility diagnosis (data collection, inventory, and evaluation)
- Definition of vision, objectives and strategies of SUMP
- Action and Financing Plan for SUMP implementation
- Participatory approaches and processes
- Monitoring and formal reception of PRMSL-BS and support for implementation.

Completed outputs:

- Project initiation
- Phase 0: Preliminary information
- Phase 1: Diagnosis
- Phase 2: Definition of vision, objectives, and strategies
- Phase 3: Action and financing plan
- Phase 4: Participatory approaches and processes
- Phase 5: Monitoring and formal reception of PRMSL-BS

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure/Investment	CAPEX Estimates (EUR)
Upgrading the Cycling Network in the Municipalities	5,690,000
Expansion of the Metropolitan Cycling Network	6,640,000
Expansion of the Cycling Network of Metropolitan Interest (Secondary Network)	7,580,000
Expansion of Cycling Connections in Municipalities	6,160,000
Implementation of Bicycle Stations in Terminals with a capacity of 50 bicycles	950,000
Installation of Paracycles	320,000
Installation of directional signs on the Baixada Santista Metropolitan Region's cycle network	470,000
Implementation of a Monitoring System on the Cycling Network of the Baixada Santista Metropolitan Region	470,000
Structural Public Transport Corridors	16,120,000
Implementation of the BRT	7,110,000
Tram Expansion	252,170,000
Public Transport Road Hubs Stopping Points	10,430,000
Urban Transport Integration Facilities	3,790,000
Integration of public transport networks (study)	790,000
Reducing emissions from the bus fleet	470,000
Information and dissemination of public transport	470,000
Southern Mobility Hub	70,470,000
Metropolitan Road System	25,440,000
New road links	12,320,000
Road extensions/ additions and improvements	7,740,000
Road safety program, pedestrians and cyclists at the crossings of axes of metropolitan interest	43,290,000
Program to support institutional strengthening for mobility management in Baixada Santista municipalities	180,000
Project to unify the metropolitan concession of stops and shelters in the RMBS	190,000
Baixada Santista public transport integration project	790,000
Intersectional gender program	1,110,000
Baixada Santista Metropolitan Urban Mobility Pact	
Technical studies for the preparation of a Navigation Program in Baixada Santista	90,000

The following table summarises the total capital expenses (CAPEX) estimates for different measures in the SUMP.

Urban transport investment measures	CAPEX Estimate (EUR)
Public transport and NMT	383,624,000
Street shaping urban roads and traffic management	159,264.000
Other measures	2,191,460
Total	545,079,460

Projected impacts

Indicator	Baseline – 2019
Total annual GHG emissions (Mt CO_2eq)	38.87 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	34.367 kg CO2eq / capita
Air pollution Decrease in the mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	34.367 kg CO2eq / capita

Finance leverage

Associated financing (independently secured financing for measures related to the SUMP)

Description	Source of financing	Status	Amount (EUR)
Construction of the Santos–Guarujá Tunnel[1]	Public Financing (R$5.1 billion split equally between the São Paulo state government and the federal government)	Secured	~1,000,000,000
Santos Urban Development: 18 km of roads, traffic lights and systems[2] The highways of the coastal lot, connecting municipalities in Alto Tietê (Greater São Paulo) to the Baixada Santista and Vale do Ribeira, are undergoing a major package of improvements following the concession granted by the Government of São Paulo in 2024.	CAF Public (Government of São Paulo)	Secured	~690,000,000

[1] https://www.ppi.sp.gov.br/en/santos-guaruja-tunnel-imigrantes-third-lane-and-the-coastal-lot-sao-paulo-state-government-investments-transform-mobility-in-the-baixada-region/
[2] https://www.ppi.sp.gov.br/en/santos-guaruja-tunnel-imigrantes-third-lane-and-the-coastal-lot-sao-paulo-state-government-investments-transform-mobility-in-the-baixada-region/

Perspectives for implementation

Political buy-in for approval must start from the outset, involving all key stakeholders.

As this is a regional plan, the approval must involve all nine municipalities in the metropolitan region. The SUMP development process included municipalities' participation through the Mobility and Logistics Technical Chamber, with periodic meetings where the consultant presented project updates and key documents. Financing for prioritised actions will potentially come from the National Government and a new framework for public transportation.

Insights from practice: lessons learned from the SUMP process

The SUMP was delivered and finalised on March 30, 2023. At the Council meeting on February 28, 2023, a Working Group in the Sustainable Mobility and Logistics Thematic Chamber was approved to draft a proposal to establish the Baixada Santista Sustainable Mobility Observatory.

Metropolitan areas manage urban mobility differently.

In the case of Baixada Santista, the metropolitan entity that brings together all the metropolitan municipalities was responsible for leading the development of the Plan. One of the key strengths of this institutional framework was its independence from local administrations, allowing for a more comprehensive metropolitan vision and urban development approach. Additionally, its distance from the daily challenges and urgent matters faced by municipal governments contributed to a more strategic, long-term planning process.

It is essential to consider that regional plans differ from SUMPs for a single city. In these cases, many actors and municipalities must coordinate. For Baxiada Santista, the consultant had to coordinate data collection across nine municipalities; the final diagnosis was an 800-page document. It would be good to leave a page limit for deliverables in cases like this.

Integrating gender and inclusion in mobility planning requires both internal capacity-building and targeted awareness-raising for decision-makers[3]

Additionally, it is recommended that the gender approach be included and mainstreamed. It is not enough to include the gender issue as another section; it must be mainstreamed into all processes and deliverables of the plans.

To ensure that gender and inclusion were recognised as cross-cutting issues to be addressed technically, the gender and mobility consultancy within the Baixada Santista Regional Sustainable Urban Mobility and Logistics Plan (PRMLUS-BS) prioritised knowledge-sharing among technical team members. This was done informally through written exchanges, shared resources, and discussions in project meetings. Additionally, raising awareness among public officials was essential, achieved through concise presentations with space for questions during general project follow-ups.

[3] To know more about lessons learned of Euroclima's Urban Mobility component visit https://despacio.org/portfolio/movilidad-urbana-euroclima-resultados-y-lecciones-2018-2024/

Clear communication and integration of public input into decision-making processes are essential for meaningful civil society participation in mobility planning.

In the Baixada Santista Regional Sustainable Urban Mobility and Logistics Plan (PRMSL-BS), civil society participation played a crucial role in shaping the plan through qualitative research and public consultations. Sectoral listening sessions allowed for the collection of diverse perspectives from specific social groups, enriching the diagnostic phase with valuable insights. However, a key challenge in participatory processes is maintaining public engagement, as communities often struggle to see the direct impact of their contributions. Strengthening communication strategies and linking participatory research with validation processes can enhance transparency and demonstrate the real influence of civil society in urban mobility planning.

The SUMP proposes measures with potential national spillover.

In addition, it should be noted that the SUMP have three innovative approaches that could be replicated and scaled in the country: The metropolitan cycle-infrastructure network, the management of measures for the regional integration of mobility, with special emphasis on tariff integration, and the inclusion of gender category in the OD survey that was done for cyclists.

Highlights in the past year

CAF and Santos City Hall signed a loan agreement in August 2024, for US$ 105 million, the largest loan in the city's history, for the Santos Macrodrainage, Accessibility, Innovation and Sustainability Program[4].

Urban mobility is being addressed by upgrading approximately 18 kilometres of roads and by acquiring road signalling and guidance equipment, traffic light control systems, and car detection systems.

Urban development will also expand monitoring capacity by installing 1,500 cameras integrated into the municipal Operational Control Centre.

Last updated January 2026

Belo Horizonte, Brazil

Pilot Project — Completed

Basic information

Urban area	→	14,420 km²
Population	→	5,700,000
Growth rate	→	1.05%
Region capital city		
GDP per capita	→	USD 17,239
Modal share		
Formal public transport	→	28%
Walking	→	35%
Cycling	→	0.4%
Private cars	→	33%
Motorcycle	→	4%
National GHG emissions per capita	→	5.12 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Belo Horizonte is the capital of the state of Minas Gerais and is located in the south-eastern region of Brazil. According to IBGE (2014), is the third-largest metropolitan area in the country, with a population of over 2.4 million, and 5.7 million in the official Metropolitan Area. Given Brazil's relatively modest NDC ambition, local action in cities is crucial to climate change mitigation. Belo Horizonte is one example of an active, mid-sized city committed to sustainable development.

Brazil commits to reducing greenhouse gas emissions by 37% below 2005 levels by 2025 in its NDC. The NDC also has a subsequent indicative contribution to reducing greenhouse gas emissions by 43% below 2005 levels in 2030. Compared to the 1990 level, this translates to a 6% and 16% reduction, respectively. With this target, Brazil is the first major developing country to commit to an absolute reduction in GHG emissions below 1990 levels.

Belo Horizonte has established a range of plans and policies, including the Master Plan, PlanMob-BH, and the Smart City initiative, which are regularly reviewed and monitored to guide urban development. The city has made significant progress toward sustainability. It aims to serve as a model for smart, sustainable urban development in Brazil and Latin America in the medium- and long-term. Despite these efforts, road transport accounts for 53% of greenhouse gas emissions in Belo Horizonte and could reach 6 million tons of CO2 by 2030. The city's Sustainable Urban Mobility Plan (PlanMob-BH), introduced in 2010 and reviewed in 2016, outlines comprehensive measures across eight strategic areas: active mobility, collective mobility, motorised individual mobility, traffic calming and circulation, urban logistics, sustainable city, universal accessibility, and management, supervision, and operation. Each intervention is supported by specific actions and indicators for short-term (2020), medium-term (2025), and long-term (2030) planning.

Since 2017, Urban Pathways has supported Belo Horizonte in implementing active mobility projects by facilitating participation in international forums, training sessions, and peer-to-peer learning opportunities. The initiative has also provided technical assistance for developing project proposals for donor submission. In 2019, Belo Horizonte implemented four "Zones 30," with Urban Pathways supporting the "Zone 30 Confisco" from conceptualisation to financing. The successful implementation of these Zones 30 has resulted in strong political support and widespread public acceptance.

The Zone 30 pilot project includes extensive installation of vertical and horizontal signage, reallocation and repositioning of parking spaces to reduce vehicle speeds, and the widening of sidewalks with the addition of urban furniture, thereby creating pedestrian-friendly areas. Beyond addressing mobility concerns, these measures are viewed as opportunities to revitalise the downtown area and improve quality of life by establishing pedestrian streets and reallocating space from vehicles to people.

For capacity building, Urban Pathways partnered with Belo Horizonte to host webinars on topics such as e-scooters, tactical urbanism, public space interventions, and air quality sensors. The initiative also facilitated the city's participation in events, including Transport and Climate Change Week (2018 and 2022, Berlin), the Sustainable Urban Infrastructure Forum (Quito), the International Conference on Climate Action 2019 (Heidelberg), and a site visit to Santiago de Chile (2020). Urban Pathways intends to continue supporting Belo Horizonte in developing active mobility projects, raising awareness, and promoting cross-sectoral integration to mitigate climate change.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: Bundesministerium für Umwelt (BMU) through the International Climate Initiative (IKI), WRI Brasil, Transformative Urban Mobility Initiative (TUMI)
Funding amount: EUR 100,000
Implemented by: Wuppertal Institute and UN-Habitat through the Urban Pathways project
Local counterpart: Belo Horizonte Transport and Traffic Company (BH-TRANS)

Supported activities:

- Pilot project financing and implementation
- Capacity building, training, and participation in international fora
- Assistance in the development of project proposals for donors

Status of project implementation

Project start: 2017
Project completion: 2022

Completed outputs:

- Pilot project implementation of Zone 30 in the Confisco neighbourhood.
- Pilot project implementation of the EcoZone in the Santa Tereza neighbourhood
- Capacity building and webinars on e-scooters, tactical urbanism, public space interventions, AQ sensors

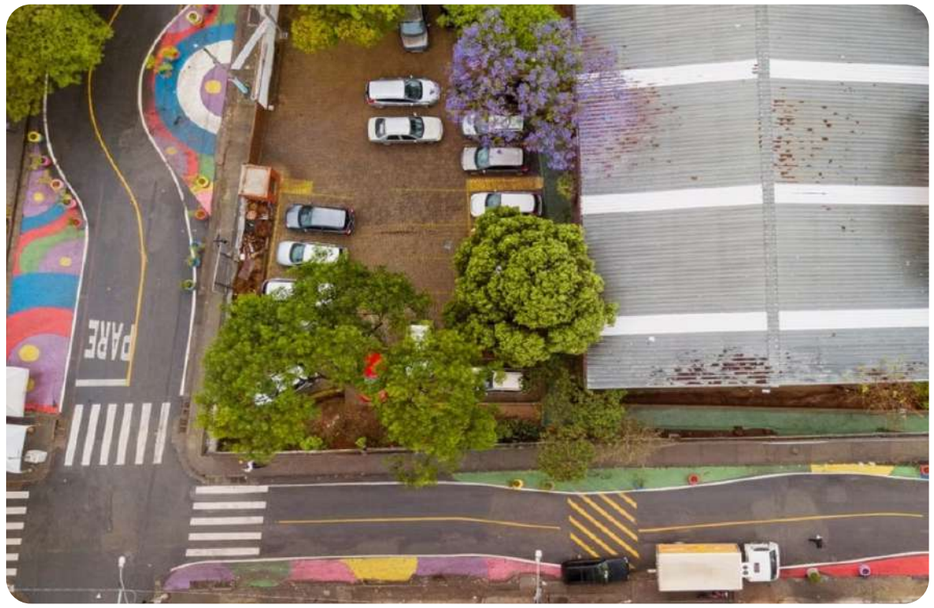


Figure 1 Tactical urbanism project in bairro Confisco. Source: WRI Brasil

Insights from practice: key pilot project takeaways

The necessity of a pilot project as a first step for implementing zone 30 in Belo Horizonte

The pilot project, implemented in the Confisco neighbourhood in 2019, aimed to create a low-cost Zone 30, increase safety around the school area, and enhance social cohesion in the neighbourhood. The project's positive results, including increased public perception and city-wide replication, have led to the institutionalisation of this type of intervention in Belo Horizonte. Despite the pilot project's success, there is still room for improvement in the intervention strategy and the specificity of the project's results. Possible improvements include addressing measurement errors, increasing the number of assessment days, and incorporating awareness-raising activities on waste.

Incorporating sustainability and awareness-raising activities in future urban intervention projects: Insights from the Confisco Zone 30 pilot project

The pilot project showed that community participation, pre- and post-assessments, and inter-institutional cooperation are crucial to the success of an urban intervention project like the Confisco Zone 30. The project's positive results, such as increased safety around the school area, social cohesion in the neighbourhood, and the public's positive perception, have led to the institutionalisation of this type of intervention in Belo Horizonte. BHTrans is now creating a Zone 30 guide to help replicate this success city-wide.

The pilot project also revealed that there is still room for improvement in the intervention strategy and the specificity of the project's results. For example, the Smart Citizen Kit results did not show the desired results during the mobility week, and the relative numbers of pedestrian and cyclist counts showed little difference in mobility behaviour around the school. To address these issues, covering a longer period before and after the intervention and increasing the number of assessment days could help reduce data biases and measurement errors.

Finally, some elements that could be included in future urban intervention projects were identified, such as the fabrication of urban furniture with local partners using recycled materials and the inclusion of awareness-raising activities related to waste. The Confisco Zone 30 already incorporated some of these elements, but further attention to these topics could improve the success of future projects. Overall, the pilot project provided valuable insights into what works and what could be improved in urban intervention projects, serving as a model for future initiatives.

Results and perspectives for scaling

Belo Horizonte's Model for Safe and Sustainable Mobility: A Blueprint for Cities Worldwide?

While the project's specific implementation may not be directly replicable in other locations, the project's emphasis on community engagement, inter-institutional cooperation, and low-cost interventions can serve as a model for similar projects around the world. The creation of a Zone 30 guide can be a valuable tool for other cities interested in pursuing similar initiatives.

Last updated in December 2025

Teresina, Brazil

Pilot Project — Completed

Basic information

Urban area	→	1,392 km²
Population	→	1,203,922
Growth rate	→	1.21%
Region capital city		
GDP per capita	→	USD 6,729
Modal share		
Formal public transport	→	21.3%
Walking	→	32.6%
Cycling	→	11.8%
Private cars	→	24.8%
Private motorbikes or 2-wheelers	→	5.8%
National GHG emissions per capita	→	5.12 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

Teresina is a low-density agglomeration of 1.2 million inhabitants located in northeast Brazil. The city is located at a crossroads near significant towns on the country's north coast, notably Fortaleza and São Luís, which contribute significantly to its economic development. However, the city suffers from urban sprawl, which increases travel time and costs and reduces the efficiency of public transport.

The 2008 Master Plan for Transport and Urban Mobility states that 1.91 million trips are made per day in the greater Teresina, standing out on foot (32.6%), followed by private car trips (24.8%), and municipal public transport (21.3%), with less representation, bicycle (11.8%) and motorcycles (5.8%). The relatively low share of public transport illustrates existing issues related to its efficiency, accessibility, and affordability. Public transport in Teresina currently has about 100 bus lines, and a BRT system is under development. Four leading companies operate this network with a total fleet of 550 vehicles. This network is supplemented by eight alternative service routes, operated by 45 cars from minor operators organised under the SINTRAPI (Alternative Passenger Transport Operators Union).

Over the last year, the current "conventional" bus system has been gradually replaced by the new Integrated BRT System. This evolution redesigns the bus routes, previously classified into (i) radial, (ii) circular, and (iii) diameters (from one side of the city to the other, going through the city centre), all converging to the Central Business District, and leading to overlapping itineraries and saturation of some segments in the system.

The Integrated BRT System introduces a new feeder-trunk system, operating with a set of feeder lines that connect neighbourhoods to zone terminals and trunk lines (BRT) departing from terminals to the city centre or linking terminals. It divides the city into four main zones (South, Southeast, East, and Centre-North - Teresina doesn't have a West zone within the municipal jurisdiction), each with two bus terminals, and the CBD has four unloading terminals. The bus route concession was allocated by zone, and each operator holds the concession for the routes in their zone.

Teresina Municipality Town Hall, the local counterpart, has the mandate and responsibility to finance mass public transport infrastructure. It has the authority to borrow from international financial sources. Systems and procedures are partially in place to monitor, evaluate and report on urban transport.

The project supported by the MobiliseYourCity partnership implements an Open Innovation approach which aims at (i) identifying the key issues of the transport system management and (ii) developing relevant digital solutions that can address those issues and scale up strategy.

The specific objectives of the Project are to:

- Provide a rapid assessment of the current public transportation system of Teresina;
- Co-identify and prioritise the main issues faced by the public transportation system;
- Identify solutions and technologies which could address those prioritised issues, including blockchain;
- Provide methodology and resources to prototype pilot projects;
- Lesson learned from the pilots: documentation and definition of the pilot implementation strategy.

Technical assistance contributes to institutional strengthening by addressing trust issues among all mobility sector stakeholders through data and technological solutions.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: EUROCLIMA+
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD) through the project
Local counterpart: Teresina Municipality Town Hall, Secretary of Planning and Coordination (SEMPLAN)

Supported activities:

- Install the blockchain platform and promote its use by the actors involved in the Teresina transport system.
- Implement a public transport governance system based on co-management and the opening of data and processes whereby the municipality, companies, users and the treasury interact collaboratively.

Status of pilot project implementation

Project start: 20219 Q4
Project completion: 2022 Q1

Completed outputs:

- Signature of a MoU between Teresina and AFD
- Finalisation Diagnosis
- Finalisation Setup of The Open Innovation.
- Finalisation Pilot Conception
- Finalisation of Proof of concept
- Scale-up strategy

Insights from practice: key pilot project takeaways

Breaking Down Barriers: How Teresina's Pilot Project Overcame Data Inefficiencies in Transport Management

The pilot project in Teresina aimed to improve the efficiency of the BRT system by implementing an innovative information and interrelationship system. By reducing information asymmetries between stakeholders, decision-making improved, making it easier to align with each actor's interests. The project successfully tackled the challenges of inefficient data management and analysis, paving the way for more effective traffic reorganisation policies in the future.

The use of this information system is also intended to improve the levels of traffic norm infringement by private companies, in terms of fines and infractions, as well as to provide better traceability of the process.

The open innovation process enabled public interest and data sharing, but political will is lacking to expand solutions.

Implementing blockchain technology in the transportation sector is highly innovative. It has become a challenge in the open innovation process, as few participants have been able to integrate it into their solutions. The open innovation process allowed for citizen participation and interest in the transportation system's management; internally, the municipality had to coordinate to share data and public information[1]. However, the lack of political interest from the high officers, along with the remaining basic challenges of the public transport system, prevented systemic change.

[1] https://observatorio.stardust.dev.br/

Results and perspectives for scaling

The scaling-up strategy developed from the outset connects to potential funding for the city.

The scaling up of Teresina's pilot project was included from the beginning. Solutions developed in the Open Innovation process were structured into a strategy to be implemented by the city and included as part of potential funding for expanding the Proof of Concept through the AFD Project "Teresina 2030".

Last updated December 2025

Antofagasta, Chile

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	30,718 km²
Population	→	388,545
Growth rate	→	2%
GDP per capita	→	USD 47,000
Modal share		
Formal public transport	→	25.08%
Walking	→	28.31%
Cycling	→	0.33%
Private cars	→	35.13%
Taxis	→	9.13%
Freight vehicles	→	1.28%
Other	→	0.74%
Annual transport emissions per capita	→	5.92 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

Antofagasta spans 30 km in length and averages 2 km in width, with approximately 380,000 residents according to the 2017 census. The city, primarily reliant on the copper mining industry for economic development, attracts tens of thousands of migrants seeking employment opportunities.

Support from the Partnership

Technical Assistance: Support for Sustainable Urban Mobility Plan Development
Funded by: European Union
Funding amount: EUR 500,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Programme
Local counterpart: Regional Government of Antofagasta
Consultant(s) involved: Not reported
Final Sump report: Antofagasta SUMP - Final Report | MobiliseYourCity

SUMP Summary

SUMP Status	Approved
SUMP Development Timeline	Start of SUMP process Q2 2018 Completion and adoption in the Q1 2023
SUMP Vision	"A city whose mobility system is based on the principles of sustainable urban development, that reduces the effects of climate change, that promotes equity and social justice in public space, that improves the habitability and quality of life of the inhabitants of Antofagasta through a city on a human scale, and that collaborates with the economic diversification of the region." (SUMP report, p.130)
Key expected results (GHG, modal share and access)	Compared to 2018, in a SUMP scenario by 2035, Antofagasta expects to • Reduce the annual transport-related GHG emissions per capita by 26% • Increase access to formal public transport from 80.4% to 90% of the population • Increased modal share of all public transport, walking, and cycling combined from 63.3% to 70% Decrease of traffic fatalities from 5.56 fatalities/100,00 hab to 3.50 fatalities/100,000
Total SUMP Investment Requirement	• Total SUMP investment: ≈ EUR 1.81 billion • Short term (0–5 years): ≈ €167 million • Medium term (5–15 years): ≈ EUR 941 million • Long term (15–30 years): ≈ EUR 700 million

SUMP preparation process and stakeholder involvement

The SUMP area is based on Antofagasta's Functional Urban Area (AUC), defined by INE–MINVU–SECTRA (2018), updated to 2020. It expands the AUC to include new housing developments and irregular settlements (campamentos) identified via SII, MINVU and TECHO. It extends eastward to the planned Circunvalación Avenue and key road corridors (Routes 1, B400, 26, 28, and 5) that link the city to the airport and the main industrial/logistics areas (La Negra, Salar del Carmen).

SUMP preparation process and stakeholder involvement

The SUMP area is based on Antofagasta's Functional Urban Area (AUC), defined by INE–MINVU–SECTRA (2018), updated to 2020. It expands the AUC to include new housing developments and irregular settlements (campamentos) identified via SII, MINVU and TECHO. It extends eastward to the planned Circunvalación Avenue and key road corridors (Routes 1, B400, 26, 28, and 5) that link the city to the airport and the main industrial/logistics areas (La Negra, Salar del Carmen).

Figure 1 SUMP-impacted territory

The development of the Sustainable Urban Mobility Plan (SUMP) of Antofagasta included the involvement of the public, private and civil sectors in the city's mobility planning, the proposal of a financing scheme for the measures contained in the plan, and a consistent methodology for the monitoring of Greenhouse Gas (GHG) emissions derived from the transport sector.

Regarding the SUMP time horizon, a 30-year implementation period (year 2050) was defined, with measures and actions projected for the short term (0 to 5 years), medium term (5 to 15 years), and long term (15 to 30 years).

Participatory process[1]

The SUMP followed the 12-step methodology and used continuous feedback: technical workshops with the Mesa Técnica in all tasks, online citizen surveys (on scenarios, vision/objectives, measure prioritisation and financing), and a Mesa Social involving civil society and private actors. A final Unification Workshop brought together both mesas to consolidate priorities and the short list of measures that underpin the final PMUS proposal.

[1] To know more, check the Antofagasta case study in the Topic guide - Participatory processes in urban mobility planning I MobiliseYourCity : https://www.mobiliseyourcity.net/topic-guide-participatory-processes-urban-mobility-planning

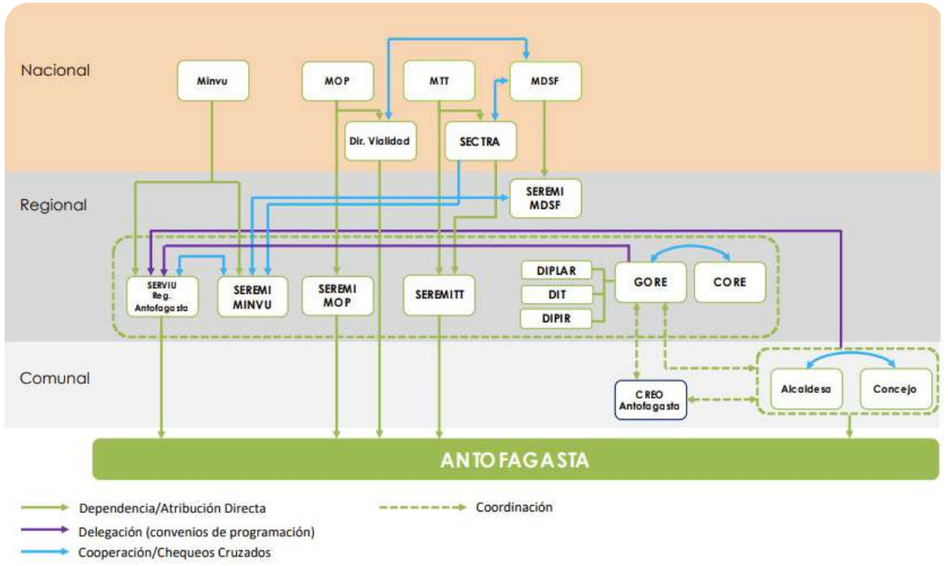


Figura 2 Mapa de actores intervinientes sobre la ciudad de Antofagasta

The public institutions that made up the SUMP Technical Committee and the social organisations that formed part of the Social Committee, an instance of citizen participation that accompanied the development of the SUMP in its different stages, can be distinguished. The Technical Table was composed of the following institutions:

Regional Government of Antofagasta, Illustrious Municipality of Antofagasta, CREO Antofagasta, Secretariat of Transport Planning - SECTRA North, Regional Ministerial Secretariat of Environment, Regional Ministerial Secretariat of Housing and Urbanism, Regional Ministerial Secretariat of Energy, Regional Ministerial Secretariat of Women and Gender Equity, Regional Ministerial Secretariat of Transport and Telecommunications, Regional Ministerial Secretariat of Public Works, Regional Service of Housing and Urbanism.

Diagnosis of urban mobility

Existing Mobility and transport services

Antofagasta spans 30 km and averages 2 km in width, with approximately 380,000 citizens according to the 2017 census. The city, primarily reliant on the copper mining industry for economic development, attracts tens of thousands of migrants seeking employment opportunities. The intercensal variation (2002-2017) indicated a notable 22.99% population increase, surpassing the national growth rate of 16.26%. Antofagasta experienced a significant population surge, adding 72,396 new inhabitants during the intercensal period. A considerable portion of these newcomers are immigrants drawn to the region by its climate and employment prospects.

Around 100,000 vehicles traverse the city daily, covering distances of 5.9-7.4 km. Geographic constraints and demographic pressures have pushed the city's expansion to the north and south, with more than 60% of the population residing in the northern sector. Nonetheless, the central area remains the focal point for services, employment, and economic activities, leading to congestion and straining the already inadequate transport network. The transport network has, in turn, only exacerbated urban development and land use challenges. The two branches of the private train that transport materials from the mines to the port pass through the heart of the municipal territory, dividing the city into two, interrupting traffic flows, and consuming a large part of the urban territory with its right of way.

Faced with this, the Regional Government, in conjunction with the Local Government and other institutions, has promoted a series of mobility initiatives that complement the current public transport system and the urban transport master plan. However, these are not necessarily linked, and their impact on emissions is unknown.

The regional Government of Antofagasta has the mandate and responsibility to finance mass public transport infrastructure, not to operate it. It has the authority to borrow from international financial sources. Systems and procedures are not yet in place to monitor, evaluate, and report on urban transport development.

The SUMP process has already achieved important milestones. A Technical Board that institutionally and politically validates the development of the SUMP has been established, as well as a Social Board responsible for including the demands and perspectives of citizens and other stakeholders in the SUMP. The authorities also set up a website (www.movilidadantofagasta.cl) that serves as the primary channel of communication with citizens, hosting surveys and news.

Distribution of trips by purpose and gender

The following table highlights the major gender differences (greater than 20%) in trip purposes. For example, the biggest difference occurs in trips for Health (30.98% of trips are made by men and 69.02% by women in this category), followed by Shopping (women make 66.59% of trips and men 33.41%). The opposite occurs with work-related trips, where women account for only 37.87% of them. These differences in travel purposes reveal much bigger differences in gender roles, where domestic or reproductive work associated with caring for or maintaining the household triggers more trips among women for purposes such as health, shopping, errands or looking for/leaving someone. Meanwhile, men dominate in tasks associated with productive activities and in trips to or from work.

Tabla 27: Distribución de viajes por proposito y género - EOD Antofagasta 2010

Propósito	Cantidad Viajes Día Laboral			Proporción Viajes Día Laboral		
	Hombre	Mujer	Total	Hombre	Mujer	Diferencia
Al Estudio	54.001	52.879	106.880	50,52%	49,48%	1,05%
Al Trabajo	67.412	41.092	108.504	62,13%	37,87%	24,26%
Buscar/dejar algo	1.343	1.569	2.912	46,12%	53,88%	-7,76%
Buscar/dejar alguien	23.581	42.107	65.688	35,90%	64,10%	-28,20%
Comer/tomar algo	1.269	953	2.222	57,11%	42,89%	14,22%
De compras	21.217	42.286	63.503	33,41%	66,59%	-33,18%
De Salud	4.028	8.974	13.002	30,98%	69,02%	-38,04%
Otra Cosa	5.433	7.826	13.259	40,98%	59,02%	-18,05%
Por Trabajo	5.292	2.474	7.766	68,14%	31,86%	36,29%
Recreación	6.252	7.479	13.731	45,53%	54,47%	-8,94%
Trámites	12.275	18.824	31.099	39,47%	60,53%	-21,06%
Ver a alguien	8.189	13.473	21.662	37,80%	62,20%	-24,39%
Volver a casa	177.903	203.352	381.255	46,66%	53,34%	-6,68%

Fuente: EOD Antofagasta 2010 (Sectra, 2012)

Social, environmental, and economic aspects

Modal split by gender

In the city of Antofagasta, women are the main users of public transport, accounting for 56.44%. For this reason, the design of public transport must include a gender perspective to improve the quality of travel for these users. This aspect is very relevant, as the Gender Equity in Transport Policy (MTT, 2018) reports that perceptions of insecurity among women when using public transport have increased, affecting their mobility patterns. Another important difference is that women walk in much higher proportions than men (61.48% vs 38.52%), so public spaces must have features that allow them to use them and not create barriers to women's participation in the city.

Environmental Impact

In the case of Antofagasta, the GHGs reported by the PRTR are four types: carbon dioxide, methane, NOx, and nitrous oxide. In 2017, the most recent and consistent year in the PRTR database, total GHG emissions from road transport in Antofagasta exceeded 296 thousand tonnes per year.

The study by Palme et al. (2016) quantifies the future effects of heat islands, based on the different factors identified as causing them. Thus, if urban development continues to trend in Antofagasta, vehicular traffic will account for 20% of the effects during the daytime and up to 49% at night.

Institutional and financial situation

The institutional framework for urban mobility in Antofagasta is characterised by a multi-level, sectorally fragmented governance structure, with strategic leadership at the regional level and regulatory authority largely retained at the national level. The SUMP was led by the Gobierno Regional de Antofagasta (GORE), positioning the region as the main actor in strategic mobility planning. However, core regulatory competences, particularly for public transport, remain under the Ministry of Transport and Telecommunications (MTT), with bus services operating under nationally defined "Condiciones de Operación" frameworks rather than locally designed systems. This reflects limited local autonomy in structuring and reforming public transport services.

Urban mobility responsibilities are distributed across multiple sectoral institutions, including the Regional Government, the Municipality of Antofagasta, SECTRA Norte, and various regional ministerial secretariats (Transport, Housing and Urbanism, Environment, Energy, and Public Works), as identified in the Mesa Técnica of the PMUS. While this configuration allows for cross-sectoral input, the report highlights structural coordination challenges stemming from overlapping mandates and difficulties in adapting national policies to local realities. In this context, CREO Antofagasta emerges as an important interinstitutional coordination platform that brings together public, private, academic and civil society actors, partially compensating for institutional fragmentation.

Overall, Antofagasta's mobility governance is regionally driven in planning but nationally regulated in operation, with implementation dependent on coordination among multiple sectoral bodies. The PMUS identifies improved interinstitutional alignment and stronger governance integration as essential conditions for advancing sustainable mobility in the city.

SUMP visions and goals

Strategic Vision:

"A city whose mobility system is based on the principles of sustainable urban development, that reduces the effects of climate change, that promotes equity and social justice in public space, that improves the habitability and quality of life of the inhabitants of Antofagasta through a city on a human scale, and that collaborates with the economic diversification of the region."

SUMP Goals and targets

1. Enhance and consolidate the generation of sub-centralities throughout the city, facilitating access to public and private goods and services close to people's places of residence, and reducing the need for long trips in terms of distance and time.
2. Increase the use of sustainable transport modes in the urban context by improving the operating conditions and accessibility for public transport, walking and cycling.
3. Reduce and rationalise car use, creating the conditions for less car dependency.
4. Efficiently mitigate the effects of large-scale logistics transport in the city (mainly focused on port activity) and manage the insertion of micro-logistics in the urban fabric (mainly focused on parcels between distribution centres and final consumers).
5. Improve the habitability, quality and safety of public spaces, through conditions and standards of urban design on a human scale.
6. To promote the use of low-emission technologies in a transversal way throughout the urban mobility system.
7. Promote economic diversification in the region through the mobility system, overcoming the predominant paradigm of the mining sector in favour of other sectors, such as the technological and scientific sector (with emphasis on astronomy) and tourism.

Test scenarios and selected scenario

- BAU scenario The BAU (E0) scenario assumes continuation of current trends plus national decarbonisation commitments, with no major policy shift in street allocation or land use. Emissions stabilise and then decline only moderately towards 2050.
- Alternative sustainability scenarios Three advanced scenarios (E1, E2, E3) combine the measure packages with increasing ambition: from improving sustainable modes (E1), to prioritising them over cars (E2), to a high-ambition mix including strong demand management, land-use changes and logistics optimisation (E3).
- Selected scenario and measures. Multi-criteria and cost-efficiency assessments show that only E3 can meet the GHG reduction target (about −57% vs BAU by 2050) while delivering the strongest co-benefits for equity, safety, and livability. E3 is therefore recommended as the final PMUS scenario, with phased implementation to 2025, 2035 and 2050.

SUMP key measures

The following table highlights the most significant measures identified in the SUMP. The measures presented here are part of the prioritised set[2].

Cluster	Measure ID	Measure	Cost (EUR)	Proposed source of finance	Implementation schedule
TP – Public Transport					
TP	TP-02	Redesign of the taxibus service network	60,000	Public (GORE / MTT)	Short–Medium
TP	TP-03	Renewal of the taxibus and shared taxi fleet	32,000	Concessionable (300)	Short–Medium
TP	TP-07	Mass Public Transport System (MPTS)	437,000	Concessionable (350,000) + Public	Medium–Long
TP	TP-09	Public transport shelters and transfer areas	1,540,000	Public (MINVU / GORE)	Short
TA – Active Transport					
TA	TA-01	High-standard pedestrian corridor network	227,000	Public (MINVU / GORE)	Medium–Long
TA	TA-04	Expansion of the cycling network and bicycle parking facilities	5,600,000	Public	Short–Medium
AU – Car Use Disincentive					
AU	AU-02	Traffic calming measures	3,700,000	Municipal / Public	Short
AU	AU-04	Parking management policy	40,000	Municipal	Short
US – Land Use & Public Space					
US	US-01	Incentives for the development of urban centralities	2,400,000	Public + urban development instruments	Medium
US	US-02	Urban renewal zones and residential development incentives	1,000,000	Public (MINVU)	Medium
LG – Urban Logistics					
LG	LG-06	Integration of logistics planning into land-use planning	44,000,000	Public	Medium
IM – Intermodality					
IM	IM-06	Fare integration and integrated payment systems	50,000	Public (MTT)	Short
IM	IM-08	Continuity of north–south arterial corridors	163,000	Public (MOP / GORE)	Medium–Long
IM	IM-09	Development and consolidation of urban transversal corridors	60,000,000	Public	Medium
IM	IM-10	Intermodal stations and integrated terminals	12,500,000	Concessionable (10,650) + Public	Medium
GB – Governance					
GB	GB-05	Establishment of a Regional Metropolitan Transport Corporation	60,000	Public	Short
GB	GB-10	Development of the Public Space Infrastructure and Mobility Plan (PIMEP)	12,600,000	Public	Medium

[2] Measures that due to their technical, financial feasibility and GHG emissions reduction potential are indispensable to kick-off the implementation of Antofagasta's SUMP.

SUMP expected results and impact

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2017	Projected 2035 BAU	Projected 2035 SUMP scenario
Total annual GHG emissions (Mt CO_2eq)	-0.36 Mt CO2eq	0.343 Mt CO2eq	0.400 Mt CO2eq	0.364 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	Not quantified	815 kg CO2eq / capita	800 kg CO2eq / capita	600 kg CO2eq / capita
Access Increase in the proportion of the population living within 500 m or less of a mass transit stop	Not quantified	80.4% (2018)	Steady	90%
Modal share Increase in the modal share of trips by public transport, walking, and cycling	Not quantified	63.3% (2018)	Gradually decreasing	70%
Road safety Decrease in traffic fatalities within the urban area (per 100,000 inhabitants)	Not quantified	5.56 fatalities/ 100,000 hab (2018)	Gradually increasing	3.50 fatalities/ 100 000 hab

Insights from practice: lessons learned from the SUMP development process

Global methodologies need to be adapted to the local context

Transport planning methods and tools used for SUMP development must meet the requisites of the Chilean national investment system; otherwise, projects cannot obtain financial resources from the central Government. Learning from Antofagasta's SUMP, the regional Government has addressed this problem in a new project by developing the terms of reference for Calama's SUMP. The central Government accepts the planning methods and tools used to ensure projects qualify for public resources.

Participation is a crucial component of SUMP formulation, yet related strategies must be the most cost-efficient options given the available resources. It is important to consider public participation from the beginning of the SUMP process. This trade-off worked very well for the Antofagasta SUMP case, becoming one of the strengths of this experience. Public participation was particularly relevant for understanding the current problems and needs of Antofagasta's population.

Although generating two participatory roundtables (the Technical Roundtable and the Social Roundtable) was successful in Antofagasta, it required more resources. It necessitated cross-referencing the work carried out in both spaces. Generating a single, broad, participatory roundtable (multi-sectoral, multi-level, and multi-stakeholder) from the beginning of the SUMP can reduce costs and increase efficiency in process management.

It is vital to communicate progress during the SUMP's development so people can get involved and build a "collective awareness" of the urgency of action in the transport sector to mitigate the climate crisis. Implementing the website and other digital tools proved very helpful in this regard.

Even if it is not a binding policy instrument, ensuring budget allocation at different levels of government and governance bodies can uphold the SUMP

The Antofagasta SUMP is a non-binding public policy instrument, so its approval rests with the principal, which is the Regional Government of Antofagasta. However, to secure part of the public funding required for the plan, the Regional Government has committed to signing a "Programming Agreement", the general instrument through which Regional Governments engage in shared funding with Ministries to finance local initiatives.

The Regional Secretariat of the Ministry of Housing and Urban Development has decided to continue the work carried out by the SUMP participatory roundtables, merging them and assuming leadership. This leadership will enable control over the SUMP's implementation and continue to empower the stakeholders involved.

Sustainable urban mobility should be planned in interaction with other urban planning instruments and adapted to the local context.

Antofagasta conceived its SUMP as compatible with other urban public policies, such as regeneration, housing or development plans, since authorities should not understand mobility from a single sectoral perspective. Several urban components influence urban mobility and vice versa.

For the SUMP development in Antofagasta, the SUMP team harmonised the SUMP methodology proposed by MobiliseYourCity with existing transport or mobility planning processes and experiences in the local territory. Existing transport plans already addressed aspects such as modelling, the scope of indicators and measures.

Antofagasta launches Chile's first SUMP mobility observatory

As part of the SUMP process, Antofagasta presented its Mobility Observatory. This platform allows visualisation of the SUMP indicators, the first of its kind in a Chilean city. The observatory consists of a web platform that monitors the implementation of the Antofagasta SUMP and its strategic objectives[3].

[3] https://www.euroclima.org/en/recent-events-urban/news-urban/1891-antofagasta-presents-its-urban-mobility-plan-and-mobility-observatory

SUMP finance leverage

Leveraged financing (resulting or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)[4]
State funding sources	Regional Government of Antofagasta	Budget allocation	Planned	22,459,520
State funding sources	Ministry of Housing and Urban Planning	Budget allocation	Planned	351,916,320
State funding sources	Ministry of Public Works	Budget allocation	Planned	345,861,600
Electrification of the freight train	Private company investment FCAB	Budget allocation	Planned	490,280,000
Concession mechanisms through public-private partnerships	Private sector	Budget allocation	Planned	355,781,440
Mi Taxi Eléctrico Antofagasta. Subsidised replacement of 59 taxis/colectivos with 100% electric vehicles; includes home charger	Gobierno Regional de Antofagasta	Subsidy (grant to beneficiaries)	Secured	693,840

Perspectives for implementation

Local Political Framing of Implementation Priorities[5]

In statements from regional leadership, mobility planning has been framed not just as transport policy but as part of broader sustainable economic development. Discussions have included future-oriented elements such as electromobility infrastructure (e.g., electric buses and electrolineras) tied to Antofagasta's renewable energy potential and industrial transition, demonstrating a cross-sectoral narrative shaping local implementation priorities.

[4] Exchange rate : $1 = €0.85
[5] https://www.norteyenergia.cl/antofagasta-finaliza-el-diseno-tecnico-de-su-plan-de-movilidad-urbana-sostenible-pmus/

Highlights in past years

There is policy momentum to boost electromobility in Antofagasta[6]

Regional leadership has publicly emphasised the importance of the SUMP for advancing electromobility, including the prospect of electrified buses and infrastructure such as charging points (electrolineras), aligning mobility transformation with broader environmental and economic goals. A regional electric mobility project has introduced 40 high-quality electric buses in Antofagasta, equipped with user-centred features such as air conditioning, universal accessibility, and onboard amenities, representing a concrete shift toward cleaner public transport vehicles in the city's fleet.

Last updated December 2025

[6] https://latamobility.com/en/vg-mobility-inaugurates-regional-electric-mobility-project-in-antofagasta-chile/

Ibagué, Colombia

Pilot Project — Completed

Basic information

Urban area	→	56,8 km²
Population	→	529,635
Growth rate	→	0.69%
Region capital city		
GDP per capita	→	USD 5,024
Modal share		
Formal public transport	→	34.37%
Informal public transport	→	0.3%
Walking	→	26.89%
Cycling	→	0.9%
Private cars	→	11.1%
Private motorbikes or 2-wheelers	→	15.08%
Taxis	→	7.26%
Other	→	4.7%
National GHG emissions per capita	→	3.58 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

Ibagué has 541,101 inhabitants of whom 501,991 (92.77 %) are located in the municipal capital and 39,110 (7.23 %) in populated and dispersed rural centres. The urban area is positioned in the Andean region with great ecological riches. Its strategic position in the country enables strong economic, social, and cultural interactions with cities such as Bogotá and Cali, located 205 km and 279 km away. According to the Ibagué Sostenible report (2018), the city has great opportunities to consolidate its vocation and play a more relevant role at the national level. Regarding its territorial articulation, Ibagué is an obligatory point of passage between the Pacific Ocean and the centre of the country. This location has positioned the city as a critical node facilitating the mobilisation of passengers and cargo. Additionally, Ibagué's economy revolves around commerce, services, agriculture, and mining, generating products and services that add value.

Ibagué's urban growth, especially in the outskirts, has created accessibility problems in the city's downtown and substantially increased travel times. Hence, it is important to integrate new mobility models that connect the historic centre, where much of the urban equipment is located. The Mobility and Public Space Master Plan estimated that 905,000 trips are made every day in Ibagué, of which 36% are for commuting, 25% for studying, 11% for personal errands, and the remaining 28% for shopping, accessing health care, recreation, and other activities. Mobility accounts for 32% of Ibagué's total CO2 emissions, making it the second most polluting sector in the city. The city has 35.4 kilometres of cycle infrastructure.

The municipality of Ibagué does not yet have exclusive roads for public transportation since the Strategic Public Transportation System (SEPT – Mass Transit System) was approved in August 2020 and is now under implementation. According to the city's Mobility and Public Space Master Plan, the public transportation service has 32 routes with a fleet of 1,018 vehicles, of which 73% are buses, 16% are coaches, and the remaining 11% are minibuses. The Mayor's Office of Ibagué, headed by Mayor Andrés Fabián Hurtado Barrera (2020-2024), has 15 sectoral secretariats: General, Planning, Finance, Administrative, Government, Health, Education, Economic Development, Culture, Environment and Risk Management, Community Social Development, Agriculture and Rural Development, Infrastructure, Mobility and Information and Communication Technologies – TIC. The local counterpart, INFIBAGUÉ, Ibagué Municipality, has the mandate and responsibility to finance the construction of a mass public transport infrastructure. However, it does not have the authority to borrow from international financial sources. Systems and procedures are partially in place to monitor, evaluate and report on urban mobility.

The project implemented by GIZ through the EUROCLIMA+ Program consists of a pilot plan to implement a sharing system for assisted pedalling bicycles in the city of Ibagué. This system will have eight stations, 69 mechanical bicycles and 16 electric-assisted bicycles across the city centre. The project's strategic objective is to increase the number of residents and circulating populations downtown using shared bicycles while promoting cycling as a primary mode of transportation. Additionally, the pilot project aims to build public authorities' capacity for sustainable mobility. The pilot seeks to reduce environmental pollution from mobile sources and promote healthy lifestyles by increasing the modal share of bicycles over individual motorised transport.

For implementing the public bicycle system pilot, EUROCLIMA+ is a strategic ally with INFIBAGUÉ. This entity seeks to encourage, promote, and contribute to sustainable development, and to foster a social sense of the city by bringing together government agencies, economic associations, and citizens. INFIBAGUÉ will be responsible for implementing the pilot project. To this end, licenses have been arranged with the Planning Secretariat to install the stations in public spaces, and the pilot's mechanisms for future sustainability have been coordinated with the Municipal Council.

The technical assistance contributes to institutional strengthening by improving the capacities of the mayor's staff involved in the project. It links them to the private sector and other experiences through the Community of Practice on sustainable urban mobility.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: European Commission
Funding amount: EUR 500,000
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Program
Local counterpart: Ibagué Municipality - INFIBAGUÉ
Finance leverage: EUR 195,000 approx. (ordinary budget from the local government up to 2024)

Supported activities:

- Formulation of a bike-sharing pilot project.
- Development of a strategic planning document that ensures the project's sustainability.
- Proposal of a business model combining both public and private resources for the bike-sharing system.
- Building public authority capacity for sustainable mobility planning.

Status of project implementation

Project start: 2019 Q2
Project completion: 2023 Q2

Completed outputs:

- Technical, legal, and financial structuring during the feasibility stage, and support for the tender process for system implementation.
- Completed the tender process, in which the implementation and start-up of the pilot was awarded in Q3 of 2021.
- INFIBAGUÉ managed permits to install stations in public spaces with the Planning Secretariat.
- Manufactured bicycles and stations.
- Completed software development.
- The bicycles arrived in the country at the end of March 2022.
- Installation and station deployment Q3, 2022
- Tender process to select an operator in November 2022
- Pilot project private operator selection and contract signing in January 2023
- Inauguration of the system in February 2023
- Deliverables of the consultant's additional support (operational scheme options) in March 2023

Figure 1 Launch of the "Rueda por Ibagué" Public Bycicle Pilot (Ibagué, Colombia). Source: Gobierno de Ibagué

Figure 2 "Rueda por Ibagué" Public Bicycles Available in the City Center. Source: Gobierno de Ibagué

Insights from practice: key pilot project takeaways

A public bicycle pilot was needed because transport is the second-largest contributor to CO_2 emissions in Ibagué, and it supports transport decarbonisation while promoting healthy habits and offering alternatives for low-income people.

Given that the transport sector in Ibagué is the second-largest contributor to CO_2 emissions, promoting strategies to decarbonise transport is paramount. Implementing a public bicycle pilot aligns with this objective, promoting healthy lifestyle habits and offering alternatives for low-income people.

Public bicycle systems require a clear city steering structure from the project structuring stage, and a business model adapted to local conditions, ideally leveraging multiple funding sources to reach financial closure more easily.

Implementing public bicycle systems requires a clear and defined steering structure within the city. Implement this from the project structuring stage to reach maturity and operate smoothly. In the same way, the city must select a business model according to its specific conditions. It is advisable to leverage multiple funding sources to achieve financial closure more easily.

Results and perspectives for scaling

Ibagué's experience informs Colombia's National Guide for Public Bicycle Systems

The findings and lessons learned from the structuring process of the Ibagué public bicycle system are part of the Guide for the implementation of Public Bicycle Systems[1] issued by the Colombian national government on August 2, 2022, with the support of EUROCLIMA+ and the C40 Cities Finance Facility as part of the actions included in the National Active Mobility Strategy with a gender and differential approach[2] - ENMA, also supported by EUROCLIMA+. This guide provides a step-by-step framework and recommendations for replicating and scaling up public bicycle systems in Colombia.

[1] https://international-partnerships.ec.europa.eu/policies/global-gateway/euroclima_en
[2] https://international-partnerships.ec.europa.eu/policies/global-gateway/euroclima_en

Plans to expand the system in 2026[3]

In 2026, the Rueda por Ibagué public bike-sharing system is set to grow beyond its current configuration in response to how strongly residents embraced it in 2025. After concluding the planning and maintenance phase at the start of the year, Infibagué announced that the system, which closed 2025 with more than 7,500 trips and over 1,800 new users, will expand both its network of bike stations and its fleet of bicycles to better meet demand and further promote sustainable urban mobility. This planned growth reflects the positive reception from Ibagué's citizens and aligns with the city's goals of increasing access to eco-friendly transport options and reducing environmental impact.

Last updated December 2025

[3] https://www.infibague.gov.co/a-pedalear-se-dijo-este-martes-20-de-enero-regresa-el-sistema-publico-de-bicicletas-rueda-por-ibague

Curridabat & Montes de Oca, Costa Rica

Pilot Project — Completed

Basic information

Urban area	→	Curridabat 15.92 km² Montes de Oca 15.16 km²
Population	→	Curridabat 79,577 Montes de Oca 62,533
Growth rate	→	Curridabat 0.78% Montes de Oca 0.36%
Cantons of the Metropolitan Area of San José		
GDP per capita	→	USD 11,215
Modal share (Metropolitan San Jose Area, 2016)		
Formal public transport: 26%	→	26%
Informal public transport: 2%	→	2%
Walking	→	36%
Cycling	→	1%
Private cars	→	27%
Private motorbikes or 2-wheelers	→	5%
Taxis	→	2%
Train	→	1%
National GHG emissions per capita	→	3.2 tCO2eq/year (2023)
Exposure to climate change	→	MEDIUM

Context

Montes de Oca and Curridabat are two of the 21 municipalities of the Metropolitan Area of San José, an urban agglomeration with more than 1.5 million inhabitants (one-fourth of the total national population). They are conurbations in the eastern zone of the metropolitan sprawl, both highly developed and service-based. Montes de Oca also hosts many of the country's well-known universities. At the same time, most residential and commercial activities in both municipalities are concentrated along their border with the canton of San José, Costa Rica's capital.

In 2016, over 2.6 million trips occurred daily within the metropolitan area of San José. Sustainable transport modes comprised the majority of the modal split, with 36% of trips made on foot and 26% by public transport. However, private vehicles, including cars and motorbikes, accounted for 32% of total trips and are increasing in prevalence, as the motorisation rate of 0.5 cars per household is projected to grow by 4% annually. Although cycling remains a minor mode of transport, it has historically played a more prominent role in Curridabat and Montes de Oca compared to neighbouring districts, largely due to the presence of students and working-class residents in medium- and low-income areas, predominantly men. Approximately half of all trips in Curridabat and Montes de Oca are internal or interactional, while the remainder are to San José. As in the rest of the metropolitan area, these municipalities lack a mass transit system. In 2017, the Integral Sustainable Urban Mobility Plan (PIMUS, for its Spanish acronym) was developed for the metropolitan area of San José, to integrate all transport modes with urban planning and promote active transport and cycling infrastructure. This plan serves as the metropolitan-scale transport master plan.

Since 2002, Curridabat's administration has promoted a progressive and environmentally conscious vision of the city under the slogan "Ciudad Dulce" (Sweet City), undertaking interventions that favour biodiversity and the balance between constructed and natural environments, and committing to long-term active mobility. Decision-makers and city officials in both municipalities consider themselves active urban cyclists, and Montes de Oca implemented one of the first dedicated cycling lanes in the metropolitan area, improving connectivity to San José. The local counterparts do not have the mandate and responsibility to finance mass public transport infrastructure, as this falls under national jurisdiction. Responsibility for transport and cycling infrastructure is shared between national and local authorities, depending on the type of road on which the cycling lanes are located. Systems and procedures are partially in place to monitor, evaluate and report on urban mobility. The information provided does not specify whether local counterparts have the authority to borrow from international finance sources.

Significant efforts were necessary to consolidate existing cycling infrastructure and expand it beyond isolated projects, particularly in the absence of governance frameworks for its construction and maintenance, and with limited coordination between national ministries and local governments. The fragmented nature of cycling infrastructure, combined with unclear responsibilities among public authorities for active mobility planning, posed challenges to the long-term scalability of cycling initiatives. The pilot project aimed to enhance mobility and accessibility for urban cyclists in Curridabat and Montes de Oca by generating cycling demand data, developing a cycling infrastructure plan for both cantons, and designing a prioritised network of cycling lanes. Participatory and educational processes for data collection and systematisation were conducted with local cycling communities, although the COVID-19 pandemic restricted in-person activities.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: European Union (EU) through EUROCLIMA+
Funding amount: EUR 400,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Program
Local counterpart: Municipality of Montes de Oca, Municipality of Curridabat, Ministry of Public Infrastructure and Transport, Ministry of Planning, Ministry of the Environment (through the Dirección de Cambio Climático) and Ministry of Foreign Affairs

Supported activities:

- Information gathering: Collect information on cycling infrastructure needs in a participatory manner in the cantons of Montes de Oca and Curridabat.
- Diagnostic: Identify the infrastructure needs of people who use bicycles as a means of transport, prioritised based on data collected, technical criteria, and participation.
- Implementation: Design and build the infrastructure in the cantons of Montes de Oca and Curridabat while strengthening the urban cycling planning capacities.
- Evaluation: Systematise and disseminate experiences and lessons learned during the project implementation

Status of pilot project implementation

Project start: 2019 Q4
Project completion: 2022 Q1
Completed outputs:

Source: Changing Transport

- Participatory data collection: participatory workshops with medium- and low-income cyclists to collect information on urban cycling in the canton identified

participants' infrastructure and capacity needs for urban cycling. During the COVID-19 pandemic lockdowns, some workshops were held virtually, and information was gathered through interviews and secondary sources.

- Prioritised planned infrastructure: identified priority infrastructure for urban cycling based on collected data and technical and participatory criteria. This proposal included 54km of cycling lanes in Montes de Oca and 60km in Curridabat. 20 km were to be implemented with EUROCLIMA+ funds.
- Adequation of cycling lanes: permanent implementation of an initial 4 km cycling lane in Montes de Oca in March 2021, followed by another 16 km in a second phase, which was finished in late 2021.
- Scaling-up experience: experience and lessons learned documented and disseminated to promote the development of similar and complementary projects in other San Jose Metropolitan Area cantons.
- Strengthening capacities: The population of the cantons of Curridabat and Montes de Oca was sensitised about better urban cycling.

Insights from practice: key pilot project takeaways

Tactical cycling interventions favour the efficient use of resources

The adoption of tactical alternatives for bicycle lane implementation improved the efficient use of limited resources. Bike lanes were constructed using only the essential elements required for operation, while maintaining adequate road safety and adhering to national technical guidelines. The bicycle lanes established through this project became permanent, as the implementation process provided feedback that informed the national technical guidelines for cycling infrastructure. Additional measures to promote intermodality were also introduced, including cycle-friendly modifications at train stops to facilitate cyclist access to public transport.

Both political commitment and interinstitutional coordination enable project success

The success of the project was driven by strong political commitment to active mobility and effective coordination among technical officials and decision-makers. The project team demonstrated flexibility and responded promptly to emerging challenges, capitalising on opportunities presented by the pandemic. Efforts were made to foster collaboration among public and private stakeholders and civil society. A governance structure for active mobility, the Red Intercantonal de Movilidad Activa (RIMA), was established to consolidate cycling and walking networks across various levels of government.

The pilot project contributed to building capacities within the local authority for cycling

The most significant impact of the project is the enhancement of knowledge and institutional capacity, extending beyond the development of physical infrastructure. A key lesson is the need to empower both national and subnational entities to design projects that facilitate transformative change toward sustainable mobility. The pilot initiative yielded valuable insights into addressing technical and logistical challenges, including the use of digital tools for collecting cyclist demand data, adapting international cycling infrastructure guidelines to the Costa Rican context, and managing political and administrative transitions. The project also underscored the importance of improved communication between local and national authorities, stronger regional coordination, and more effective governance structures involving municipalities and citizens. Future initiatives should focus on refining design and construction processes, improving documentation and knowledge sharing, and ensuring a gender-inclusive approach.

Results and perspectives for scaling

Replicability in the near future is ensured due to the assignment of both national and local resources to continue the cycling network expansion

Replicability in the future is expected to occur through a snowball effect; efforts to plan cycling infrastructure at the metropolitan level culminated in the Intermunicipal Territorial Plan for Active Mobility.

As municipalities acquire experience in implementing cycling infrastructure and improve coordination with the national government, further expansion of cycling lanes is anticipated. The municipality of Curridabat is already allocating funds to expand its cycling network, facilitating incremental improvements in the short and long term. The Council of Road Safety (COSEVI, for its name in Spanish) will also support the installation of bollards in areas where vehicles travel at high speeds.

Curridabat and Montes de Oca push cycling forward on the metropolitan policy agenda

With the launch of the RIMA, both Curridabat and Montes de Oca took the lead in continuing to implement the Intermunicipal Plan for Active Mobility, encouraging neighbouring municipalities to undertake actions to deploy walking and cycling infrastructure.

Stakeholders and project participants achieved coordination with the Costa Rican Railway Institute (INCOFER, for its acronym in Spanish) to allow cyclists access to the train infrastructure. The model is replicable.

The municipalities approved budgets to expand cycling infrastructure. The Pilot Project also leveraged additional financial resources from the EU-funded MUEVE project to build part of the priority cycling corridors.

The success of the project demonstrates that sustainable mobility initiatives can be effectively advanced through strategic public-private partnerships and active citizen engagement. The execution model, tailored to Costa Rica's administrative context, achieved efficiency, transparency, and agility, avoiding bureaucratic delays and ensuring high-quality implementation. This experience offers a replicable framework for other municipalities in the Greater Metropolitan Area that require similar interventions. The project also functions as a platform for regional knowledge exchange, particularly within the Euroclima Community of Practice, fostering collaboration among stakeholders. Although transforming Latin American cities demands time and significant investment, this initiative has established a precedent, serving as a catalyst for change and promoting more human-centred, sustainable, and equitable urban environments[1].

[1] To know more about the Project's results and outcomes, and about the Euroclima's Urban Mobility component at large, please visit https://www.dropbox.com/scl/fi/6qxrciz62nujjnb7i42kz/Movilidad-Urbana-Euroclima-Resultados-y-lecciones-2018-2024.pdf?rlkey=nhinfi1r4n0by256rf1rp6u0d&e=1&dl=0

Highlights in the past year

Montes de Oca is implementing a comprehensive multimodal mobility strategy, which includes expanding the Ciclovía al Este network, investing in pedestrian infrastructure, and delivering EU-supported protected cycling facilities in 2025[2].

Ongoing expansion of the “Ciclovía al Este” cycling network

The Ciclovía al Este cycling infrastructure project is currently underway and is projected to extend approximately 20 km, featuring both segregated and shared bike lanes that will connect Montes de Oca and Curridabat. Construction began in September 2025 and is advancing along key corridors, including Betania, Vargas Araya, and El Higuerón, with traffic managed by the Municipal Transit Police during construction.

Recent local municipal initiatives

The Municipality of Montes de Oca continues to prioritise mobility infrastructure, focusing on accessible sidewalks and connectivity enhancements that facilitate multimodal transportation alongside the cycling network, such as sidewalk construction scheduled for early 2026.

mUEVE-supported infrastructure delivered earlier in 2025

In May 2025, a new protected cycle lane was inaugurated in Montes de Oca, connecting the areas surrounding Vargas Calvo and Calasanz schools. This project, part of the EU's mUEVE programme, enhances safety in a corridor with significant pedestrian and bicycle traffic.

Last updated December 2025

[2] To know more: https://delfino.cr/2025/05/montes-de-oca-inaugura-ciclovia-en-sector-que-conecta-los-colegios-vargas-calvo-y-calasanz

Havana, Cuba

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	728 km²
Population	→	2,132,183
Growth rate	→	0.16%
Country capital city		
GDP per capita	→	USD 9,499 (2020)
Modal share		
Formal public transport	→	43,6%
Walking	→	46,2%
Cycling	→	1,1%
Private cars	→	6%
Private motorbikes or 2-wheelers	→	3,2%
National GHG emissions per capita	→	3.74 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Havana, the Cuban capital, occupies 728.26 km², representing 0.7% of the national area. With 15 municipalities, Havana is home to almost 20% of the country's population. The municipalities Centro Habana, Habana Vieja, Cerro, Plaza de la Revolución and Diez de Octubre are the most densely populated. Centro Habana stands out with a population density of 41,000 inhabitants/km², while the net density in the city's residential areas is around 18,000 inhabitants/km².

Havana has a polycentric structure, and its growth has preserved the oldest factories in some neighbourhoods. The axes linking the old city to the periphery formed the basis for sprawl from the founding heart to the west, southwest, south, and southeast, defining a tree-like pattern for transportation routes.

The bay, the main reason for the city's location, led to a slower pace in the city's eastward expansion. The construction of the bay tunnel in 1958 marked the beginning of development in this direction. These aspects determined the current structure of the transportation system, which follows a territorial model with central, intermediate, and peripheral zones. Despite development beyond the central area, the main concentration of jobs, cultural, tourism, and recreational infrastructure is in a narrow strip near the sea, which shapes current mobility patterns. Today, the tunnel's capacity seems insufficient.

Despite being a polycentric city, metropolitan functions and most jobs are in Havana's so-called central areas. The remaining sub-centres have weakened, limiting their ability to offer service and employment to the population. This situation forces many people living far away from the centre to commute daily to access essential services (schools, hospitals, shops, etc.). The poor condition of existing urban mass transit means citizens spend excessive time commuting.

The city has a public transit system and an existing transport master plan or similar document. Havana has organised its public bus transportation (or guaguas) into two categories: a fleet of articulated buses with greater capacity on main routes and conventional buses on approximately 100 secondary routes.

Both the primary and secondary routes are operated by the Havana Provincial Transportation Company, which maintains 17 bus terminals and operates 17 main routes and 104 secondary corridors. There are also bus services between Havana and other provinces (Viazul, Transtur, Transgaviota in CUC, and National Buses in CUP).

The Ministry of Transportation (MITRANS) is responsible for organising the transportation sector in Cuba, and the General Directorate of Provincial Transportation of Havana (DGTPH) manages the transportation sector in Havana. DGTPH, the local counterpart, has the mandate and responsibility to finance mass public transport infrastructure. It does not have the authority to borrow from international financial sources. Systems and procedures are partially in place to monitor, evaluate and report on urban transport.

The technical cooperation sought to formulate a Sustainable Urban Mobility Plan (SUMP) in Havana, which allowed for a diagnosis of the city's mobility, and sponsored working sessions with the Convention of Territorial Planning and Urbanism and the Scientific Convention of Engineering and Architecture. The SUMP generated proposals that imply changes to the modal distribution and improvements in transit, public transport, cycling, and pedestrian mobility. In turn, the pilot project seeks to restore the Eje de Galeano to ensure high pedestrian flow and provide better public pedestrian spaces that ensure accessibility. The proposed design involves transforming and restoring the Eje Galiano and El Curita Park to create a linear public space.

The transformation of the pedestrian Eje de Galeano will serve as an example of a pro-sustainable urban mobility initiative, with an impact on the urban environment and a strong impetus for the SUMP's adoption. This pilot project aims to reduce pollution, improve pedestrian safety along the axis, and enhance access to public spaces, social resources, and cultural facilities.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: European Commission
Funding amount: EUR 600,000
Implemented by: Agence Française de Développement (AFD) through the Euroclima + Programme
Local counterpart: General Directorate of Provincial Transport of Havana (DGTPH)
Project start date: 2021 Q1
SUMP completion date: 2022 Q2

Supported activities (SUMP):

- Development of a SUMP for the city of Havana

Supported activities (Pilot Project):

- Creating, preparing and designing a pilot project to improve sustainable mobility in the city. The project will improve public spaces along the Eje de Galeano to ensure pedestrian flow and accessibility.
- Technical assistance for project implementation, provided comprehensive support in equipment acquisition, ensuring the timely purchase of materials and equipment for the pilot project.
- Technical skills were transferred to Cuban personnel. The project was promoted within the community and the local government to strengthen the commitment to the pilot development.

Completed outputs:

- Diagnosis and evaluation: inventory and analysis of the current situation
- Vision and strategic goals
- Action plan
- Monitoring, Reporting and Verification (MRV) Plan
- Final approved Sustainable Urban Mobility Plan (SUMP)

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost estimate (EUR)[1]
1. Pedestrian mobility	**27,470,943.01**
Establish regulation on pedestrian infrastructure and plan its application	8,864.50
Adapt and preserve sidewalks	21,811,810.05
Widen sidewalks	4,221,640.35
Generate more walking and shared-use streets	1,428,628.11
2. Cycling mobility	**6,081,479.95**
Elaborate a Cycling Director Plan for Havana	8,795.27
Awareness-raising campaign about cycling	87,951.03
Develop a network for buying, selling, and repairing bicycles	8,795.27
Create safe cycling infrastructure, including parking spaces	3,492,042.21
Extend the bike-sharing system	2,483,896.16
3. Public transport and intermodality	**795,770,710.00**
Improve gender equality in the public transport system	8,794.45
Implement the fleet renewal plan and guarantee the fleet's sustainability	532,962,771.08
Plan the public transport network restructuring	225,244.92
Develop social networks for electric three-wheelers	3,998,861.80
Implement mass-transit axes and structure public transport networks	100,224,089.21
Integrate the public transport system's operations, information, technology and fares	17,296,871.86
Physical integration: Develop Urban Passenger Stations	141,055,891.05
4. Urban logistics	**65,188.84**
Create on-loading and off-loading zones	56,393.54
Strengthen the freight transport management policy and relocate the stores	8,795.29
5. Mobility management and road safety	**4,133,699.59[2]**
Make a Road Safety Plan with a Zero Vision focus	8,795.29
Reduce speed limits on roads with the most traffic violence	8,795.29
Design safe road crossings with signalling and traffic lights	659,632.57
Reorganise road space and generate low-traffic zones	(already contained in other measure's costs)
Improve road maintenance and connectivity	3,447,681.14 (per year)
Parking policy	8,795.29

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR
[2] This total includes only one year of the 'Improve road maintenance and connectivity' measure to simplify calculations.

Measure	Cost estimate (EUR)[1]
6. Electric mobility and transport decarbonisation	**3,406,409.62**
Develop an electric mobility action plan	8,795.29
Decarbonise the omnibus fleet	3,380,023.75
Promote electric mobility	8,795.29
Decarbonise urban logistics and promote intermodality	8,795.29
Total of measures	**836.930.245,35[3]**

Projected impacts

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2021	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO_2eq)	Not quantified	1,72 Mt CO2eq[4]	Not quantified	Not quantified
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	Not quantified	805 kg CO2eq / capita	Not quantified	Not quantified
Modal share Increase of the modal shares of trips by public transport, walking, and cycling	**TOTAL: +0.86%**	Formal public transport: 43.6% Walking: 46.2% Cycling: 1.1% **TOTAL: 90.9%**	Formal public transport: 43.8% Walking: 46.2% Cycling: 1.1% **TOTAL: 91.1%**	Formal public transport: 44.5% Walking: 46.2% Cycling: 1.1% **TOTAL: 91.8%**

Finance Leverage

No financial leverage available.

Perspectives for implementation

The SUMP development enabled the participation of both institutions and citizens.

The development of the SUMP was a collaborative effort that involved various stakeholders, including a Technical Committee and the city's residents. The Technical Committee, a consultative and executive body comprising experts from different fields, provided invaluable support in making strategic decisions. To ensure the plan reflected the needs and aspirations of the city's residents, a range of participatory activities were organised. These included work meetings, participatory workshops, discussion tables, interviews, and focus groups. These initiatives gave the citizens a voice, allowing them to actively contribute to developing a more sustainable and inclusive transportation system for their city.

[3] Originally, the budget was split into two sections. A number of measures' costs were calculated in the local currency (CUP) and the remaining ones in euros. This division was proposed to link the measure with potential sources of finance available (domestic or international). The table shows the total cost for each measure converted into USD.
[4] Estimation by the MobiliseYourCity Secretariat based on SUMP deliverables.

Insights from practice: lessons learned from the SUMP process

Immense financial contributions are needed to ensure SUMP implementation

Havana's SUMP, completed in June 2022, aims to improve the city's transport system by expanding public transport services, promoting cycling and walking, and optimising traffic flow. It is expected to address various city challenges, such as traffic congestion, air pollution, and inadequate public transportation services. The successful adoption and implementation of the SUMP is expected to improve the quality of life for Havana's residents and enhance the city's economic competitiveness.

Implementing the SUMP requires a significant investment that exceeds the level of the previous 20 years, with a more robust national contribution in both foreign and national currencies. Achieving this effort requires structural changes to transport financing and a well-defined national contribution to the SUMP action plan, including infrastructure and road safety.

Highlights in the past year

The Neomovilidad project finishes successfully in December 2024

The Neomovilidad project, funded by UNDP and GEF, has transformed transportation in Havana with an ecological, inclusive, and gender-equity approach. Achievements include a pilot public bike-rental station, logging over 13,000 services, and significantly reducing carbon emissions. Additionally, three routes with 25 electric tricycles were introduced in peripheral areas, offering affordable fares and promoting women as drivers.

Highlights from 2025

- Rehabilitation of 63 buses that were out of order financed via the city's "Public Transport Development Fund[5].
- 100 new microbuses introduced to help relieve mobility pressure.
- The regional transport company launched two new electric-bus routes serving the Alamar neighbourhood.

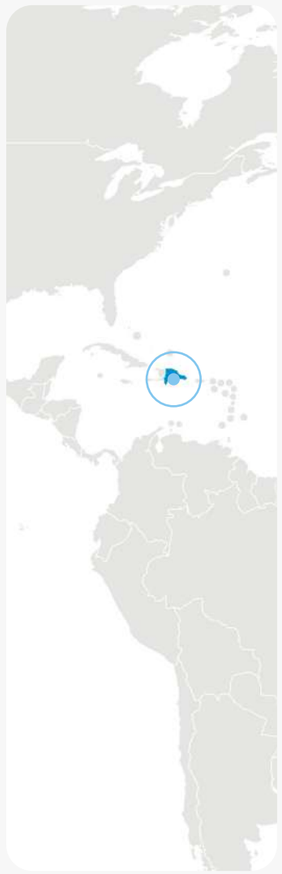
Last Updated December 2025

[5] https://en.cibercuba.com/noticias/2025-04-13-u1-e135253-s27061-nid300859-regimen-cubano-resucita-63-guaguas-paralizadas

Santo Domingo, Dominican Republic

Basic information

Population	→	3,660,000
Growth rate	→	1,30%
Country capital city		
Urban area	→	1,300 km²
Motorisation rate	→	155.5 vehicles/ 1000 inhab.
GDP per capita	→	USD 9,700
Percentage of the population living below the national poverty line	→	21.5%
Modal Share		
Car	→	32%
Taxi/Uber	→	2%
Moto-taxi	→	3%
Shared-taxi	→	14%
Bus	→	13%
Metro	→	9%
Walking	→	25%
Motor	→	5%
Nationally Determined Contribution (NDC)	→	General e-mobility transport related NDC
Transport emissions per capita	→	128 g CO2eq



Context

Santo Domingo, the capital of the Dominican Republic, is the country's political, economic, and demographic centre, with the metropolitan area of Gran Santo Domingo accounting for a substantial share of the national population. The city serves as the country's primary hub for government, services, trade, logistics, and port activities, supported by its strategic location on the Caribbean coast. As the main gateway for international investment and tourism flows, Santo Domingo plays a central role in shaping national economic development and urban policy, including transport and mobility reform.

Mobility planning — Sustainable Urban Mobility Plan (SUMP)

Technical Assistance: Sustainable Urban Mobility Plan (SUMP) Development
Funded by: European Union INTRA ACP
Funding amount: EUR 550,000
Implemented by: Agence Française de Développement (AFD)
Local counterpart: Instituto Nacional de Transport Terrestre (INTRANT)
Consultant(s) involved: Systra
Final SUMP report: Santo Domingo SUMP - Final Report | MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Joined MobiliseYourCity in Q2 2017 MobiliseDays in Q3 2017 Start of SUMP in Q1 2018 SUMP was completed and approved in Q3 2019
SUMP Vision	Reach an integrated approach to improve access to sustainable mobility services and socioeconomic opportunities for all citizens by integrating urban and transport planning, enhancing sustainable transport modes, and strengthening local transport authorities' institutional, technical, and financial capacities. (SUMP report, p.57)
Key expected results (GHG, modal share and access)	Compared to 2018, in a SUMP scenario, by 2030, Santo Domingo can expect to • Increase access to public transportation to 43% of Santo Domingo citizens from 10% • Increase total trips taken by public transport to 44% from 36% • Reduce GHG emissions by 30% compared to a business-as-usual (no SUMP)
Total SUMP Investment Requirement	USD 2.6 billion Mass transit (CAPEX + OPEX - annual) • 2018 (Baseline): 60 • 2023 (SUMP): 64 • 2025 (SUMP): 160 • 2030 (SUMP): 200

SUMP preparation process and stakeholder involvement

Several participatory formats were selected to involve stakeholders.

- Steering committee to communicate the progress of the SUMP, discuss and decide on political decisions.
- Bilateral meetings to present and discuss technical and political decisions with municipalities and ministries.
- Focal groups will work on topics selected by INTRANT (public space with neighbourhood committees; school transport with educational institutions and parents).
- Face-to-face interviews and working tables to enhance knowledge of specific sectors (logistics) or geographic areas (municipalities).

Diagnosis of urban mobility in Santo Domingo

Existing mobility and transport services

Located in the Caribbean region, Santo Domingo is the administrative, economic, and political capital of the Dominican Republic. With a population estimated at more than 3.5 million inhabitants, representing one-third of the total country population, and a projection of 4 million in 2030, Santo Domingo is a dynamic, fast-growing city.

The current transportation system in the City of Santo Domingo has primarily resulted from historically unregulated, uneven, and rapid urbanisation. The results are vastly different service levels, socioeconomic activities, and quality of life across the city's municipalities. The starkest differences can be observed between the city centre – the 'National District' – and its periphery, mainly affected by the lack of public services, including formal public transport.

This development pathway has fostered a transport system based mainly on individual motorised transport, with little consideration for public spaces and pedestrians, and a near-complete disregard for cyclists. Motorisation rates range from 40 to 60 per cent, depending on the municipality. Additionally, the high urban density in the National District and the very narrow main roads in the peripheral cities severely limit the ability to expand public spaces and repurpose existing roads for mass rapid transit services.

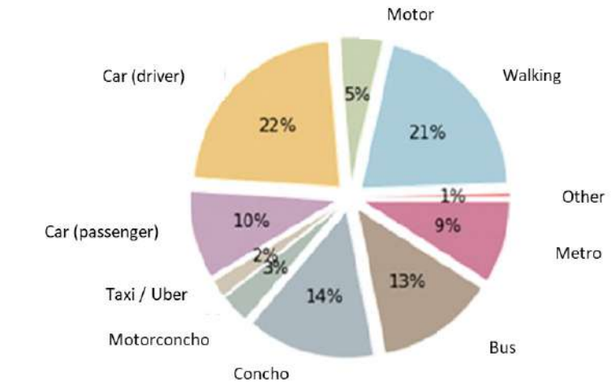


Figure 1: Modal share in Santo Domingo, 2018

Public transport in the city comprises various formal and informal services. The formal system includes two metro lines, one aerial tramway and 11 bus lines. The latter is serviced by a relatively small fleet of 160 buses operated by a state-owned bus company. 3,000 mini- and microbuses and 16,000 informal taxis (so-called 'conchos') constitute the informal services operating along 84 and 114 fixed routes, respectively. These numbers reveal the predominance of informal over formal transport: 14% of total trips are made by conchos, 13% by buses and 9% by metro.

Social, environmental, and economic aspects.

The prevalence of informal transport and high motorisation rates means mobility is highly fragmented and atomised. This situation not only results in high congestion and long commuting times (>1 hour/day). Informal transport services are also characterised as being uncomfortable and insecure. Cheaper fares partly compensate for the inferior quality of service. However, because fare policy rests with informal transport associations, they may abuse their power to set fares at unreasonably high levels. Self-regulation has also led to low-quality standards, a deteriorating vehicle fleet (75% of vehicles are over 15 years old), and underqualified drivers. These factors contribute to high rates of traffic accidents, air pollution, and GHG emissions. Consequently, informal taxis and private cars account for the largest share of the sector's GHG emissions, at 16% and 56%, respectively.

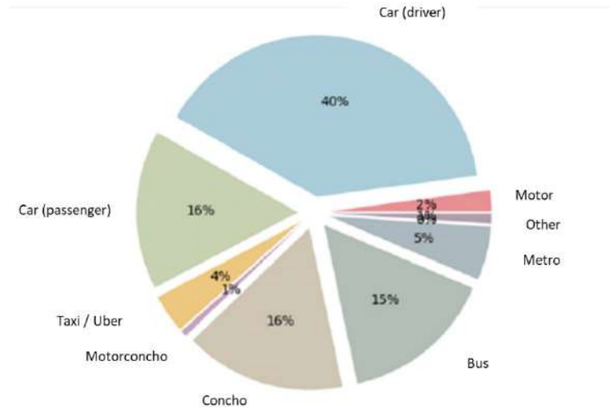


Figure 2: GHG emissions by transport mode, year

Gender heavily influences mobility. On average, men make 0.5 more trips per day than women. This pattern is partly explained by the fact that 40% of men are employed, whereas only 26% of women are employed full-time, and the remaining 25% stay home.

Institutional and financial situation

Until the passage of Law 63-17 in 2017, the institutional landscape was equally characterised by high fragmentation and low regulatory and enforcement capacity among public authorities, allowing the largely unregulated development of public transport in Santo Domingo.

Since 2017, INTRANT has been the national road transport authority, centralising all regulatory and decision-making competencies for public transport. Among its central tasks, INTRANT is responsible for regulating and formalising public transport, establishing minimum service and quality standards for licences, centralising fare policy and promoting the corporatisation of informal operators. Informal transport operators should participate in the integrated public transport system currently under development.

Although INTRANT has been created, the financial landscape remains fragmented at the national level across various ministries and very limited at the municipal level, making the latter dependent on the former. It is expected that INTRANT will help channel, manage, and leverage financial resources and improve coordination among central stakeholders.

SUMP vision and goals

> "An integrated approach to improve access to sustainable mobility services and socioeconomic opportunities for all citizens by integrating urban and transport planning, enhancing sustainable transport modes, and strengthening the institutional, technical, and financial capacities of local transport authorities".

Goals:

- Develop a comprehensive and integrated transport network that responds to the different realities of the constituent municipalities and the increasing demand for mobility.
- Guarantee equal access to the population and (re-)establish connectivity in areas affected by natural and infrastructural barriers.
- Promote the use of sustainable modes of transport (collective and active), and enhance the public transport network, improve and expand walking and cycling infrastructure and integrate urban and transport planning
- Align and strengthen institutional, technical, and financial conditions for the implementation of a sustainable mobility system

Test scenarios and selected scenario

Three specific scenarios were defined to assess the impact of the SUMP; each one was developed with a different level of ambition.

- **Baseline scenario:** no SUMP implementation occurs, but existing laws and regulations are implemented. These include organising and regulating the public transport network, enhancing the metro and aerial tramway systems, and developing a vehicle modernisation program for buses and informal services.
- **Central scenario:** this scenario builds on the baseline but assumes additional measures are implemented, such as enhancing road infrastructure, integrating transport modes, increasing accessibility, creating an investment fund for public transport, and achieving 100% modernisation of the current fleet.
- **Ambitious scenario:** this scenario includes additional milestones by factoring in the establishment of a robust financial system with a wide variety of financing sources and instruments (incl. congestion charging and property tax), the inclusion of transport demand management measures, promotion of active and collective transport modes, and the creation of additional incentives to companies and individuals to shift to sustainable transport modes.

  INTRANT selected the ambitious scenario as the basis for the following definition and selection of measures. The selected measures and the expected impacts of the ambitious scenario are presented in the following sections.

The city of Santo Domingo has opted for the ambitious scenario.

SUMP key measures

Measures	Cost estimate (EUR)	Proposed financing source	Implementation schedule
Physical (Infrastructure, rolling stock, etc.)			
Metro Lines 1 & 2: Increase passenger capacity	408,000,000	OPRET[1], donors (AFD)	2019-2024
Metro Line 2: Line extension	479,400,000	MOPC[2], donors	2025-2030
Construction of 5 BRT or LRT corridors	512,550,000	MOPC, donors	2021-2025
Construction of 4 aerial tramway lines	135,150,000	MOPC, donors	2021-2030
Creation of 5 express busway lines	1,283,500	MOPC, donors	2019-2030
Infrastructural improvement of inter-municipal networks	515,100,000	MOPC	Until 2025
Infrastructural improvement of internal municipal networks	42,500,000	MOPC	Until 2023
Improvement and expansion of sidewalks and cycling lanes	35,700,000	MOPC, municipalities	Until 2023
Integration of public transport modes	255,000	INTRANT	Until 2020
Implement a public bike-sharing system	12,750,000	MOPC, municipalities	Until 2030
Develop a 'green' corridor along the river basin	4,250,000	Municipalities, MOPC	Until 2025
Provide parking areas in port zones	255,000	AUPORDOM[3]	Until 2023
Technical (studies, plans, designs, etc.)			
Design of secondary (complementary) bus network	255,000	INTRANT	2029-2030
Study on school transport services	255,000	INTRANT	2021-2023
Studies on the improvement of transport demand management	850,000	INTRANT	2021-2023
Improve access for persons with disabilities	510,000	INTRANT, MOPC, municipalities, operators	Until 2023
Improve the image and attractiveness of the bus system	17,000,000	Municipalities, MOPC, operators	Until 2023
Improve the communication of public transport services for users	510,000	INTRANT, donors	Until 2023
Integrate city-port interface management in national and local planning	255,000	AUPORDOM	Until 2025
Implement the merchandise delivery and pick-up plan in the port areas	255,000	AUPORDOM	Until 2023
Studies to support urban and transport planning integration	510,000	INTRANT, municipalities	Until 2025
Policy & regulation			
Integrated tariff policy	510,000	INTRANT, operators, government	Until 2025
Social tariff policy	510,000	INTRANT, operators, government	Until 2025
Transport demand management policy	510,000	INTRANT	Until 2023
Private vehicle fleet modernisation policy	255,000	INTRANT, Ministry of Finance	Until 2023
Bus fleet modernisation policy	N/A	operators	Until 2023
Parking policy	510,000	INTRANT, municipalities, MOPC	Until 2030
Regulation of HDV transit	255,000	INTRANT	Until 2023
Total cost	2,170,143,500		

[1] National transport planning authority (Oficina para el Reordenamiento del Transporte)
[2] Ministry of public works and communications
[3] National port authority

SUMP expected results and impact

Impact area	Expected impact
GHG emission (SDG 11)	Yearly reduction of GHG emissions relative to 2018 (baseline year) • 2023: 4% • 2025: 7% • 2030: 20%
Accessibility (SDG 11)	Percentage of the total population with access to public transport • 2018 (baseline): 10% • 2023: 25% • 2025: 36% • 2030: 43%
Air pollution (SDG 11)	Not quantified
Modal share	Percentage of total trips made by Public Transport • 2018 (baseline): 36% • 2023: 39% • 2025: 41% • 2030: 44%
Road safety (SDG 3)	Not quantified
Mobilised finance (SDG 17)	Leveraged international finance • EU-CIF: EUR 10 million (secured until 2023) Associated international and domestic investments • AFD: EUR 436 million (planned, until 2030) • Domestic finance and AFD: EUR 245 million (secured loan) • Domestic finance and AFD: EUR 590 million (planned loan)
Infrastructure and assets with committed financing (SDG 9)	New roads to be built by 2030 • KM of sidewalks: 150 km • KM of cycle lanes: 150 km • KM of mass rapid transit lines: 109.3 km
Expected institutional impact	The recently created road transport authority, INTRANT, will reduce institutional fragmentation by centralising regulatory and planning functions. This will improve cooperation between the sector's strategic, tactical, and operational levels. The leading role of INTRANT in the development and implementation of the SUMP will help channel and leverage additional financial resources from private, public and international stakeholders for the implementation phase. Not only is the new institutional arrangement in the sector a necessary step to build capacity and rationalise authority, but the SUMP process also offers a valuable learning opportunity.

Insights from practice: lessons learned from the SUMP development process

The importance of a leading transport authority

Creating a state-level transport authority opens a new perspective for urban mobility governance and management. The recently created road transport authority, INTRANT, will reduce institutional fragmentation by centralising regulatory and planning functions, improving cooperation between the sector's strategic, tactical, and operational levels.

The leading role of INTRANT in the development and implementation of the SUMP will help channel and leverage additional financial resources from private, public, and international stakeholders for the implementation phase. Not only is the new institutional arrangement in the sector a necessary step to build capacity and rationalise authority, but the SUMP process also offers a valuable learning opportunity.

A radical change in priorities

Santo Domingo's SUMP may serve as a reminder of an indisputable fact: a sustainable, attractive, accessible, and safe transport system can only be realised by an enabling physical infrastructure that prioritises public and active transport. The city's SUMP is an example of transport planning done right. As the saying goes, "if you plan for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places".

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Assistance to support SUMP implementation.	EU CIF	Grant	Secured	10,000,000
Assistance to support SUMP implementation.	AFD	Grant	Secured	400,000
Sustainable Urban Mobility Programme for the Dominican Republic (2025-2029)	EU-LACIF	Grant	Secured	10,000,000

Associated financing

Description	Source of financing	Type	Status	Amount (EUR)
New Metro Line 3	AFD	Loan	Planned	178,620,000
Metro Line 2 Capacity increase project (2025-2029)	AFD	Loan	Secured	230,000,000
Metro Line 2 Extension (L2C)	BCIE	Budget allocation	Secured	140,000,000
Metro Line 1 Capacity increase project (2020-2026)	Domestic finance AFD	Loan	Secured	86,000,000
Cable Car Line 2 (2019-2023)	Domestic finance	Budget allocation	Secured	97,000,000
Santo Domingo Metropolitan Train	Domestic finance	PPP	Not secured	1,785,000,000

Implementation support 1 — SUMP Implementation

Project title: Assistance for the Implementation of the Sustainable Urban Mobility Plan - AIPMUS Santo Domingo
Funded by: EU (through the Caribbean Investment Facility)
Funding amount: EUR 10,000,000
Implemented by: AFD
Local counterparts and SUMP Implementation agency: INTRANT
Project implementation period: 2021 - 2026

Objectives and supported activities

Main objectives:

- Strengthening service capacity related to the National Urban Mobility Plan in the Dominican Republic, focusing on non-motorised transport, public transit, smart mobility, and institutional strengthening.
- Implementing the SUMP in Gran Santo Domingo, including pre- or feasibility studies and pilot projects.

Supported activities:

The EU provides technical assistance to INTRANT for five years to support the implementation of SUMP actions, oversee contract execution, and reinforce technical capacities. The aim is to help the Gran Santo Domingo transition from the SUMP planning process to the implementation phase. The AIPMUS outlines concrete short-term actions to advance implementation and complements the general vision outlined in the SUMP. Key early projects in Santo Domingo include transforming the public transport system, deploying electric mobility, promoting active mobility, managing traffic, and urban logistics. Eighteen high-priority projects for the first year of technical assistance have been proposed. In total, 24 projects have been identified as high-priority so far.

While the SUMP provides a general overview of the city's urban mobility vision, the AIPMUS outlines concrete short-term actions to advance implementation. Implementation mainly involves transitioning from SUMP measures to project preparation. In Santo Domingo's case, early SUMP projects include transforming the public transport system, deploying electromobility, promoting active mobility, managing traffic, and enhancing urban logistics.

Among the 24 projects identified as high-priority in the AIPMUS Program, ten have been fully finalised, twelve are ongoing, and one is upcoming. The prioritisation was done based on dialogue among different public authorities.

Completed outputs:

The project had two execution phases: one from 2021 to 2024 kick-off, and a second from 2024 to 2026.

First phase – Kicking off implementation (2021-2024): This phase focused on planning the public transport network, capacity building, institutional strengthening, and transport modelling. In this first phase, guidelines to design cycling infrastructure were launched, and a study was conducted to identify the best fare model for Santo Domingo. Lastly, a new transport model was developed to support decision-making, assess scenarios and quantify the impacts of transport interventions.

Second phase – technical studies and infrastructure design (2024-2026): This phase includes more detailed studies to prepare the public transport project. Other issues raised include the paratransit sector, guidelines for designing streets within the mobility paradigm, and even solutions to improve bus operations.

- **Public transport**

  Two studies have been conducted to provide the capitals, Santo Domingo and Santiago de los Caballeros, with an integrated public transport system. These planning documents set the framework for projects to be developed over short-, medium-, and long-term scenarios, taking into account physical and fare integration.

- **Paratransit mobility**

  Moreover, some 'conchos' unions have started the formalisation process by creating bus companies. As of 2024, 900 of these conchos have been replaced by 141 buses in the three intervened corridors in Santo Domingo: Corredor Núñez de Cáceres in January 2021, Corredor Winston Churchill in February 2022 and Corredor Charles de Gaulle in March 2022.

  The transformation of the city's paratransit sector includes increasing the operational and organisational capacities of former concho unions, and defining the role of INTRANT in managing institutional relationships with the recently formed bus operators.

  AFD has supported INTRANT in formalising individual conchos operators in identified corridors through three main initiatives: Support for institutional and business strengthening for the development of the GSD's SITP (2022), Support for the implementation of corridors (2022–2025) and Social support for the reform of urban bus corridors of the SITP (2023).

- **Active mobility**

  Especially in the 'National District', where most economic activities and the historical centre are located, the local government intends to strengthen the use of active modes.

  → Cycle lanes: 10 km of cycling lanes have been built, which inspired the production of national cycling-lanes implementation guidelines (already published and adopted). The cycle lanes in the Distrito Nacional are expected to be revitalised. The project supports the implementation of an 'Alameda' in Santiago de los Caballeros, connecting key corridors to the central station, the monorail, and the cable car[4].

  → Bike sharing system: Initiatives such as the bike-sharing system leverage the interaction between mobility and economic development. The bikesharing system was designed byAC&A[5].

  → Cycling infrastructure guidelines: A cycling infrastructure design guide was elaborated in 2023. It includes general and particular components to support the development of cycling infrastructure, such as types of cycle lanes, types of paving, drainage, signs, and parking.

- **Traffic management and urban logistics**

  The Santo Domingo Road Plan and the Distrito Nacional Traffic Plan were finalised in 2025. The second includes a model specifically for traffic analysis and promotes the construction of segregated public transport lanes, alongside other measures, to improve regularity and commercial speed.

  Traffic officers are trained in best practices for traffic management and law enforcement that align with the new law on urban mobility.

  A roundtable on urban logistics was held with relevant stakeholders in 2023.

[4] Public transport services in Santo Domingo include metro, metropolitan train, and cable car, whereas in Santiago de los Caballeros, existing public transport services include metro and cable car.
[5] https://despacio.org/portfolio/egis-aipmus-rpdom/

Next expected outputs:

- **Public transport**

  AFD is supporting project preparation for the first monorail line in Santo Domingo and studies for the conceptual design of BRT projects, including an e-BRT corridor. The project also supports the implementation of the chosen fare policy in both Gran Santo Domingo and Santiago de los Caballeros. Studies to structure an intercity terminal in Los Alcarrizos are ongoing, covering technical, legal, and financial aspects. This intermodal hub is expected to have a connection point between the cable car system, the metro, and intercity buses.

- **Paratransit mobility**

  The AIPMUS project also supports a study to explore 'motoconchos[6]' integration with the overall public transport network and identification of the most suitable corridors for operation as a last-mile solution. The deliverable is meant to be guidance to help decision-makers plan the transition of this sector, identifying KPIs and a list of measures.

- **Electromobility**

  As the Dominican Republic has seen growth in electric vehicle use, momentum to engage private companies in the further deployment of electromobility is building in Gran Santo Domingo. In 2020, city officials visited Bogotá to learn from its experience in the sector, especially in public transport. INTRANT is working on "Avenida Ecológica" – a bus priority corridor – which is expected to operate with electric buses. The AIMPUS project supports the development of feasibility and design studies and specifications for the purchase of rolling stock.

- **Active mobility**

  After the completion of the cycling infrastructure guide and bike-sharing system design, other studies and works will be completed:

  → Pilots: Some pilots will be under construction in 2026 to provide bike lanes in Santo Domingo Este and Santiago de los Caballeros,

  → Bike sharing system: In the framework of Euroclima's new phase, FIAPP is interested in continuing to support the bike-sharing system.

  → The development of guidelines on complete streets is ongoing and is expected to be published before the next Mobility Week that will take place in September 2026.

- **Data collection and digitalisation**

  The AIPMUS Project supports updating the Gran Santo Domingo Mobility household survey, which was last conducted more than 5 years ago.

  An information system to support public transport operations is under design, and the prefiguration of a wayfinding and user app to facilitate data availability and flow is also underway.

Main SUMP implementation challenges

Impact and risk analysis - environmental assessment and donor requirements, but not a systematic practice in the Dominican Republic.

INTRANT faces significant capacity constraints in implementing the SUMP due to limited staff and a shortage of locally trained urban mobility experts. The recently established INTRANT struggles to meet the demands of the extensive list of urban mobility projects proposed in the SUMP. While the staff is highly knowledgeable, their numbers remain insufficient for the city's needs. Additionally, experts in urban mobility trained within the Dominican Republic are scarce. Local universities offer limited programs in urban transport planning, resulting in a shortage of locally trained professionals. As a result, most INTRANT staff have gained their expertise abroad, which can make it difficult to address context-specific challenges related to the prioritised projects. To successfully implement the SUMP, aligning the team's values with the SUMP proposals and fostering a paradigm shift in urban mobility planning is essential.

Financial resources for SUMP implementation are not guaranteed, as budgets are allocated nationally.

Urban mobility projects must compete for funding against other sectors. However, a key advantage is that urban transport is one of the few sectors that can generate revenue from fares, on-street parking fees, and fines. These earnings could be reinvested in SUMP initiatives, providing a potential mechanism for financial sustainability. Up until now, these revenues have not been put in place.

Political commitment is essential to advancing sustainable urban mobility projects in Santo Domingo.

Many interventions face resistance because they challenge the status quo and the traditional allocation of street space. For example, opposition to repurposing car lanes for cycling infrastructure is standard, as the number of urban cyclists remains low. To address these challenges, decision-makers need training and awareness of the sustainable mobility paradigm. Civil society support and international funding are crucial in keeping the topic on the political agenda. Rather than imposing changes, fostering participation, engagement, and awareness can help demonstrate the benefits of sustainable mobility solutions.

Effective SUMP implementation requires continuous multi-level and inter-institutional coordination.

Effective multi-level and inter-institutional coordination is crucial for implementing SUMP projects. A continuous flow of information and collaboration between national and local authorities and institutions is needed to clearly define responsibilities. Many projects require national approval but rely on local regulation, making seamless coordination essential. The newly established Fideicomiso para el Transporte Masivo is mandated to promote mass transit projects, yet raising awareness of SUMP measures remains challenging. Creating opportunities for exchange can enhance coordination, improve governance, and ensure successful implementation.

[6] Popular name for moto-taxis in Santo Domingo

Takeaways on SUMP implementation support

INTRANT's growing technical capacity

INTRANT has strengthened its technical expertise throughout the SUMP implementation, allowing it to lead project development with minimal external consulting. While some specialised support is still needed, the institution is increasingly capable of managing urban mobility projects, or is on its way to empowering more people to do so.

Early stages of SUMP implementation remain in mere studies

The advantage of the current AIPMUS portfolio is that most projects focus on studies, which are easier to execute. However, translating these studies into on-the-ground implementation remains a challenge. There is a risk that projects do not materialise into tangible improvements, emphasising the need for strong political will and strategic follow-up.

Implementation support 2 – SUMP Implementation

Project title: Support to INTRANT for promoting sustainable urban mobility in the Dominican Republic - FIMUS
Funded by: EU (through the Latin American and Caribbean Investment Facility) – Global Gateway
Funding amount: EUR 10,000,000
Implemented by: AFD, Expertise France, and CODATU
Local counterparts and SUMP Implementation agency: INTRANT
Project implementation period: 2025-2029

Objectives and supported activities

General objectives:

- Contribute to the development of more inclusive and sustainable urban mobility in the Dominican Republic.

Specific objectives:

- INTRANT is strengthened in its urban mobility coordination and integration responsibility
- INTRANT is strengthened in its role as a technical supporter for municipalities regarding public spaces to improve urban mobility
- INTRANT is strengthened in its organisation, its technical capacities, and its monitoring and piloting entity for urban mobility

Supported activities:

- **Component 1: Support to INTRANT**

  This component supports INTRANT in its missions to coordinate and integrate urban transport, promote active modes, support municipalities, and steer and monitor sustainable urban mobility. It also aims to strengthen its technical, organisational, and institutional capacities.

- **Component 2: Support to FITRAM and OPRET**

  This component supports FITRAM in preparing major infrastructure projects planned under the Integrated Transport System of Santo Domingo (SIT 2023), such as tramway Line 1, Phase 2 of the metropolitan train, and the train to San Cristóbal. It also provides technical assistance to OPRET to plan the strategic modernisation of the metro network, particularly regarding network extensions.

- **Component 3: Programme Coordination**

  This component covers programme coordination activities, donor reporting, and capitalisation/communication.

Next expected outputs:

Component 1:

- Support for the implementation of an integrated fare policy
- Interoperability working group
- Integrated public transport map
- Recommendations on the design of public transport stations for intermodality
- Diagnostic on 'conchos' corridors and two-wheeler taxis
- Support for the formalisation and modernisation of new corridors
- Paratransit financial model
- Map of two-wheeler taxi services and stops
- Regulatory framework for two-wheeler taxis
- Social support in the negotiation process with two-wheeler operators
- Road safety campaigns

Component 2:

- Parking policy elaboration and implementation
- Manuals and guidelines for cycling infrastructure
- Interventions to make walking and cycling infrastructure safer
- Bike-sharing system implementation
- Communication campaigns around active modes and event organisation

Component 3:

- Design of training offer for INTRANT
- Capacity development with sustainable mobility experts (workshops, study visits in France and Colombia, Argentina), mentorships.
- Support for regulatory framework development
- INTRANT's organisational audit
- Implementation of Institutional Strategic Plan 2025-2028
- Indicators monitoring systematisation
- Financial sustainability strategy
- Knowledge management strategy
- Support for the household survey in 2025
- Support for data collection in coordination with other institutions
- Sustainable Mobility Report – Observatory and online platform
- SUMP update

Intended impact

General objectives:

(EU's classification)

1. A low-carbon economy and society resilient to climate change
2. "Smart" (digital), sustainable and inclusive economic and social development and growth

Specific objectives:

(EU's classification)

1. Indirect support for employment
2. Reduction of local pollution and GHG emissions
3. Increased connectivity for people and goods

Main SUMP implementation challenges

Challenges in structuring and regulating urban transport services

A major challenge for SUMP implementation lies in the informal nature of paratransit services. The ongoing transformation of conchos (collective taxis) into formal concessionaire companies operating bus corredores remains incomplete and uneven, while motoconchos continue to expand in an unregulated and disorganised manner. At the same time, sustainable mobility alternatives—such as cycling and walking—are still insufficiently promoted or enabled, with inadequate bicycle facilities and unsafe or poorly designed pedestrian environments, particularly around public transport stations and major activity nodes. Road infrastructure and traffic flow management also require significant improvements to ensure safer, more efficient conditions for all users. These operational and regulatory gaps limit the quality, reliability, and attractiveness of urban mobility services and complicate the transition toward a more sustainable, integrated transport system.

Governance, Institutional Capacity and System Integration Constraints

Weak governance arrangements, limited institutional capacity, and insufficient system integration further constrain SUMP implementation. Tariff structures remain fragmented, with distinct, often poorly aligned fare grids that disadvantage low-income users and reduce the SITP's attractiveness. Ticketing systems are not interoperable, preventing seamless multimodal journeys and undermining the efficiency of the integrated transport network. While OMUS, created in 2022 to support monitoring and evaluation, is not yet functional—with scarce indicators, limited data collection, and a lack of disaggregated, reliable information—other institutions also face chronic shortages of human and material resources. The mismatch between available means and institutional mandates, combined with suboptimal internal organisation and a coordination role that is not yet fully recognised across the sector, further weakens overall mobility governance. Together, these constraints hinder evidence-based planning, effective coordination, and the operationalisation of a coherent, sustainable urban mobility strategy.

INTRANT is a young mobility authority facing complex coordination challenges

A key challenge for effective SUMP implementation in the Dominican Republic is the still-emerging institutional capacity of INTRANT, a relatively young authority (created in 2017) mandated to coordinate the rapidly evolving urban mobility and land transport sector. As the number of actors involved continues to expand—OMSA, OPRET, FITRAM and FIMOVIT among them—the project's support to INTRANT must simultaneously address technical, institutional, and political challenges. On the technical side, INTRANT requires support for core sustainable urban mobility priorities, such as the formalisation of informal transport, the promotion of active modes, traffic and parking management, and fare integration and interoperability. At the institutional and organisational level, strengthening team capacities, optimising internal structures, improving resource mobilisation, and enhancing the steering and monitoring of its missions are essential. Politically, consolidating INTRANT's legitimacy as the coordinating and regulatory authority for the sector depends on reinforcing both its technical credibility and institutional robustness to lead the complex set of stakeholders shaping urban mobility effectively.

Other urban mobility projects in Santo Domingo

The following urban mobility projects are listed as priorities for the General Directorate for Public-Private Partnerships of the Dominican Republic:

- Metropolitan Train from Santo Domingo[7]
- Monorail from Santo Domingo[8]
- Intelligent Traffic Enforcement System[9]
- Design, construction and operation of public parking in Santo Domingo[10]

Highlights from last year

The FIMUS project was officially launched to support INTRANT within the Global Gateway framework [11].

The FIMUS (Programa de Apoyo a la Implementación del Plan de Movilidad Urbana Sostenible del Gran Santo Domingo) project was officially launched to support INTRANT in advancing sustainable urban mobility as part of the European Union's Global Gateway strategy. This initiative strengthens technical and institutional capacity while fostering transformational actions toward safer, inclusive, and environmentally sustainable transport in Santo Domingo and beyond. The launch event marked a renewed commitment between the Dominican government and its international partners to build modern, efficient transport systems that improve access, reduce congestion, and support climate resilience, all aligned with broader development objectives.

The official signing ceremony involving the European Union (EU), the French Development Agency (AFD), and Dominican authorities formalised collaboration under the FIMUS framework, reinforcing a shared strategic vision for sustainable transport. This memorandum of understanding unites key institutions, including INTRANT, OPRET (Office for the Reordering of Transport), and FITRAM (Trust for Mass Transport Development), with European partners to coordinate efforts, harmonise technical support, and mobilise finance for priority actions identified under the Sustainable Urban Mobility Plan (PMUS). The partnership exemplifies a multilateral approach to urban mobility that leverages EU grant funding and AFD's technical expertise to enhance integrated transport systems and deliver measurable mobility improvements.

[7] https://dgapp.gob.do/banco-de-proyectos/proyecto/tren-metropolitano-de-santo-domingo/
[8] https://www.intrant.gob.do/categoria/noticias/intrant-presenta-avances-del-plan-de-movilidad-urbana-sostenible-en-el-foro-de-la-semana-de-la-movilidad-2025
[9] https://dgapp.gob.do/banco-de-proyectos/proyecto/sistema-inteligente-de-fiscalizacion-de-infracciones-de-transito/
[10] https://dgapp.gob.do/banco-de-proyectos/proyecto/disenos-construccion-y-operacion-de-estacionamientos-publicos-en-el-distrito-nacional-santo-domingo/
[11] https://minpre.gob.do/comunicacion/notas-de-prensa/gobierno-lanza-programa-de-movilidad-urbana-sostenible-en-republica-dominicana/

The Great Santo Domingo Household Survey is being updated[12].

The Great Santo Domingo Household Mobility Survey (Encuesta Domiciliaria de Movilidad 2025) is underway as part of an updated data-collection effort to understand better how people in the metropolitan area move daily. Managed by INTRANT with support from the European Union and the AFD, this large-scale survey covers the Gran Santo Domingo area and surrounding municipalities, including Boca Chica, San Cristóbal, Pedro Brand, and others. It aims to visit more than 7,000 households and interview over 50,000 residents. The survey collects detailed information on travel behaviour, transport mode use, trip purposes, travel times, costs, transfers, and accessibility patterns. Its results will serve asas as crucial evidence base for planning and prioritising sustainable urban mobility projects, refining transport network design, improving infrastructure, and shaping policy decisions that reflect real mobility needs throughout the region.

Last updated December 2025

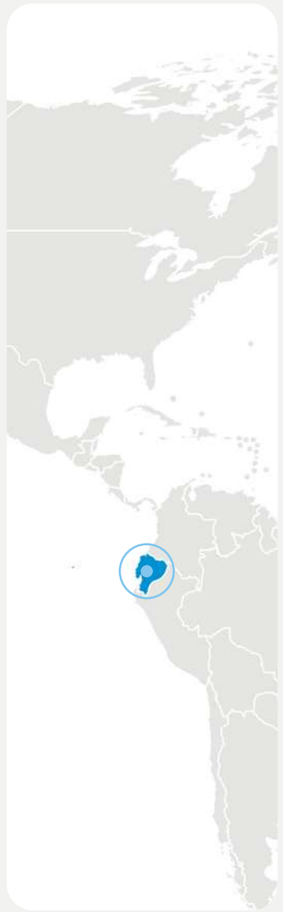
[12] https://movilidad.do/

Ambato, Ecuador

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	1,009 km²
Population	→	329,856
Growth rate	→	0.78%
Region capital city		
GDP per capita	→	USD 12,652
Baseline motorisation rate	→	126 vehicles per 1,000 inhab.
Modal share		
Formal public transport	→	34%
Informal public transport	→	3%
Walking	→	12%
Cycling	→	1%
Private cars	→	34%
Private motorbikes or 2-wheelers	→	3%
Taxis	→	9%
Moto taxis	→	0%
Freight vehicles	→	N/A
Other	→	4%
Annual transport emissions per capita	→	3.82 (tCO2eq)
Exposure to climate change	→	MEDIUM



Context

Ambato is the capital of a province in central Ecuador and a strategic intermediate city located along the Pan-American corridor (E-35), linking the Andean highlands with the Amazon region. It serves as a key commercial and logistics hub for surrounding rural parishes and neighbouring provinces. Its economy is driven by commerce, agro-industry, manufacturing (notably textiles, leather and food processing), and wholesale markets, positioning Ambato as a major regional distribution and service centre in central Ecuador.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: European Commission (EC)
Funding amount: EUR 500,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Programme
Local counterpart: Decentralised Autonomous Government Municipality of Ambato – Directorate of Transit, Transportation and Mobility
Consultant(s) involved: Fundación Ciudad Humana
Final Sump report: Ambato SUMP

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Ambato joined MobiliseYourCity in Q4 2019 Project start date: 2018 Q2 SUMP adoption date: 2023 Q1
SUMP Vision	"The incorporation of sustainability into Ambato's Urban Mobility Plan reorients the transport system towards an egalitarian, healthy and friendly urban model. The city is shifting away from a car- and motorcycle-centred approach towards a sustainable mobility model that prioritises public transport, walking and cycling. This new model seeks to correct spatial, social and environmental inequalities, give greater priority to rural areas, and protect the environment while helping to reduce poverty and gender gaps."
Key expected results (GHG, modal share and access)	+18 % points increase in public transport share (from 47% to 65%) and a +6 % point increase in active modes (from 14% to 20%) by 2043. Reduction of 6.9 deaths per 100,000 inhabitants between baseline and 2043
Total SUMP Investment Requirement	EUR[1] 110,500,000 – 127,500,000

SUMP preparation process and stakeholder involvement

The functional urban area

The SUMP applies to the entire canton of Ambato and explicitly integrates both urban and rural territories. The diagnostic phase and subsequent measures refer consistently to the cantonal scale, including the 18 rural parishes, for which differentiated analyses and tailored proposals are suggested. The SUMP recognises the distinct mobility dynamics between the consolidated urban core, peripheral and industrial areas such as Pishilata, and rural zones, which are characterised by significant origin–destination flows. This territorial differentiation is embedded in the SUMP's planning logic, which seeks to address inequalities in accessibility and service provision across the canton.

The SUMP is closely aligned with existing land-use planning instruments, particularly the PUGS 2033 (Plan de Uso y Gestión de Suelo). It integrates mobility considerations into identified urban intervention polygons and growth platforms. The functional area of the SUMP is not limited to transport infrastructure; it encompasses the canton's broader spatial structure and its projected urban expansion.

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

Participatory process

The SUMP states that its objectives are the result of both a structured technical process and a citizen participation process carried out through collective activities to define and prioritise strategic goals. The preparation involved a Central Team (Equipo Central) and a Technical Committee (Comité Técnico del SUMP), ensuring technical validation and interdepartmental coordination within the municipality. This governance structure reflects an institutionalised approach to plan development rather than an isolated consultancy exercise.

Multiple municipal departments are formally identified as responsible actors for the implementation and coordination of SUMP measures, including the Dirección de Tránsito, Transporte Terrestre y Seguridad Vial (as lead), along with the Planning, Land Management, Public Works, Financial Management and Citizen Participation departments. This cross-sectoral articulation indicates that mobility is treated as a transversal public policy domain linked to urban planning, environmental management and social development. The participation framework also emphasises vulnerable and priority groups, explicitly identifying women, children and adolescents, older adults, persons with disabilities, and rural populations as key beneficiaries and target groups of the plan's measures. In addition, institutional strengthening is a dedicated measure to reinforce the municipality's technical, legal, and financial capacities for long-term monitoring and implementation. Together, these elements demonstrate that stakeholder involvement in the SUMP extends from participatory objective-setting to structured institutional coordination and capacity-building for sustained governance.

Diagnosis of urban mobility

Existing mobility and transport services

Ambato is the capital of Tungurahua Province in central Ecuador and functions as a regional hub linking the Andean highlands, the Amazon region and the national road corridor E-35. Natural platforms shape the canton's spatial structure, the Ambato River and the national road network, with residential, commercial and industrial activities distributed across differentiated urban platforms and rural parishes. Industrial and manufacturing activities tend to concentrate in peripheral zones such as Pishilata, while commercial activities are largely located in the central area and along main corridors. The SUMP explicitly highlights the importance of integrating mobility policy with land-use planning, particularly in consolidation areas identified in the PUGS 2033.

The mobility system reflects this territorial configuration. The 2021 household survey shows a significant modal shift compared to 2013. Bus use declined from 43% (2013) to 34% (2021), while private vehicle use increased from 26% to 34%. Walking decreased from 15% to 12%, and cycling remains marginal at around 1%. In aggregate terms, "sustainable modes" decreased from 63% in 2013 to 49% in 2021, while non-sustainable modes rose to 51%. The SUMP attributes part of this change to behavioural shifts during the COVID-19 pandemic, including migration from public transport to private vehicles.

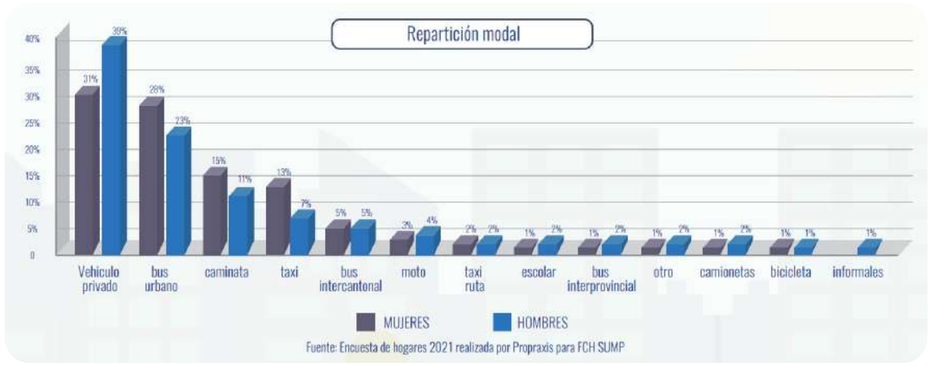


Figure 1 Modal share in Ambato

Despite these trends, accessibility to public transport remains structurally significant: 65% of the population lives within 500 metres of a stop with at least 20-minute peak service. However, the diagnosis highlights operational weaknesses: limited integration between routes, the lack of transfer systems, low perceived service quality, insufficient infrastructure for stations and terminals, and the absence of system-wide operational optimisation. The public transport system does not yet operate as an integrated network, and buses are not consistently prioritised in traffic circulation.

The vehicle fleet reached 49,472 vehicles in 2021, corresponding to approximately 126 vehicles per 1,000 inhabitants. Although the SUMP notes that 54% of households reported not owning a vehicle in 2021, it also identifies continued growth in the overall vehicle fleet and a structural trend toward increased motorised travel. This combination suggests growing pressure on the road network and reinforces the importance of strategic intervention.

Social, environmental and economic aspects

The SUMP diagnosis indicates that mobility patterns differ significantly between the canton's urban and rural areas. In urban areas, private vehicles are the principal mode (45%), while in rural areas, public transport predominates (51%). Travel time indicators also reveal disparities: 70% of urban trips are under 30 minutes, compared to only 49% in rural areas. Nearly half of trips (48%) have an origin or destination in a rural sector, highlighting the importance of urban–rural connectivity.

Figure 2 Socioenvironmental analysis of urban mobility in Ambato

Gender dimensions are explicitly incorporated into the baseline monitoring indicators. Trips exceeding 45 minutes are reported by 17% of women and 13% of men, indicating a difference in travel burdens. Before the pandemic, 45% of women primarily used public transport, while 49% of men primarily used private vehicles. The SUMP also records that 40% of private vehicles operate with a single passenger, reflecting inefficiencies in private car use and implications for congestion and emissions.

Road safety is a critical concern. The baseline reports 18.9 deaths per 100,000 inhabitants (2011 reference), with the province exceeding national and Andean Community averages. This positions road safety as a structural public health challenge.

Environmental data availability is limited. The SUMP states that no local data are available to calculate the PM2.5 urban air pollution indicator, and transport GHG emissions are not quantified in absolute terms in the baseline indicator table. Nevertheless, transport is recognised nationally as a major contributor to GHG emissions, and the plan explicitly calls for strengthened environmental monitoring systems, including expansion of air and noise measurement infrastructure.

Together, these elements depict a mobility system that generates safety and environmental pressures, exhibits social and territorial disparities, and lacks full monitoring capacity for environmental performance.

Institutional and Planning Context

The SUMP situates mobility governance within the competencies of the GAD Municipal de Ambato, which is responsible for planning and managing mobility within its jurisdiction in coordination with national and provincial frameworks. The diagnosis identifies the need to strengthen technical, institutional, legal and financial capacities within the municipal transport and mobility departments.

Budgetary analysis shows that, over recent years, approximately 12% of the municipal budget has been allocated to mobility and transit management. While this reflects institutional commitment, the SUMP emphasises the need to diversify funding sources and mobilise national and international financing to implement sustainable mobility measures.

The plan also identifies coordination gaps between transport planning and urban planning. Although the PUGS 2033 defines land-use intervention polygons and future growth platforms, historical development patterns have not always been fully aligned with sustainable mobility objectives. The SUMP therefore frames itself as a corrective and integrative instrument, aiming to ensure intersectoral articulation between mobility, land-use, environmental management and public space policies.

Institutional strengthening is presented not only as an administrative objective but also as a prerequisite for improving public transport integration, environmental monitoring, safety management, and long-term investment planning.

SUMP visions and goals

> "The incorporation of the concept of sustainability into the Urban Mobility Plan of the canton of Ambato means that the transport system it contains must aim to consolidate a new model of urban development that is egalitarian (accessible to all and with a gender focus), healthy (reducing traffic accidents and pollution), and friendly (promoting social integration, encounters, and safe coexistence). In this context, mobility in Ambato is undergoing a shift in its model, with a vision of sustainability based on the introduction of new technical, institutional, legal, social, and financial factors. This change in orientation seeks to rebalance mobility and gradually replace the traditional model that favours trips made by motorised vehicles, such as private cars and, more recently, motorcycles. The new sustainable mobility model will aim to reduce major spatial, social, and environmental inequalities that arose from the concentration of actions on the road infrastructure of the main network and on certain access routes and key corridors in the urban core. In addition, it will seek to prioritise rural areas of the canton, as well as other collective and active modes such as walking and cycling, but above all, a new urban configuration and environmental protection that contribute to reducing poverty and gender gaps in the city."

The action plan is organised under three structural axes — Clean mobility, Energy transition, Social and environmental equity — and ten integrated packages of measures:

- Plan de intervenciones urbanas para la movilidad sostenible
- Plan de valoración del espacio público y paisajista
- Plan de gestión de la demanda
- Programa de transporte público limpio y bajo en carbono
- Plan de infraestructura para la movilidad sostenible
- Programa de reducción de GEI provenientes del transporte
- Programa de reducción de la inequidad, la pobreza y las brechas de género en el transporte
- Programa de mejoramiento de la accesibilidad rural y de poblaciones específicas
- Plan de seguridad vial/personal, percepción y cultura ciudadana
- Fortalecimiento institucional, técnico, financiero y jurídico.

Test scenarios and selected scenario

- **Short- and long-term scenarios (BAU)**

  The escenario tendencial assumes no new sustainable mobility policies. Private cars and motorcycles continue to grow; public transport use declines; congestion and travel times increase; and GHG emissions rise, all amid a non-inclusive and unsafe mobility system.

- **Alternative sustainability scenarios**

  Two alternatives are defined:

  → Alternativo de nueva normalidad: growth of cars and motorcycles is controlled, and public transport recovers, maintaining a higher share than private transport.

  → Alternativo de mayor sostenibilidad: use of cars and motorcycles decreases, while public transport and sustainable modes increase significantly, supported by political will, capacity-building, institutional coordination and mobilisation of local, national and international resources for clean mobility, energy transition and social and environmental equity.

- **Selected scenario and measures**

  No scenario is explicitly labelled as the selected one. The action plan and the ten integrated packages of measures develop the pathway described in the Alternativo de mayor sostenibilidad scenario, with structural changes towards clean mobility, the energy transition, social and gender equity, reduced car use, the recovery of public transport (including electric fleets), and the growth of active and sustainable modes.

SUMP key measures

The following table highlights the most significant measures identified in the SUMP.

Measure (brief description)	Cost Estimate (EUR)
Urban interventions plan for sustainable mobility: a) Urban intervention plan in three main urban corridors b) Special urban plan for the previous Terminal Terrestre (city centre) c) Special urban plan for the downtown market area	6,600,000-7,650,000
Public space and landscape plan: a) Renovation of Cevallos Park and its area of influence b) Public space planning - Peri-urban influence centrality, Wholesale Food Market c) Special urban plan for Terminal Terrestre Sur d) Urban landscape and mobility planning along the Ambato River e) Programme for the implementation and improvement of air quality, noise control and monitoring capacity f) Programme of creation and restoration of green areas through tree planting, the rescue of green areas and the river g) Environmental and landscape monitoring improvement plan: rescuing and protecting the landscape of the slopes and the river	10,965,000- 12,750,000
Demand management plan: a) Legal, technological, administrative, and economic plan for congestion reduction and optimisation of car and motorcycle use b) Feasibility studies for implementing a logistics activity zone (ZAL, for its acronym in Spanish). c) Update of the specific regulations to organise circulation and schedules of freight vehicles according to their capacity d) Construction of the ZAL e) Application of the new regulations for the circulation of freight vehicles in urban areas	3,315,000- 3,825,000
Programme for an accessible, clean, low-carbon public transport: a) Project: Public transport service in the historical centre through a cable car from Pinillo Central Park to Ambato's city centre (2 km) b) Reorganisation of urban and rural public transport services d) Universal accessibility to public transport for people in situations of disability and vulnerable groups e) Implementation of an integrated transport system	22,015,000- 25,500,000
Sustainable-mobility infrastructure plan a) Network of bikeways b) Pedestrian road network c) Pacification of the motorised sub-system in cross-roads	24,225,000-28,050,000
Programme for reducing GHG emissions from transport a) GHG monitoring plan b) E-vehicle promotion plan (cars, motorcycles) c) Urban logistics e-vehicle promotion plan	5,525,000- 6,375,000
Programme to reduce inequality, poverty and gender gaps in mobility a) Qualitative and quantitative characterisation with a gender approach b) Cross-cutting incorporation of the gender approach to mobility projects • Inclusion of the gender approach in communication strategies • Promotion of active mobility with a gender perspective c) Risk management with a gender perspective d) Promoting safety and women's protection in public spaces e) Citizen participation aimed at the effective engagement of women's organisations	6,630,000-7,650,000

Measure (brief description)	Cost Estimate (EUR)[2]
Programme to improve the accessibility of rural and specific populations a) Technical and economic feasibility study for a sustainable suspended public transport system b) Intersectoral articulation between regulations and instruments of urban, mobility, transport and transit planning c) Plan to improve accessibility to the rural areas	11,050,000-12,750,000
Road/pedestrian safety, perception and "cultura ciudadana" a) Update of the existing strategic road safety plan b) Special attention to road violence increases due to motorcycle use c) Road safety campaigns	11,050,000-12,750,000
Institutional, technical, financial and legal strengthening a) Observatory for the generation and processing of data on urban mobility and GHG emissions b) Optimisation study of the municipal and institutional structure dedicated to mobility and coordination for its implementation c) Implementation of the Capacity Building Plan d) SUMP Financing Plan	8,840,000-10,200,000

The following table summarises the total capital expenses (CAPEX) estimates for different types of measures in the SUMP.

Urban transport investment measures	CAPEX Estimate (EUR)
Public transport and NMT	63,325,000
Street shaping urban roads and traffic management	20,782,500
Other measures	43,392,500
Total	127,500,000.00

[2] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

SUMP expected results and impact

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2020	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO_2eq)	No available data	0.611 Mt CO2eq	0.756 Mt CO2eq	No available data
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	No available data	3,43 kg CO2eq / capita	4,25 kg CO2eq / capita	No available data
Access Increase in the proportion of the population living within 750 m or less of a mass transit stop	+3%	65%	65%	68%
Air pollution Decrease in the mean $PM_{2.5}$ concentration at road-based monitoring stations	No available data	7.48 µg/m³ of PM2.5	No available data	No available data
Modal share Increase in the modal share of trips by public transport, walking, and cycling	Formal public transport: 4% Informal public transport: -1% Walking: 1% Cycling: 1% **TOTAL: 7%**	Formal public transport: 47% Informal public transport: 1% Walking: 13% Cycling: 1% **TOTAL: 62%**	Formal public transport: 48% Informal public transport: 1% Walking: 13% Cycling: 1% **TOTAL: 63%**	Formal public transport: 51% Informal public transport: 0% Walking: 14% Cycling: 2% **TOTAL: 67%**
Road safety Decrease in traffic fatalities within the urban area (per 100,000 inhabitants)	-2.9 fatalities/ 100 000 hab	18.9 fatalities/ 100 000 hab	18.9 fatalities/ 100 000 hab	16 fatalities/ 100 000 hab
Affordability of public transport Share of disposable household income spent on public transport for the second quintile income group	No available data	No available data	No available data	No available data

Insights from practice: Lessons learned from the SUMP development process

The SUMP's gender and social inclusion analysis was a game-changer in mobility

The gender and social inclusion analysis revealed the problematic situation women, children, and older people had to deal with when moving around the city. By highlighting the situation, mobility agents became aware of the need to implement changes to the mobility system to better serve citizens. The public transport debate has now shifted from funding to effective services.

Expectations must be continuously managed during the implementation of Ambato's Mobility Master Plan.

During the implementation of the Mobility Master Plan, which will contain the SUMP, the public, who are directly involved in mobility and citizen stakeholders, will demand information. The municipality must design a strategy to communicate the process and moderate expectations that rise spontaneously if not managed. It is crucial to maintain regular communication with the media.

Challenges in Ambato's SUMP Development

Ambato faced two significant challenges in developing its Sustainable Urban Mobility Plan (SUMP): a shortened timeline and administrative changes. The process was completed in nine months, far less than the typical three years, requiring efficiency measures. Additionally, the city had four different directors of Transit, Land Transport, and Road Safety between 2018 and May 2023, causing instability and bringing new perspectives and experiences.

SUMP finance leverage

Leveraged financing (resulting or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)[3]
Public transport and NMT measures	Ecuadorean Development Bank (BdE) and private sector (operators)	Planned	Loan	44,327,500
Shaping road and traffic management	Multilateral banks	Planned	Loan	14,547,750
Loans and international cooperation for plans, municipal strengthening, and studies	Multilateral banks, BdE (KfW) and cooperation agencies	Planned		30,323,325
Movilidad Verde – Electric buses	Ecuadorian development bank & KFW	Secured	Loan	12,750,000
Cooperation for Urban Mobility Observatory	BMZ	Secured		25,925
Cooperation for MRV system implementation	Euroclima+ GIZ	Secured		5,950 19,550

[3] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

Perspectives for implementation

The SUMP as a catalyst for Ambato's new Mobility Master Plan

The SUMP will complement the development of the Ambato Mobility Master Plan, an instrument that will outline the roadmap and be adopted as public policy. This will develop the vision and mission of the Public Mobility Agency, which will be created with GIZ technical support under the CISII programme as the new transport authority for Ambato.

Strengthening Governance for Sustainable Urban Mobility[4]

For Ambato's Sustainable Urban Mobility Plan (SUMP) to succeed, it is crucial to address key governance challenges from the outset. Strengthening stakeholder coordination through a dedicated urban mobility body can ensure continuity in planning and management. Enhancing officials' technical and administrative capacities will improve decision-making and implementation while adopting change management mechanisms to help navigate challenges in project execution. Public participation is also essential to ensure that mobility policies reflect citizens' needs, which can be achieved through consultations and engagement spaces. Additionally, prioritising sustainable mobility by investing in infrastructure for non-motorised transport, such as bike lanes and sidewalks, will contribute to a more livable city. Since SUMP implementation is long-term, strong political and financial commitment from municipal authorities is necessary. Ensuring administrative stability will be key to maintaining progress and achieving the plan's objectives.

Highlights in the last year

Municipality advances electric public transport implementation through negotiated international financing.

Over the last year, the Municipality of Ambato has actively advanced the electrification of its public transport system by securing international financing from the Banco de Desarrollo del Ecuador (BDE) and the German development bank KfW to support the rollout of electric buses and associated intermodal infrastructure. The "Movilidad Verde" project is part of a formal financing cooperation under discussion and in the process of being signed.

[4] To know more about lessons learned on Ambato's SUMP development process, and the Euroclima Urban Mobility component at large please consult https://despacio.org/portfolio/movilidad-urbana-euroclima-resultados-y-lecciones-2018-2024/

Ambato maintains tactical urban mobility interventions as part of ongoing SUMP implementation.

Over the past year, Ambato has maintained and refined tactical urban mobility interventions aligned with its SUMP objectives by implementing and promoting temporary infrastructure and mobility programmes, such as expanded bike routes and pedestrian-priority spaces, to test alternative mobility configurations and gather real-world data on usage and public response. These interventions are presented on the municipal sustainable mobility platform as ongoing complementary actions that support modal shift toward non-motorised transport and enhance citizen engagement, even though they are typically small-scale, pilot-oriented, and not (as of the latest public sources) tied to specific long-term financing agreements. The continued emphasis on these tactical measures reflects the city's strategy to combine immediate, visible urban mobility improvements with its broader strategic planning under the SUMP.

Last updated December 2025

San Juan, Guatemala

Pilot Project — Completed

Basic information

Urban area	→	76 km²
Population	→	48,597
Growth rate	→	2.4 %
Country capital city		
GDP per capita	→	USD 1,158
Modal share		
Formal public transport	→	10%
Tuk Tuks	→	14%
Walking	→	42%
Cycling	→	12%
Private cars	→	7%
Private motorbikes or 2-wheelers	→	9%
Other	→	6%
National GHG emissions per capita	→	2.40 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

San Juan Comalapa is a municipality in the department of Chimaltenango, Guatemala, with a population of 48,597 inhabitants. Most of the population (94%) belongs to the indigenous Kaqchikel Maya group, and Kaqchikel is widely spoken locally. San Juan Comalapa is a predominantly rural area with low-income areas and includes the city and 20 surrounding villages. The population density is 639 people per km².

San Juan Compala is a compact municipality with many slopes, which can make access to transport modes frequently difficult. In this context, tuk-tuks have emerged as a feasible transport solution for the community. Traditional family roles are highly gendered; women mainly fulfil household and care activities, which implies different mobility needs and solutions for women and men.

Public transport operates informally through tuk-tuks, which function similarly to taxis and do not follow fixed routes or stops. A contract between tuk-tuk providers and local authorities regulates service provision and sets a flat fare of GTQ 3.00 (~USD 0.39). Currently, around 200 tuk-tuks are registered in the municipality, with roughly half of the fleet operating every other day. In addition, most of the vehicles are in poor condition and have exceeded their expected service life. Buses only operate in the municipality's outskirts, and 11% of the population has difficulty accessing urban mobility services. Women travel significantly more often by tuk-tuk (25%) than men (6%), while men use bicycles for 20% of their trips. There is no formal mass transit system beyond the

informal tuk-tuk services and peripheral buses, and no comprehensive transport master plan or similar guiding document has been reported.

At the institutional level, there is a contract between tuk-tuk providers and local authorities that regulates the provision and fares of tuk-tuk services in the municipality. There is no transport authority or mobility secretariat in San Juan Comalapa. At the national level, Guatemala has regulatory initiatives related to electric vehicle import incentives and electromobility; however, these remain under consideration and have not yet been fully ratified. But the remaining are under consideration and have not yet been fully ratified. Several incentives exist to reduce implementation costs, although most apply only in three regions of the country. Two regulations are currently under development: the Law on Incentives for the Import of Non-Conventional Energy Automobiles (2018) and the Law on Electromobility (2019), but neither of them has been approved.

The project documentation does not specify whether the local counterpart has the mandate and responsibility to finance mass public transport infrastructure, nor whether it has the authority to borrow from international finance sources. In addition, it does not provide details on the existing systems and procedures in place to monitor, evaluate, and report on urban mobility.

Key challenges include the municipality's steep topography, which limits access to transport modes, and its rural, low-income context. Additional challenges include an ageing tuk-tuk fleet beyond its life cycle, the informal nature of public transport provision, gendered mobility patterns, and limited access to urban mobility services for some parts of the population. In response to these challenges, the Electric Tricycle Pilot project, implemented under the EUROCLIMA+ programme, aimed to introduce electric transport to support the renewal of old petrol-powered tuk-tuks and improve accessibility. During the first phase of implementation, nine electric tricycles and their associated charging infrastructure were deployed: two for public transport services, four for waste collection, and three for social transport, serving people with limited mobility or disabilities.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: European Union
Funding amount: EUR 250,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Programme
Local counterpart: Municipality of San Juan Comalapa, Commission for Urbanity, Security and Infrastructure

Supported activities:

Implementation of the pilot project of the BRT's Margarita terminal: implementing bicycle parking infrastructure and equipment, and a potential fee system. The project has three components:

- Implement two electric tuk-tuks to increase sustainable public transport options for the municipality
- Increase accessibility by implementing three tuk-tuks for people with mobility difficulties
- Provide rubbish collection in areas that are difficult to access by implementing four electric tricycles
- Empower women through their participation in tuk-tuk owners' meetings.
- Provide technical training on maintenance, operation and management of tuk-tuks.

Status of pilot project implementation

Project start: 20218 Q3
Project completion: 2022 Q3

Completed outputs:

- Base studies: Analysis of the current mobility situation, state-of-the-art and market survey
- Training strategy
- Communication and dissemination strategy
- Definition of technical specifications
- Management, business and operation model. Implementation Roadmap
- Implementation of the communication strategy and impact stories
- Procurement of units: launch of tender and procurement of nine electric tuk-tuks
- Implementation of the pilot project: nine electric tuk-tuks and the start of the project test phase

Source: Changing Transport

The pilot project does not include a projection of future impact, and only baseline data are presented in the following table.

Indicator	Baseline - 2016
Total annual transport-related GHG emissions (Mt CO2eq)	9,234.15 Kt CO2 eq
Annual transport-related GHG emissions per capita (kg CO2eq)	0.01191 kg CO2eq / capita
Air pollution Mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	36-43 µg/m³ of PM2.5
Road safety Annual traffic fatalities in the urban area per 100,000 inhabitants	19 fatalities/ 100,000 habs (data of 2013)

Insights from practice: key pilot project takeaways

The introduction of new technologies in the transport system requires a deep review of the institutional political context

Introducing electric tuk-tuks into San Juan Comalapa's transport system required a detailed review of the market's institutional political context in which it operates. Local authorities faced operational barriers that were difficult to solve despite their good intentions, such as:

- The widespread rejection of unknown technologies, even in a pilot phase,
- The incorrect selection of the implementation strategy based on "giving away" units without solid award criteria, which was discouraged from the beginning by GIZ,
- The non-adherence of drivers in a local association reflected the political differences between the various stakeholders that make up the local transport system.
- Differences in criteria and objectives between federal and local authorities added complexity to the project.

While these barriers could have been identified in the early design stages, GIZ adopted various strategies to address them.

- Development of a communication and awareness strategy
- Development of a training strategy aimed at local administration personnel, drivers and mechanics
- Definition of the units' technical specifications to be incorporated with local actors to avoid mistakes from previous experience.
- Develop alternative management and operation models to empower local authorities and traditional tuk-tuk drivers (creating municipal management companies, public-private participation models, and introducing promotion models based on the result of financing, among others)

Electric mobility is a feasible solution for local transport systems

The project aimed to promote sustainable urban mobility in San Juan Comalapa by introducing electric Tuc Tucs in the local transport system. The project's managers considered using this technology to provide social services, such as daily transfers for older people and children with special needs to rehabilitation therapies, and waste collection in difficult-to-access areas.

The project integrated a gender perspective to empower women and ensure their participation.

The project aims to address greenhouse gas and local emissions in San Juan Comalapa from the operation of tuk-tuks powered by fossil fuels, while empowering women and strengthening their participation in transport services. Including a gender component in the project aims to improve women's perceptions of security and safety when using the new electric units. The project also aims to increase women's influence in the city's decision-making processes, highlight the need to consider gender balance in any policy, programme, or project, and define its objectives and activities.

Early interinstitutional coordination and capacity development are crucial for project completion

Interinstitutional coordination needs to be enhanced when implementing this type of project, as many stakeholders are involved and may not be familiar with mobility projects. Other dependencies of the municipality and the national government had to be involved in earlier stages of the project to obtain the required endorsements or approvals. Education, waste collection, and other sectors are linked to the project execution, which adds complexity to its management. Capacities in the management and execution of mobility projects enable the full involvement of some local authorities that might not have sufficient staff or experience.

Legal limitations were an opportunity to support the national industry

The project focused solely on purchasing vehicles manufactured in Guatemala to overcome regulatory limitations on importing tuk-tuk units, thereby supporting the national industry and showcasing the project's multiple benefits.

Results and perspectives for scaling

Other cities and manufacturers have expressed interest in replicating the experience

Although the project participants did not define adequate operational management models for San Juan Comalapa, they were able to generate interest among federal and local authorities in other cities in the benefits of electromobility. Excellent results were also achieved, working hand in hand with local suppliers during a market development phase, for which this experience provided visibility and concrete results. It was also possible to strengthen local consultants who accompanied this project and became true promoters of sustainable mobility.

Last updated December 2025

Guadalajara, Mexico

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	151 km²
Population	→	5,243,392
Growth rate	→	1.2%
Metropolitan Area		
GDP per capita	→	USD 7,991
Modal share		
Formal public transport	→	44.24%
Walking	→	26.9%
Cycling	→	2.73%
Private cars	→	15.7%
Private motorbikes or 2-wheelers	→	4.07%
Taxis	→	2.76%
Moto taxis	→	0.89%
Other	→	2.73%
Transport emissions per capita	→	5.39 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

The Guadalajara Metropolitan Area (GMA) is the third-most populous zone in Mexico and is located in the centre of the state of Jalisco, with 5.2 million inhabitants. GMA comprises nine municipalities and is a centre for electronics and cybernetics industries, attracting many young professionals. The main activities in GMA are manufacturing, trading, personal services, and maintenance. The Metropolitan Area accounts for 75% of Jalisco's total sector.

Currently, the Guadalajara Metropolitan Area transport system comprises 233 collective bus routes, two BRT corridors, three LTR lines, four trolleybus lines, and a public bicycle system. In 2021, the most recent BRT line, comprising 41.5 km, began operations to serve the periphery, serve four municipalities, and connect to the rest of the mass transport network.

The Metropolitan Coordination established a management scheme among the municipalities. This scheme includes the Metropolitan Coordination Board, the nine mayors and the state governor, the Metropolitan Institute of Planning, the Metropolitan Citizen Council and the Metropolitan Planning Advisory Council.

The Metropolitan Planning Institute for Guadalajara's Metropolitan Area (IMEPLAN), the local counterpart, does not have the mandate and responsibility to finance mass public transport infrastructure. Furthermore, it lacks the authority to borrow from international financial sources for infrastructure projects. However, it does have such authority for other, more general types of projects, e.g. technical assistance. Systems and procedures are not in place to monitor, evaluate or report on urban mobility.

IMEPLAN aims to develop and propose metropolitan planning instruments, studies, and project proposals, as well as mechanisms to improve joint efforts among the Metropolitan Coordination Instances. IMEPLAN receives technical assistance to develop a Sustainable Urban Mobility Plan and a pilot project. This technical assistance aimed to coordinate and develop a plan for urban mobility across the nine municipalities of the metropolitan area, including accessible, economical, efficient, and safe transport modes.

This technical assistance contributes to institutional strengthening by developing the local team's capacity, facilitating exchanges with cities in Latin America and Europe, and providing objective, technical resources to address mobility issues.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP) and Pilot Project
Funded by: European Commission
Funding amount: EUR 600,000
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the EUROCLIMA+ Program
Local counterpart: Metropolitan Planning Institute for the Guadalajara Metropolitan Area (IMEPLAN)
Consultant(s) involved: Not reported
Project start: 2018 Q2
SUMP completion date: 2022 Q2
SUMP adoption date: 2024 Q4
Final Sump report: Guadalajara SUMP

Supported activities:

- Formulation of an Integral Sustainable Urban Mobility Plan for the metropolitan region, integrating the nine municipalities and all modes of transport and aligning them with the metropolitan land use plan. It is an update from a 2015 document for Jalisco. A pilot project to implement an innovative methodology for data collection and analysis on urban mobility through digital technology. The data gathered is an input for the SUMP formulation and evaluation.
- Capacity building for public institutions to achieve adequate planning processes in urban mobility.

Completed outputs:

- Status quo analysis (November 2019 – January 2020)
- Urban cargo logistics (January 2020)
- MobiliseDays (February 2019)
- SUMP Workshop (February 2020)
- SUMP Self-Assessment Workshop (August 2020)
- Development of SUMP strategy – co-creating vision and objectives (April – May 2020)
- Establishment and application of monitoring, reporting and verification (MRV) tools (MobiliseYourCity and Ecologistics) (March-August 2021)

- Update of urban mobility data, integrating non-motorised mobility, freight transport, and public transport (2021)
- Metropolitan Strategy for Emergent Mobility
- Integrated SUMP for the nine municipalities of Guadalajara's Metropolitan Area - PIMUS[1]
- Adopted by the Junta de Coordinación Metropolitana in November 2024
- Pilot Project: Mobile application for obtaining new information on citizen mobility patterns

SUMP key measures

The following table highlights the most significant measures identified in the SUMP, an estimation of the costs is not available.

Measure
Strategic Axis 1: Pedestrian Mobility and Public Space • Build, maintain, and improve sidewalks • Expand the number and coverage of traffic-calming zones • Implement safe and accessible pedestrian crossings • Expand the coverage of the Vía RecreActiva program at the metropolitan level • Increase the number of streets with pedestrian priority or exclusivity
Strategic Axis 2: Non-Motorised Transport Mobility • Consolidate the metropolitan network of non-motorised transport infrastructure • Expand coverage of the MiBici public bicycle system • Strengthen intermodality between public transport and non-motorised vehicles • Implement bicycle training schools (bike schools) • Ensure maintenance of the metropolitan non-motorised transport infrastructure network • Develop and keep updated an accessible mapping of non-motorised transport infrastructure for the public • Promote the implementation of bicycle parking facilities in public spaces • Additional recommendations to strengthen this strategic axis
Strategic Axis 3: Integrated Public Transport System • Base map for expanding coverage and improving public transport service in the Guadalajara Metropolitan Area (AMG) • Develop actions to prioritise public transport circulation along strategic corridors • Implement new mass public transport lines and complementary actions • Implement intermodal transfer zones • Improve the quality of public transport stops • Strengthen supervision mechanisms to ensure the quality of public transport service • Introduce electric units into the public transport system • Promote the use of vehicles adapted to demand and/or terrain conditions in specific urban areas • Create an integrated public transport monitoring data system • Facilitate access to public transport information • Update the General Technical Quality Standard for mass and collective public transport services in the State of Jalisco • Diversify public transport financing schemes • Improve the quality and safety of taxi services
Strategic Axis 4: Management of Private Motor Vehicle Mobility • Expand the number and coverage of paid on-street parking zones • Support the design and implementation of school mobility management plans in priority areas • Promote mobility management programs in workplaces • Strengthen and expand the speed monitoring points program • Enable remote management of the traffic signal network • Reinforce "one-and-one" vehicle circulation strategies • Improve coordination to manage mobility impacts from mass events • Implement low-emission zones • Implement programs to ensure active mobility infrastructure is not obstructed by motor vehicles • Standardise procedures for obtaining accreditation for exclusive parking spaces • Strengthen actions to ensure road safety for motorcycle users

[1] https://pimus.imeplan.mx/

Measure
Strategic Axis 5: Urban Logistics • Regulate and optimise last-mile freight delivery through loading/unloading infrastructure and sustainable modal shift • Improve and expand facilities for urban logistics operations • Renew and maintain freight vehicles to reduce pollutant emissions • Update regulations on last-mile urban logistics in metropolitan municipalities • Create a dedicated urban logistics unit within the state government structure • Strengthen supervision and monitoring of freight vehicle circulation regulations
Strategic Axis 6: Peripheral, Rural, and Regional Mobility • Build and improve roads with the potential to connect rural and/or peripheral areas to the broader road network • Ensure safety and universal accessibility at intercity transport terminals, their immediate surroundings, and their integration with public transport • Develop technical documentary analyses of highway access points to the Guadalajara Metropolitan Area
Strategic Axis 7: Urban Planning and Sustainability • Consolidate the metropolitan road network • Implement road design criteria under the "Complete Streets" approach at the metropolitan level • Establish and standardise speed limits according to road use, function, and form • Implement green infrastructure techniques in road construction and redesign projects • Define and standardise minimum criteria for mobility impact studies required for approval of real estate development permits in metropolitan municipalities • Develop a metropolitan technical standard harmonising parking use in public space and on private properties across the metropolitan area
Strategic Axis 8: Road Safety Culture and Social Inclusion • Develop strategies to promote a culture of road safety and social inclusion • Implement mobility data collection mechanisms from a social inclusion perspective • Strengthen the institutional capacity of public agencies responsible for mobility planning and management • Strengthen training and prevention protocols against community sexual violence in mobility systems • Strengthen public engagement and socialisation processes for mobility projects and policies • Additional recommendations to strengthen this strategic axis

Core impact indicators baselines

The SUMP does not provide impact projections.

Indicator	Baseline - 2016
Total annual transport-related GHG emissions (Mt CO2eq)	6.2 Mt CO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	2,994 kg CO2eq / capita
Road safety Annual traffic fatalities in the urban area per 100,000 inhabitants	3.45 fatalities/ 100,000 hab
Modal share Increase in the modal shares of trips by public transport, walking and cycling.	Formal public transport: 47% Informal public transport: 0,89% Walking: 26,9% Cycling: 2,73% **TOTAL: 77,52%**[2]

[2] Datos 2021 (Encuesta Origen – Destino COVID Área Metropolitana Guadalajara)

Perspectives for Implementation

SUMP as an instrument of metropolitan integration

The Guadalajara Metropolitan Area developed its Sustainable Urban Mobility Plan (PIMUS). Supported by Euroclima, packages of measures were identified and included in the plan's implementation, along with the development of the Emerging Metropolitan Mobility Strategy (EMME) in 2021 as an articulation tool for the nine municipalities to integrate urban mobility measures aligned with the strategic axes of the SUMP. This process favours the normative integration of urban mobility, land-use planning, and climate-change actions. It aligns strategies and actions to improve long-term living conditions for the metropolis's population.

Insights from Practice: lessons learned from the SUMP process

The management of the COVID-19 pandemic required the launch of a specific, temporary mobility planning document

During the SUMP update process, the public health emergency caused by the spread of COVID-19 required the publication of a document outlining mobility-related measures and recommendations aligned with the PIMUS's progress at that time. These actions were designed to facilitate a gradual social and economic recovery and to enable the metropolis to adapt to its "new normal."

This document was the Metropolitan Emergency Mobility Strategy (EMME). The strategy was conceived as a reference framework for urban mobility, providing a metropolitan-level mobility diagnosis as of 2021 and corresponding actions. One of its main objectives was to provide a practical tool for integrating the mobility component into Municipal Development Plans that were then being prepared.

Developing mechanisms for citizen participation at the metropolitan level

Mechanisms were developed and implemented to integrate a collective vision that accounted for the realities of the nine municipalities and addressed their needs within a metropolitan framework.

Preparing a SUMP for a metropolitan region creates challenges and complexity, but it also provides citizens with sustainable mobility services that transcend administrative boundaries.

In the face of metropolitan coordination, SUMP development required participatory processes and decision-making involving many stakeholders from the nine municipalities. Therefore, the SUMP considered nine realities for mobility planning and ensured important alignment with other local instruments at various levels: Climate Action Plans, Metropolitan Territorial Plans, and Municipal Development Plans.

The sustainability and implementation of the SUMP might depend on the commitment of many authorities. Therefore, the participatory process and the level of institutional involvement have been crucial, as has alignment with municipal development plans, enabling implementation beyond administrative periods and political will.

Highlights from the past year

Line 4 of the Guadalajara Urban Electric Train was inaugurated on 15 December 2025[3]

This marks a key expansion of SITEUR, extending rail service from Las Juntas through Tlaquepaque to Tlajomulco de Zúñiga. The project is worth 270 million USD. This ~21 km electric light rail line serves eight stations and marks a milestone in metropolitan connectivity. Uniquely, Line 4 was delivered under a public-private partnership in a co-investment model that integrated private capital alongside state and federal contributions, requiring the winning consortium to invest significant private funds for construction and operation, a first in Mexican urban rail infrastructure that helped de-risk public finances and accelerate delivery.

Digitalising sustainable urban mobility planning is an innovative solution used for the first time in the Latin American context, with potential for replication.

Periplo is possibly the first case study of digitalisation for urban mobility planning in Latin America, serving as an initial effort to replace or complement traditional origin-destination surveys. Digital tools such as Periplo might collect daily data and enable monitoring and evaluation of short-term measures and actions. Periplo has many opportunities for improvement, but it represents an important step towards digitalisation in urban mobility planning.

Last updated December 2025

[3] Infrastructure Financing of the Year – Mexico: Guadalajara Light Train Line 4 - LatinFinance

Puebla, Mexico

Pilot Project — Completed

Basic information

Urban area	→	563,4 km²
Population	→	3,250,000
Growth rate	→	1.59%
Region capital city		
GDP per capita	→	USD 12,184
Modal share		
Formal public transport	→	0.7%
Private cars	→	75.5%
Private motorbikes or 2-wheelers	→	5.2%
Taxis	→	1.1%
Freight vehicles	→	18.2%
National GHG emissions per capita	→	5.39 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

Situated in the Valley of Puebla, also referred to as the Valley of Cuetlaxcoapan, Puebla ranks as both the fourth-largest city and metropolitan area in Mexico. The municipality encompasses 563.4 km², of which 43.1% is urbanised. Over the past four decades, Puebla's urban area has expanded by more than 500%, while the urban population has only doubled. Since 1960, Puebla has served as a national benchmark for significant public investment and for attracting external capital and foreign direct investment. Consequently, the city has shifted from a monocentric, compact urbanisation model to an extensive, low-density urban form, with development increasingly occurring near municipal boundaries and away from the city centre.

In 2015, Puebla reported a vehicle fleet of 578,784 motorised vehicles, consisting of 75.5% cars, 1.1% public or private passenger transport, 18.2% freight transport, and 5.2% motorbikes. The municipality's motorisation rate in 2015 was 277 vehicles per 1,000 inhabitants. Data indicate that between 1995 and 2015, the number of private cars in Puebla increased at a rate five times greater than the municipal population. This disproportionate growth in private motorised transport has perpetuated unsustainable mobility and urban development patterns.

The city's bus rapid transit (BRT) system lacks an intermodal framework, as there is no integrated system to facilitate transfers between modes.

The local government is mandated to finance public transport infrastructure, but lacks the authority to secure loans from international financial sources. Mechanisms for monitoring, evaluating, and reporting on urban mobility are only partially established.

A significant proportion of cyclists originates from southern neighbourhoods, where the Margarita terminal on Line 2 is situated. The pilot project aimed to connect these residents to the BRT system by providing secure and accessible bicycle parking at the terminal. The initiative seeks to enable BRT users to incorporate bicycles as a complementary mode within their travel chain and to promote active transportation over private motorised vehicles. This pilot forms part of the national sustainable urban mobility strategy and the municipality of Puebla's sustainable mobility program, approved in 2017.

Support from the Partnership

Technical Assistance: Pilot Project development
Funded by: European Commission
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD) through Euroclima + Program
Local counterpart: Secretary of Mobility Puebla

Supported activities:

Implementation of the pilot project of the BRT's Margarita terminal: implementing bicycle parking infrastructure and equipment, and a potential fee system. The project has three components:

- Technical, financial, environmental, and social studies
- Construction monitoring
- Communication and visibility of the project

Status of pilot project

Project start: 2021 Q1
Project completion: 2024 Q2

Completed outputs:

- Plan of participatory processes
- Report on the results of participatory processes
- Communication and awareness-raising plan
- Diagnostic document
- Implementation plan
- Monitoring, reporting and verification (MRV) plan of the project's impacts
- Project implemented and operating

Figure 1 Bicycle parking facility at Margarita BRT terminal (Puebla, Mexico) Source: AFD (LinkedIn)

Figure 2 Bicycle parking facility at Margarita BRT terminal (Puebla, Mexico) Source: AFD (LinkedIn)

Insights from practice: key pilot project takeaways

Urban sprawl resulting from car-centric planning requires implementing sustainable mobility solutions that promote accessibility and equity[1]

The Municipality of Puebla, especially in the southern region, has faced significant challenges due to urban sprawl driven by car-centric development. This has led to congestion, inequality, and high pollution levels. These challenges include increased congestion, social inequality, and elevated pollution levels. Addressing these issues requires implementing sustainable urban mobility systems that provide equitable, safe, and efficient access to urban opportunities. The Sustainable Intramodality Project, in alignment with the Municipal Development Plan, seeks to reduce dependence on motorised transport and promote intermodal mobility to enhance residents' quality of life.

[1] To know more about lessons learned from the Euroclima's urban mobility component visit: https://despacio.org/portfolio/movilidad-urbana-euroclima-resultados-y-lecciones-2018-2024/

Strengthening and clarifying legal frameworks is essential to supporting and expanding sustainable mobility solutions

Clear, robust regulations are fundamental to the effective implementation and long-term sustainability of mobility projects. In Puebla, the current legal framework is insufficient and ambiguous, which impedes the expansion of sustainable transport infrastructure. Findings from the intramodality project underscore the need to strengthen and revise policies to integrate active transportation modes and sustainable mobility practices into urban planning. Establishing and enforcing clear legal requirements will create a solid foundation for expanding mobility solutions such as the Biciestacionamiento Masivo (bicycle parking), thereby achieving broader and more substantial impact.

Results and perspectives for scaling

Pilot projects are key to proving the feasibility of sustainable mobility solutions and driving broader adoption

The Biciestacionamiento Masivo project demonstrates the effectiveness of pilot initiatives in

The Biciestacionamiento Masivo project illustrates the effectiveness of pilot initiatives in transforming urban mobility systems. By aligning with existing urban mobility plans, this pilot improves local connectivity and serves as a model for large-scale implementation. The project's success highlights the value of pilot projects in testing, validating, and expanding sustainable mobility solutions, demonstrating that incremental progress can facilitate broader adoption across various levels of government and in other cities.

The project provides a replicable model for integrating cycling with BRT systems.

Active transportation modes, particularly cycling, offer significant opportunities to improve connectivity with mass transit systems through replicable models. At the Margaritas area terminal, the high volume of cyclists underscores the need for intermodal systems that ensure safe, convenient travel throughout Puebla. The pilot project aims to promote cycling, increase Bus Rapid Transit (BRT) usage, and reduce GHG emissions. This model is readily adaptable to other Latin American cities with BRT systems, supporting seamless integration between public transport and cycling, which is increasingly prevalent in the region and helps reduce environmental impact.

The project is designed for scalable growth and community integration, offering a model for sustainable mobility that can be replicated in other locations.

The Bicycle Parking Project is intended for scalable implementation, initially providing 200 bicycle anchorage ports within a two-story facility. The structure is engineered for vertical expansion, allowing future growth as resources permit without interrupting operations. This phased strategy increases feasibility and maintains adaptability, enabling replication across the city and at national and international levels.

In addition to bicycle parking, the facility functions as a multifunctional community hub, providing a children's play area, an adult exercise zone, a pet area, and public restrooms. To maximise its impact, the city intends to construct dedicated bicycle lanes linking the facility to nearby neighbourhoods, thereby ensuring safe and convenient cycling infrastructure. This integration is expected to encourage user adoption and establish a strong precedent for expanding similar mobility solutions in other locations.

Highlights in the past year

In 2025, the state government announced plans to build the Cablebús in Puebla. The project will include the first four lines, to be completed by 2027 and operated by the state, with the option to expand to an additional four lines, ultimately totalling eight new lines. The Cablebús is intended to become part of a broader, integrated mobility model that also includes electromobility and sustainable transport options[2].

Additionally, in February 2025, the government launched the "Comprehensive Program for the Reorganisation and Modernisation of Public Transportation," which aims to regularise, modernise, and improve the quality and safety of public transport. The program offers a range of incentives, including fiscal benefits for transport operators, support for fleet renewal (including diesel or electric units), concession credits, and regulatory flexibilization, such as adjusting vehicle lifespan limits for existing taxi and taxi concession holders.

Last updated December 2025

[2] https://www.publimetro.com.mx/puebla/2025/11/13/gobierno-operara-primeras-cuatro-lineas-del-cablebus-de-puebla-dejaran-abierta-la-opcion-de-concesion/?utm_

Arequipa, Peru

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	3,057 km²
Population	→	910,000
Growth rate	→	1.09%
GDP per capita	→	USD 10,277
Baseline motorisation rate	→	151/1000 inhab.
Modal share		
Formal public transport	→	46%
Private cars	→	18%
Taxis	→	13%
Walking	→	17%
Cycling	→	1%
Private motorbikes or 2-wheelers	→	1%
Other	→	4%
Annual transport emissions per capita	→	2.82 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Arequipa is Peru's second-largest city and the principal urban centre of the country's southern macro-region, strategically located between the Pacific coast, the Andean highlands and corridors linking to Bolivia and northern Chile. It functions as a major logistics and trade hub, serving agricultural valleys, mining operations (notably copper), and export flows through the nearby port of Matarani. At the regional scale, Arequipa concentrates higher education, healthcare, industry and administrative services, making it the economic and institutional anchor of southern Peru.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: European Union
Funding amount: EUR 500,000
Implemented by: Agence Française de Développement (AFD) through the EUROCLIMA+ Programme
Local counterpart: Municipality of Arequipa, Municipal Planning Institute (IMPLA)
Consultant(s) involved: Egis & Rupprecht Consult
Final Sump report: Arequipa SUMP | MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Arequipa joined MobiliseYourCity in Q1 2021 Start of SUMP in 2020 Q4 SUMP completed in 2023 Q1 SUMP adopted in 2024 Q1
SUMP Vision	"Metropolitan Arequipa that has an urban mobility that prioritises pedestrians, bicycles and public transport; it makes rational use of private transport and intelligently manages a multimodal system in which negative impacts are reduced, and environmental, social and economic aspects are enhanced, seeking to improve the quality of life of citizens."
Key expected results (GHG, modal share and access)	Compared to the baseline of 2017/2021, in a SUMP scenario by 2042, Arequipa expects to • Spatial coverage of the cycleway network from 3% to 58% • Increase access to formal public transport from 61% to 70% • Annual greenhouse gas emissions reduced by 30%
Total SUMP Investment Requirement	Total plan USD 1.7 billion

The SUMP preparation process and stakeholder involvement

The Arequipa SUMP preparation was framed as a structured, long-term planning process (2022–2042) that combined institutional coordination, technical development, and participatory mechanisms. The SUMP was developed by a core team composed of the consulting consortium EGIS–Rupprecht Consult, IMPLA–MPA and AFD, with regular follow-up meetings every 2–3 weeks; the SIT also participated in coordination meetings on relevant topics. The process required alignment with local planning instruments and coordination agreements with key actors to define the functional urban area and ensure institutional anchoring. The functional urban area (Área Urbana Funcional) of the SUMP corresponds to Arequipa Metropolitana, which is explicitly defined as the plan's geographic scope. This metropolitan area comprises 19 of the 29 districts of the Province of Arequipa. Therefore, the PMUS does not cover the entire province (9,689 km² and 29 districts), but rather the consolidated metropolitan area forming the functional urban system of daily mobility flows. Arequipa Metropolitana concentrates approximately 95% of the provincial population (1,030,492 inhabitants in 2017).

Governance structures were strengthened before and during the SUMP elaboration through the creation of dedicated committees. Under the Agenda MUS 2018, actions to improve governance led to the establishment of the Consultative Committee "Dialogue MUS" and the Municipal Committee "MUNI MUS" to reinforce coordination, cooperation and institutional capacity. MUNI MUS, formally created by mayoral resolution in October 2020, brought together multiple municipal departments (transport, urban development, planning and budget, environment, SITRANSPORTE, among others) and had the mandate to validate consultant deliverables and guarantee the participatory formulation and implementation of the PMUS. A broad range of local, regional, and national actors was mapped and engaged at different levels, including ministries (MTC, MVCS, MINAM), CONADIS, professional associations, universities, transport operators, and civil society organisations.

A formal Citizen Participation Plan structured engagement throughout the process, despite COVID-19 constraints. A "Módulo Participativo" was designed for each phase (diagnosis, vision and objectives, measures, implementation and monitoring. In the first module (Sept–Dec 2021), activities included thematic workshops (on pedestrian and cycling mobility, public transport, private transport and road safety, logistics), focused virtual meetings with key stakeholder groups (e.g., CONADIS, OMAPED, CCL, professional associations), an online perception survey, and public presentations of the diagnostic results; 383 people participated, with reported gender distribution. Additional participatory activities included drawing and photography contests to build a shared long-term vision for 2042, as well as public consultations and validation meetings embedded in the overall participatory framework.

Diagnosis of urban mobility in Arequipa

Existing Mobility and transport services

Urban mobility in Arequipa presents challenges, according to 2016 transport data, which reports 52,877 infractions, 5,410 accidents, 128 fatalities, and 5,282 non-fatal victims. In 2008, public buses accounted for 63% of the modal share, while walking represented 16.6%. By 2017, on the main north-south and south-north axes of the city, which traverse the historic centre, 46% of journeys were made by public transport, 18% by private vehicle and 13% by taxi.

Several factors explain the modal choice, including:

- Growth of the vehicle fleet without consideration of service and demand; as of 2016, there are 261,600 vehicles present (25% taxis and 46% private cars).
- Low-quality public transport service. Users perceive public transport as unsafe due to its low capacity and poorly maintained units, which operate 240 routes with an average age of over 20 years.
- Disjointed urban infrastructure between the activity centres, road discontinuity and the variation of sections within continuous corridors. The overlay of the urban centrality and the historic centre exacerbates urban mobility challenges.

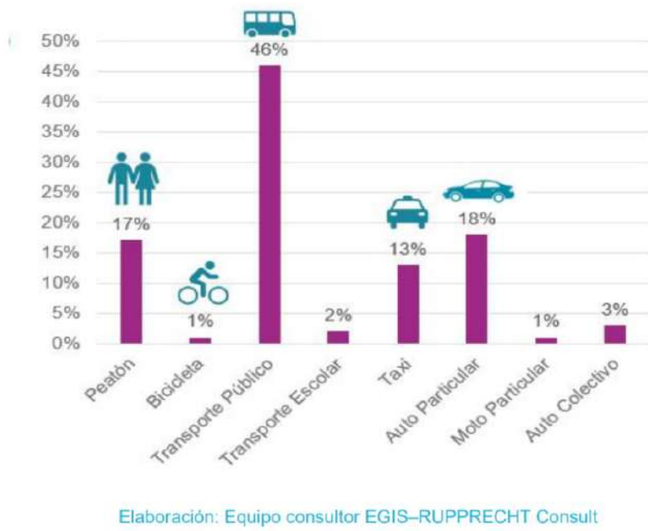


Figure 1 Overall modal split (motorised and non-motorised) in the updated PMUS model

Transport and mobility challenges in Arequipa were key elements that prompted the development of the SUMP. The lack of an integrated, agreed-upon vision for mobility in the city has compromised the system's quality and coverage, leading to isolated actions and significant infrastructure investments with little return for residents' quality of life.

Social, environmental, and economic aspects.

According to data from the IMPLA, the Metropolitan Area of Arequipa comprises a consolidated urban area of 25,884.69 ha. Areas occupied by urban activities with water, sewage, electrification, roads, and transport services account for 78%, while the remaining 22% is in the process of population growth and expansion. Additionally, the area not covered by the regulated public transport service is approximately 39% of the urban area; the current public transport system covers approximately 61% of the urban territory. This indicates that there are areas where residents do not have direct access to the service and are served by other modes of transport, such as motorbike taxis for connection to public transport, making several transfers during their journey, or, in any case, they choose other modes, such as buses for direct journeys to their destination, increasing their daily transport costs.

According to the Action Plan for the Improvement of Air Quality in the Priority Attention Zone of the Arequipa Atmospheric Basin (2016), mobile sources are among the main contributors to air pollution. About the pollutant CO2, the following results are taken as a reference scenario:

Tabla 24. Cálculo de emisión de CO2 para Arequipa Metropolitana – Escenario de referencia 2017

Escenario de referencia 2017	
Modo motorizado	**Km recorridos/Año**
Transporte público	199.7 millones
Taxi	350.5 millones
Transporte privado	538.4 millones
Transporte de carga	148.7 millones
Total, de Km recorridos/año	**1 237.3 millones**
Total, de Emisiones CO2/año	**360 200 de toneladas**

Fuente: Análisis en base a la actualización del modelo de transporte (2021)
Elaboración: Equipo consultor EGIS-RUPPRECHT Consult

Figure 2 CO_2 emissions calculation for Metropolitan Arequipa – Reference scenario (2017)

Institutional and financial situation

The SUMP Arequipa should be framed within a series of policies, laws, and regulations established by the Peruvian Government that relate to mobility planning, transport, and/or affect sectors such as the economy, the environment, or socio-economic aspects. When mapping the public actors involved in urban mobility in Arequipa, one can clearly distinguish the three levels of government: national, regional, and local. The following graph clearly shows the various actors involved in the different spheres.

Transport spending accounts for about 8% of the annual Initial Budget (2021). As explained above, this initial budget is supplemented by balances from previous years, which, in some years, can increase the budget several times over, resulting in a much larger Modified Budget. In 2021, it rose from 8.3 million soles to 99 million soles, although much of this increase was due to outstanding payments for completed or ongoing programmes. Transport spending is divided into three categories:

- Works: public works contracts for construction or improvement.
- Activities: mainly maintenance contracts
- Investment actions: studies and supervision contracts

Figura 2. Mapa de actores públicos que intervienen en la movilidad en Arequipa

Fuente: Elaborado en base al manual para elaboración de Plan de Movilidad Urbana Sostenible. Propuesta octubre 2020

Figure 3 Map of public stakeholders involved in mobility in Arequipa

On the road to mobility transformation, in addition to the leadership of state agencies, the commitment and action of various local non-governmental actors, such as academia, the private sector, NGOs, and civil society, are needed. These non-governmental organisations show interest, but their levels of involvement and commitment vary across three levels.

SUMP visions and goals

> "Metropolitan Arequipa has an urban mobility that prioritises pedestrians, bicycles and public transport; it makes rational use of private transport and intelligently manages a multimodal system in which negative impacts are reduced, and environmental, social and economic aspects are enhanced, seeking to improve the quality of life of citizens".

SUMP Goals and targets

- Promote greater participation in Pedestrian and Bicycle Mobility
- Promote a transformation of public transport towards a massive, integrated, and multimodal system
- Promote more rational and efficient use of private transport
- Promote more sustainable management of freight transport and urban logistics
- Promote intelligent traffic management for regulation, monitoring, and control
- Promote a reduction in the environmental impacts of mobility and traffic crashes
- Promote an improvement in universal accessibility, inclusion, equity, and gender
- Promote institutional strengthening, governance, and civic culture
- Promote a financial sustainability scheme for sustainable mobility
- Promote a mobility model that supports sustainable urban development in the metropolitan area.

Test scenarios and selected scenario

The three scenarios considered in the SUMP report are the following:

BAU Scenario (Business-as-Usual)

This scenario takes into account the specific actions, efforts, and projects currently being implemented in accordance with the provincial entity's planning and those identified when developing the analysis and diagnosis module of the SUMP; this scenario is known as the baseline scenario. The construction of the baseline scenario is based on indicators for diagnosing the current mobility situation in Metropolitan Arequipa. It projects the future mobility situation if no

significant changes or improvements are made, aggravating the negative externalities identified in the diagnosis, such as:

- Increased road saturation
- Increased congestion points on roads
- Increased travel time
- Reduced PT travel speeds
- Increased private vehicle traffic
- Increased private transport and taxi journeys
- Increased presence of informal vehicles in the PT
- Increased number of people injured and killed in traffic accidents
- Increased environmental pollution
- Reduced space for active mobility
- Increased points of insecurity, robberies and assaults
- Reduced modal integration

Alternative Scenario 1: Central

Based on the analysis of the resulting data in the analysis and diagnosis module and the previously defined strategic objectives, this alternative scenario to the BAU scenario is made. The most likely scenario encompasses a set of measures and challenges, through investment, efforts, and sustainable development impacts, that are acceptable to the city's needs. In addition, this scenario aims to significantly improve the efficiency of the public transport sector and the transport network by developing transport infrastructure and demand management initiatives to encourage a paradigm shift and a modal split towards more sustainable modes, with an impact not only on the environment but also on road accidents. It also proposes organising the different transport sectors to sustain the long-term development of services and networks, not only financially but also institutionally, laying the foundations for the planning process for the territorial and mobility sector.

Among the main proposals and interventions foreseen in this scenario are the following:

- Improving pedestrian accessibility at intersections in the CHT and central areas.
- Growth of the infrastructure offer for active mobility.
- Strengthening of the Arequipa Integrated Transport System (SIT).
- Increase in the spatial coverage of the Public Transport service.
- Increase in the supply of road infrastructure.
- Management of the demand for the use of private cars and taxis (-10%).
- Ordering and regulation of the freight transport system.
- Optimisation of traffic management and control devices.

Alternative Scenario 2: More Ambitious

This scenario aims to achieve, in a shorter period, improvements in mobility indicators, greater reductions in GHG emissions, and faster construction of new road infrastructure, allowing, among other things, to deconcentrate travel demand from the centre and the negative impacts this generates. This ambitious scenario imposes a greater restriction on the use/circulation of private vehicles in a shorter period of time, thereby seeking a greater impact on the reduction of negative externalities of private transport and an increase in the use of public transport, which has implications from the perspective of the kilometres travelled by each mode of transport. For public transport, there is also a more ambitious proposal in terms of deadlines for the technological improvement of public transport systems (in terms of capacity and performance) in the corridors with the highest demand, as well as in terms of clean energy. On the other hand, this scenario prioritises the quality of urban public spaces. It strengthens active modes by supporting efforts to implement and/or improve infrastructure for cycling and pedestrian mobility, and by fostering a change in mentality toward a culture of long-term mobility. Greater emphasis is also given to demand management actions for private transport and taxis, in favour of walking and cycling.

- Consolidation of pedestrian accessibility at intersections in the CHT and central areas.
- Consolidation of the infrastructure offer for active mobility.
- Consolidation of the Arequipa Integrated Transport System (SIT).
- Spatial coverage of the Public Transport service to 100% of the urban area.
- Consolidation of the supply of road infrastructure.
- Management of demand for private car and taxi use (-20%).
- Consolidation of the freight transport system.
- Systematisation of traffic management and control equipment.
- Consolidation of the Sustainable Urban Mobility Observatory of Arequipa.

SUMP key measures

Measure	Cost estimate (EUR)[1]	Proposed financing source	Implementation schedule
O1. Promote greater participation in Pedestrian and Bicycle Mobility	143,826,470.57	Local, regional and national government, public private association	2024-2042
O2. Promote a transformation of public transport towards a massive, integrated, and multimodal system	749,021,849.13	Local and national government, international cooperation	2024-2042
O3. Promote more rational and efficient use of private transport	361,729,950.86	Local, regional and national government, public private association	2024-2042
O4. Promote more sustainable management of freight transport and urban logistics	7,359,464.88	Local, regional and national government, public private association	2024-2042
O5. Promote intelligent traffic management for regulation, monitoring, and control	35,680,580.67	Local, regional and national government	2024-2042
O6. Promote a reduction in the environmental impacts of mobility and traffic crashes	33,772,848.26	Local and national government	2024-2042
O7. Promote an improvement in universal accessibility, inclusion, equity, and gender	132,654,919.8	Local and national government, international cooperation	2024-2042
O8. Promote institutional strengthening, governance, and civic culture	5,625,892.44	National government, international cooperation	2024-2042
O9. Promote a financial sustainability scheme for sustainable mobility	1,675,392.67	Local and national government, international cooperation	2024-2042
O10. Promote a mobility model that supports sustainable urban development in the metropolitan area	0.00	Local, regional and national government, public private association	2024-2042

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

SUMP expected results and impact

Indicator	Baseline – 2017-2021	Projected 2042 SUMP scenario
Total annual GHG emissions (Mt CO_2eq)	360,200t CO2eq	252,140 t CO2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/ capita)	1923.6 kg CO2eq / capita	Not available
Access Increase in the proportion of the population living within 500 m or less from a public transport stop	61%	70%
Air pollution Decrease in the mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	9 µg/m³ of PM2.5	Not availabe
Modal share Increase in the modal share of trips by public transport, walking, and cycling	Formal public transport: 46 % Informal public transport: No data Walking: 17 % Cycling: 1 % **TOTAL : 62 %**	Not available
Road safety Decrease in traffic fatalities within the urban area (per 100,000 inhabitants)	9.1 fatalities/ 100,000 inhab.	≤5 fatalities/ 100,000 inhab.
Affordability of public transport Share of disposable household income spent on public transport for the second quintile income group	12%	Not available

Insights from practice: Lessons learned from the SUMP development process

SUMPs offer an opportunity to prioritise limited resources based on a collectively agreed-upon long-term perspective

Addressing urban mobility in a sustainable way amid significant challenges in the transport sector and resource constraints requires a strategic roadmap with a forward-looking vision. Arequipa's SUMP proposes an ordering and prioritisation framework with robust opportunities for adaptation. While the project shows potential for scalability, local political dynamics may complicate adoption.

In 2023, due to political and administrative processes and changes in the city, the Municipal Council's schedule, presentation, and approval process for the SUMP were delayed. However, at the end of March 2024, the city's Plan was finally approved. The SUMP offers innovative solutions that prioritise cleaner, safer, and more efficient modes of transportation. From promoting public transport to creating infrastructure for pedestrians and cyclists, this plan focuses on improving the quality of life for all residents of Arequipa.

SUMP finance leverage

Description	Source of financing	Type	Status	Amount (EUR)
Financing coordination for SIT (Sistema Integrado de Transporte)[2]	KfW and CAF	Loans	Secured	Kfw: 55,000,000 CAF: 39,625,700

Perspectives for implementation

The SUMP was considered by plenary councillors in March 2024, culminating in its approval by the Municipal Council through Municipal Ordinance 1340 of the Provincial Municipality of Arequipa, and is currently in the early stages of implementation.

Transitioning to sustainable urban mobility systems requires both initial capital investments and ongoing revenue streams to ensure long-term sustainability.

Meeting the high infrastructure endowment requirements entails financial contributions, not only from the State but also from other sources. The allocation of funds from each source will ultimately hinge on technical feasibility, project inclusion in the Multiannual Investment Programming (subject to meeting their requirements), and alignment of SUMP objectives with the Development Plan, including Metropolitan and Master Plans, and other technical instruments. The ultimate goal is for the SUMP to evolve into a comprehensive mobility planning tool with a sustainability approach. Primary financing sources, categorised as central and complementary, are developed by program, implementation horizon, and potential funding source.

Highlights in the last year

Ongoing institutional collaboration with MTC Promovilidad to advance SUMP rollout and broader policy alignment

Peru's Ministry of Transport and Communications (MTC) and its Promovilidad programme continue to support Arequipa in the execution of its SUMP actively and the implementation of its integrated transport system through coordination platforms and technical cooperation, as reaffirmed in intergovernmental meetings with municipal authorities. This aligns with CIMO and Promovilidad's institutional strengthening role. The Cities in Motion (CIMO) project, implemented by GIZ and co-financed by BMZ and SECO, is supporting the implementation of Peru's national urban transport policy, including in Arequipa, Trujillo, and Piura. Its work includes capacity building, the formalisation and professionalisation of private transport operators, the introduction of digital technologies for mobility management, and the development of public transport emissions estimates (for the first time available for Arequipa). Specific results from CIMO in Arequipa include bus stop improvements and safe school roads, as well as training on gender-equitable transport and harassment prevention protocols for drivers and police, enhancing inclusiveness and safety aligned with the SUMP vision.

Last updated December 2025

[2] https://elgasnoticias.com/nuevo-sistema-integrado-de-transporte-en-trujillo-y-arequipa-sera-financiado-por-kfw-y-caf/

Trujillo, Peru

Sustainable Urban Mobility Plan | Completed | Page 439

SUMP Implementation Support | Ongoing | Page 447

Basic information

Urban area	→	1,769 km²
Population	→	962,369 (Census 2017)
Growth rate	→	1.65%
Region capital city		
GDP per capita	→	USD 6,942
Baseline motorisation rate	→	166.7 vehicles / 1000 inhab.
Modal share		
Public transport	→	31.2%
Walking	→	18.4%
Cycling	→	1.1%
Private cars	→	15.5%
Taxis	→	25.4%
Other: Collective cabs	→	8.4%
Annual transport emissions per capita	→	12391.41 kg CO2eq

Context

Trujillo is the capital of the La Libertad region on Peru's northern coast and forms a metropolitan area of nine districts with strong demographic growth and horizontal urban expansion. It is one of the country's main economic hubs outside Lima, driven by agro-industry (notably export-oriented agriculture), commerce, services, manufacturing, and port-related activities linked to Salaverry. As the political, administrative, educational and logistics centre of northern Peru, Trujillo plays a strategic regional role connecting coastal production areas with national and international markets.

Mobility planning — Sustainable Urban Mobility Plan (SUMP)

Support from the partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: German Federal Ministry for Economic Cooperation and Development (BMZ)
Funding amount: EUR 1,215,000[1]
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the Sustainable Urban Mobility in Secondary Cities in Peru (DKTI)
Local counterpart: Ministry of Transport and Communications (MTC) and the Provincial Municipality of Trujillo
Consultant(s) involved: GITEC–Rupprecht–PACT
Final SUMP report: Trujillo PMUS I MobiliseYourCity

Supported activities:

- Establishment and strengthening of the National Program for Sustainable Urban Mobility (locally known as Promovilidad) through support for MTC
- Establishment of coordination mechanisms at the city level (e.g., stakeholder dialogue) and with local governments and ministries
- Strengthening urban planning and implementation capacity of local governments
- Promotion of exchanges on innovative technologies, methods, and financing mechanisms

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Trujillo joined MobiliseYourCity in Q1 2020 Project start: 2017 Project completion: 2022 Q2 Completed outputs: • Coordination between actors at the national and sub-national levels in the planning and implementation of investment measures and projects has improved. • Improved coordination mechanisms within cities and between local governments and ministries. • Increased cities' capacity to implement measures: municipalities apply technical and institutional capacities in the planning and implementation of sustainable urban mobility measures. • Innovative technology, methods, and financial mechanisms: Transport managers and planners are aware of proven innovative technologies, processes, and financing concepts for sustainable mobility.
SUMP Vision	"A city with a mobility system at a human scale, in which non-motorised modes and public transit are priority based on safety, equity, accessibility, multimodality and integration criteria. Urban mobility in Trujillo is integrated; environmentally, socially and economically sustainable, fosters the competitive development of the city and favours a better life quality for its inhabitants."
Key expected results (GHG, modal share and access)	Compared to 2018, in a SUMP scenario by 2030 Trujillo expects to • Increase 17.4% public transport trips. • Incr ease 11% walking trips. • Increase 3.2% cycling trips. • Increase public transport spatial coverage of public transport to 90% (85% in 2018). • Reduce GHG emissions by 20% compared to a business as usual (no SUMP).
Total SUMP Investment Requirement	USD 1.126 billion • 2020 – 2022: USD 101.3 million • 2023 – 2026: USD 450.4 million • 2027 – 2030: USD 574.3 million

[1] The total funding amount of the technical assistance is EUR 7,300,000. However, the DKTI programme supports six cities in Peru. This number assumes an even allocation of funds among Trujillo, Arequipa, Piura, Cusco, Huamanga and Chiclayo.

SUMP preparation process and stakeholder involvement

Several participatory formats were selected to involve stakeholders.

- A participatory discussion process was conducted to select SUMP measures and ensure consideration of key stakeholders' perspectives.
- The Strategic Framework for Trujillo's SUMP was prepared by taking into consideration the contribution of representatives from the municipality, other district municipalities, civil society, and other private and public institutions in the framework of the 'Comité de Movilidad Urbana Sostenible' (Committee of Sustainable Urban Mobility), a decision-making body created for the SUMP elaboration.

Diagnosis of urban mobility

Existing mobility and transport services

Located on the northern coast of Peru, Trujillo is the capital of the La Libertad department. Trujillo is a metropolitan municipality with nine districts and a population of almost a million inhabitants. Its geographic location and connectivity to major cities along the coast and in the highlands of northern Peru make it an important economic centre. Three of the districts, Trujillo, El Porvenir, and La Esperanza, account for more than 70% of the total population. The city has low population density and is expected to remain low under a business-as-usual scenario. Moreover, the urban configuration is characterised by a scattered pattern, and its expansion is predominantly horizontal and informal.

Trujillo can be territorially analysed in three differentiated sectors: Alto Trujillo, characterised by horizontal growth, and Bajo Trujillo and Área Integrada with vertical expansion. This urban sprawl, which overlooks planning requirements, has increased the physical distance between origins and destinations and, therefore, increased the demand for motorised travel within the urban area. Most urban facilities are concentrated in major activity centres, such as Trujillo's historical centre.

The urban mobility system in Trujillo is neither efficient nor sustainable, leading to negative impacts on the city's productivity due to long travel times and costs, increased road-accident fatalities, and harm to public health from air pollution and noise.

The critical factors influencing the aforementioned situation include non-inclusive, low-capacity public transport; limited infrastructure and road facilities; congestion; a lack of local policies and effective mechanisms to foster non-motorised mobility; and the absence of programmes aimed at attracting a cleaner motorised fleet. The metropolitan area of Trujillo generates 2,298,000 trips per day, with an average rate of 2.4 trips per person/day. Of these trips, 80% represent motorised transport, of which urban passenger transport services represent 65% (provided through the services of minibuses, combis, collective taxis, and cabs).

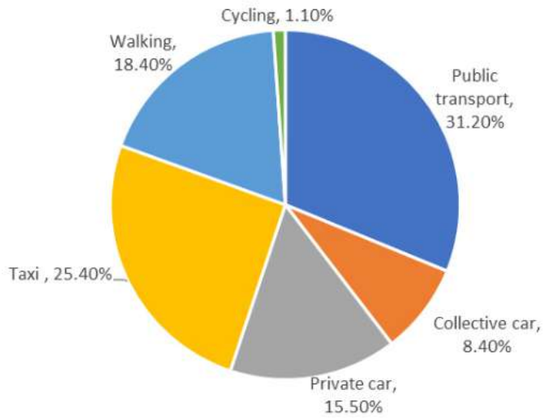


Figure 1 Modal share in Trujillo

There is no mass public transport system in Trujillo. Both informal and formal services are provided. 65 registered companies operate 109 itineraries (73% of total itineraries) comprising 4,695 vehicles (54% of the fleet). The "autos colectivos" (collective cars) serve 27% of itineraries and account for 46% of the total public transport fleet, as they are a low-capacity mode of transport. 40% of the itineraries concentrate on 10 main roads, evidencing overlaps and supply saturation. The dissatisfaction level with public transport in 2020 was 60%, and is expected to reach 90% in 2030, leading to a preference for informal transport alternatives. However, 72% of trips cover distances up to 4 km and could be taken by active modes.

Social, environmental, and economic aspects.

The low quality of the public transport services and the concentration of activities in the city centre have increased the share of income spent on urban trips in Trujillo. 21% of alltotal income is dedicated to urban travel, and this share is expected to double by 2040 due to increased traffic congestion. The lowest-income segment of the population uses 35% of their income on public transport. Additionally, 25 minutes per person are lost every day due to traffic congestion, representing annual losses of EUR 24 million. Furthermore, there is inadequate infrastructure for people with limited mobility, and public transport is not evenly distributed across all districts.

Regarding taxis, Trujillo is expected to have one of the highest taxi rates per inhabitant in Latin America (currently 18 taxis per person, when international standards recommend fewer than 10). The oversupply of taxis and "autos colectivos" services also affects road safety, accounting for more than 50% of total traffic collisions. Adding to the economic and social challenges of the transport system in Trujillo, 50% of the public transport fleet is older than 15 years, and its renewal is overdue. Regarding GHG emissions, the public transport service emits 376,677 tons of CO_2 each year, with microbuses and taxis being the main sources. The latter has doubled GHG emissions since 2012. A policy to encourage the renewal of the public transport fleet is missing, which is also deteriorating the city's air quality and, consequently, public health in Trujillo.

Institutional and financial situation

The urban transport sector in Trujillo is challenged by limited institutional capacity and resources. Trujillo's Provincial Municipality (MPT for its Spanish acronym) has serious weaknesses regarding urban transport management, including a lack of technical capacities for planning and management, insufficient financial resources for investments in urban mobility, a lack of digital instruments for data gathering and service improvement, low-efficiency operational processes, and low-specialised professional and technical resources.

Challenges related to the integration of planning and coordination among the responsible entities for transport management and operation create obstacles to designing and managing a reform strategy for the public transport system. This miscoordination extends beyond the transport

sector and involves other municipal institutions, including the planning agency, the architectural heritage management, the public space unit, and the environmental authority.

Transport planning and urban planning have not experienced close synergy. While the former aims to provide public transport services along high-demand routes without considering the city's territorial development, the latter focuses on infrastructure provision, takes a narrow view of urban transport services, and prioritises traffic management and private transport.

SUMP visions and goals

> "A city with a mobility system at a human scale, in which non-motorised modes and public transit are prioritised based on safety, equity, accessibility, multimodality and integration criteria. Urban mobility in Trujillo is integrated, environmentally, socially, and economically sustainable, fostering the city's competitive development and improving the quality of life for its inhabitants."

SUMP goals and targets

- Promote modes of travel with lower environmental and social impacts, in particular walking and cycling, to invert the preference for motorised mobility.
- Promote an integrated, multimodal, clean and efficient public transport system, considering its efficiency in terms of space use, pollution, social equity, accessibility and affordability. Public transport needs to be managed across infrastructure, management, planning, and enforcement, among other areas.
- Manage demand and the road network in favour of more sustainable modes, in line with urban development, to radically discourage car use through pull and push measures that promote sustainable modes.
- Improve road safety and reduce congestion and pollution by curbing the current increase in the use of private vehicles.
- Efficiently manage urban freight transport (logistics) by including efficiency and management approaches to promote coordination between goods distribution and other economic activities in the city.
- Promote accessibility and social equity through positive designs for people with mobility limitations and the most segregated segments of the population.

Test scenarios and selected scenario

The chosen 2030 scenario was developed by considering a set of key projects to be implemented, aimed at achieving the goals and outcomes outlined in the vision and strategic objectives. Additionally, other policy documents were considered benchmarks for the Trujillo SUMP scenario (other SUMPs in Peru, Latin America, and Europe; national transport policy documents; the budget programme on urban transport; the law on cycling; the methodological guideline for emergent, sustainable cities; and the BRT feasibility study for Trujillo).

The scenario includes specific transformations across five main modes of transport: integrated public transport, non-motorised transport, taxis, private transport, and urban freight. This scenario considers public transport the predominant mode, with a 45% share of total trips, followed by walking (25%). The scenario also considers a significant increase in cycling, reaching 4% of the modal share. Trips expected to be made by sustainable modes of transport are foreseen to shift away from private cars and taxis.

The 2030 scenario and its main impacts are based on a business-as-usual reference.

SUMP key measures

The following table highlights the most significant measures identified in the SUMP.

Measures	Cost estimate (EUR)[2]	Proposed financing source*	Implementation schedule
Physical (Infrastructure, rolling stock, etc.)			
Construction of 3 BRT corridors	288,250,000	MPT, MTC	2023-2030 (by phases)
Expansion of road network	288,250,000	MPT, GR, MCVS	2023-2030 (by phases)
Improvement and expansion of sidewalks and cycling infrastructure	171,050,000	MD, MPT, GR, MCVS	2020-2030
Redistribution and improvement of public spaces	157,490,000	MD, MPT, GR, MCVS	2020-2030
Implementation of bus stops for the public transport system	16,090,000	MPT, MTC	2020-2030
Implementation or improvement of traffic lights and signs network	14,330,000	MD, MPT, MTC	2020-2030
Implementation of metropolitan logistic corridors	13,400,000	MD, MPT, MTC	2020-2030
Interventions to improve road safety	8,780,000	MD, MPT, MTC	2020-2030
Conservation and maintenance of the road network	8,490,000	MD, MPT, GR, MCVS	2020-2022
Construction of 2 logistic centres	77,696,900	MP	2023-2030
Implementation of 2 micromobility systems (bike sharing and e-scooters)	5,810,000	MP, MPT, MTC	2027-2030
Intervention on infrastructure to improve universal access	1,630,000	MD, MPT, MTC	2020-2030
Formulating a plan for freight transport and urban logistics in the metropolitan area	44,680,000	MPT, MTC	2020-2026
Formulating and designing of 3 BRT corridors	20,180,000	MPT, MTC	2020-2026 (by phases)
Observatory for sustainable urban mobility	2,680,000	MPT, MTC	2023-2026
Monitoring, control and evaluation of greenhouse gases emissions	1,340,000	MD, MPT, MTC; MINAM	2020-2022
Managing off- and on-road public parking	630,000	MD, MPT, MCVS	2020-2022
Identification of a metropolitan road system	220,000	MP, MCVS	2020-2026
Inventory of traffic control devices	40,000	MD, MPT	2020-2022
Formulating a plan for air quality monitoring and surveillance	40,000	MPT, MCVS, MINAM	2020-2022
Update noise map and source analysis	40,000	MP, MINAM	2020-2022
Georeferenced databased of road accidents	20,000		
Implementation and operation of public transport system along with its regulatory plan	98,250,000	MPT, MTC	2027-2030
Controlling and managing traffic	44,730,000	MPT, MTC	2023-2030
Traffic law awareness and enforcement	12,710,000	MPT, MTC	2020-2030
Increasing awareness on road safety	12,270,000	MD, MPT, GR	2020-2030
Policy instruments formulation and adoption for urban transport governance improvement	8,040,000	MPT	2020-2022
Plans and programmes to foster cycling	2,460,000	MD, MPT, MTC, MCVS	2020-2026
Urban planning norms control and verification	1,510,000	MD, MPT, MCVS	2020-2030
Emissions regulation control and enforcement	1,430,000	MD, MPT, MCVS	2020-2030
Capacity building for urban mobility stakeholders	0. 890,000	MPT	2023-2026
Total Cost	1,321,426		

***MTP (Provincial Municipality of Trujillo), MD (District Municipalities), GR (Regional Government), MTC (Ministry of Transport and Communications), MCVS (Ministry of Housing, Constructions and Sanitation), MINAM (Ministry of Environment)**

[2] Trujillo's SUMP was originally budgeted in PEN. For this factsheet the costs were converted into EUR using InforEuro currency exchange rate. At the time of the conversion, 1 EUR = 4.516 PEN. This applies to all EUR amounts in the document.

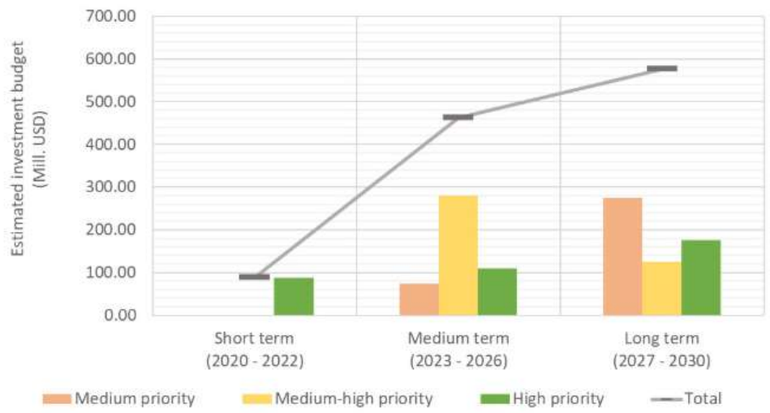


Figure 2 Estimated SUMP Investment Budget by Priority and Time Horizon (EUR million)

SUMP expected results and impact

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2017	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual transport-related GHG emissions (Mt CO2eq)	-423,36 t CO2eq	376,677 t CO2eq	767, 487 Tn de CO2 t CO2eq	355,132 t CO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	-387 kg CO2eq/capita -54%	354 kg CO2eq / capita	721 kg CO2eq / capita	334 kg CO2eq / capita
Air pollution Decrease in mean urban air pollution of particulate matter (in µg PM10) at road-based monitoring stations	Impact not quantified	59.67 µg/m³ of PM10	Impact not quantified	Impact not quantified
Modal share Increase of the modal shares of trips by public transport, walking and cycling, in the SUMP scenario compared to the BAU scenario	Public transport: +17.4% Walking: +11 % Cycling: +3.2 % Private cars: -3.7 % Taxis: -14.3% Collective cabs: -9.6% TOTAL: +22%	Public transport: 31.2% Walking: 18.4% Cycling: 1.1% Private cars: 15.5% Taxis: 25.4% Collective cabs: 8.4% TOTAL: 58%	Public transport: 27.6% Walking: 14% Cycling: 0.8 % Private cars: 18.7 % Taxis: 29.3%ther: Collective cabs: 9.6% TOTAL: 52%	Public transport: 45% Walking: 25 % Cycling: 4 % Private cars: 11 % Taxis: 15 % Collective cabs: 00% TOTAL: 74%
Road safety Decrease in traffic fatalities in the urban area per 100.000 inhabitants Increase of the modal shares of trips by public transport, walking and cycling	-4.4 fatalities/ 100 000 hab	7.3 fatalities/ 100 000 hab	9.9 fatalities/ 100 000 hab	5 fatalities/ 100 000 hab

[3] Calculation made by MobiliseYourCity Secretariat based on SUMP deliverables.

Insights from practice: lessons learned from the SUMP development process

Communication products helped make the SUMP more accessible to citizens and raise awareness of sustainable mobility

Throughout the plan's preparation, Trujillo developed a dedicated communication strategy to inform, sensitise, promote, and empower key stakeholders about the importance of a Sustainable Urban Mobility Plan. This strategy was aligned with the SUMP planning cycle and the participatory mechanisms of the Comité de Movilidad Urbana Sostenible de Trujillo (COMUS). A virtual information and communication platform (the MUS-Trujillo website) was created and linked to a Facebook fan page to share meeting calendars, discussion results, news and other relevant material transparently with the wider public. In addition, communication products were developed to support broad outreach: four short, informative videos and several posters summarising the main results of the PMUS process, including the current mobility situation, the desired future mobility, and the key actions needed for sustainable urban mobility in Trujillo.

Urban mobility planning with a participatory approach enables ownership and engagement.

The Trujillo SUMP was prepared through a structured participatory process, guided by the SUMP planning cycle and supported by the COMUS as the core platform for stakeholder dialogue and coordination. The process combined different mechanisms: regular meetings with thematic working groups (mesas técnicas), meetings with the COMUS technical management unit, focused meetings with local stakeholder groups and larger workshops with COMUS members and other local actors. These mechanisms enabled sharing and receiving information, identifying and validating critical mobility problems, and complementing technical analysis with local knowledge. They also helped build trust and sustain dialogue among public authorities, civil society, and other key actors, which is essential for later implementation phases. A specific Communication Plan for the Trujillo SUMP ensured that communication tools and participatory activities were coherently aligned with the plan's thematic development.

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Type	Source of financing	Status	Amount (EUR)
Implementation of sustainable non-motorized transport systems (pop-up cycle lanes).	Domestic funding	Ministry of Transport and Communications (MTC)	Secured	404,532.27
Investment project: BRT construction of north-south corridor and complementary roads[4][5]	Loan	KFW	Secured	60,000,000
	Loan	CAF	Secured	30,000,000
	Domestic Funding	Ministry of Transport -	Secured	20,000,000
Programa de Inversión de Transporte Urbano Resiliente y Sostenible en Ciudades Intermedias del Perú[6]	Loan	World Bank	Secured	50,000,000
Strengthening urban public transport in Trujillo[7]	Grant	CAF	Secured	500,000

Associated financing (independently secured financing for measures related to the SUMP)

Description	Source of financing	Type	Status	Amount (EUR)
Pilot project "Promotion of public space recovery and non-motorized transport - Muévete Trujillo, Trujillo, Peru".	BMZ TUMI	Grant	Secured	73,660.88

[4] https://www.gob.pe/institucion/mtc/noticias/1030803-mtc-coordina-avances-de-proyectos-de-inversion-en-transporte-urbano-para-trujillo-y-otras-ciudades
[5] https://www.caf.com/es/quienes-somos/proyectos/cfa012672-proyecto-de-mejoramiento-del-servicio-de-transporte-urbano-de-pasajeros-de-trujillo/
[6] https://itsperu.org/noticias/trujillo-es-seleccionada-para-millonaria-inversion-del-banco-mundial-para-modernizar-la-movilidad-urbana/
[7] https://trujillolimpio.com/2025/04/01/caf-destina-450-mil-dolares-para-fortalecer-el-transporte-urbano-en-trujillo/?utm

Perspectives for implementation

Implementation of the adopted SUMP has started through interinstitutional coordination bodies.

Trujillo's SUMP focuses on the city's metropolitan area and has a timeframe through 2030 for implementation. After the City Council approved it in April 2021, Trujillo became the first Peruvian city to develop and institutionalise a SUMP.

Transportes Metropolitanos de Trujillo (TMT) is currently responsible for the COMUS' Technical Management Unit, in which three other municipality areas participate. This Unit is responsible for organising and overseeing the progressive implementation of the SUMP. Therefore, it oversees seeking funding through national government entities such as the Ministry of Economy and Finance (MEF), the Ministry of Transport and Communications (MTC), the Ministry of Housing, Construction and Sanitation (MVCS), the Ministry of Environment (MINAM); and at the local level through the Regional Government of La Libertad as well as public, private and cooperation organisations. The implementation process began by establishing a roadmap, mapping critical actions and measures, and clarifying responsibilities to monitor progress within the technical team, ensuring orderly and prioritised progress in the SUMPUMP.

There is still a long road ahead in terms of implementation. Still, Trujillo's Municipality and TMT are committed to addressing the challenges on the road to transforming their mobility, such as securing the required funds (from both public and private sources) to achieve the SUMP's goal fully.

Implementation support — SUMP Implementation

Project title: Ciudades en Movimiento (CIMO)[8]
Funded by: German Federal Ministry for Economic Cooperation and Development (BMZ), co-financed by the Swiss State Secretariat for Economic Affairs (SECO)
Funding amount: EUR 7.7 million (portion allocated across cities, including Trujillo)
Implemented by: GIZ Local counterparts and NUMP Implementation agency: National Programme for Sustainable Urban Transport (Promovilidad) from the Ministry of Transport and Communications
Project implementation period: 2022-2026
Consultant(s) involved: Consortium Logit, Transconsult, Cidatt

Objectives and supported activities

Primary objective:

Strengthen institutional capacities and support the transformation of the urban transport system in Trujillo to ensure the integration of the future BRT within the city's transport system and improve the quality of life for citizens.

Main components and activities:

The project provides technical assistance to Transportes Metropolitanos de Trujillo (TMT) and the municipal transport authorities strengthen planning, management, and project implementation capacities. Key activities include:

- The design of segregated lanes for public transport,
- Implementation of pilot bus stops as preparation for the future integrated system,
- Professionalisation and formalisation of transport operators,

[8] https://www.giz.de/sites/default/files/media/pkb-document/2025-12/factsheet-cimo-v2-eng-1.pdf?utm

- Strengthening of transport enforcement,
- Implementation of an anti-harassment protocol;
- Promotion of digital tools for transport planning and management, and
- Capacity building for public officials and operators.

Completed outputs:

- Technical assistance to TMT and the municipal transport administration for planning and management of urban mobility projects
- Design of segregated lanes for mass public transport
- Implementation of pilot bus stops on main corridors
- Development and implementation of a protocol against sexual harassment in public transport, including training and municipal ordinances
- Capacity building for transport inspectors and improvement of regulatory frameworks
- Training and professionalisation of nine urban transport companies through the "Rutas de Innovación" course
- Promotion of digital tools for urban mobility planning and management

Next expected outputs

- Continued support for Promovilidad to provide technical assistance to Trujillo and other cities
- Deployment of digital mobility tools in partner cities such as Trujillo.
- Continued advisory support for integrated transport actions in Trujillo.
- Continue advising transport operators on how to improve their business model

Intended impact

Citizens of Trujillo will benefit from safer, more accessible, and more efficient public transport services, with improved travel conditions and better integration of future mass transit infrastructure. Transport operators and public officials will directly benefit from strengthened capacities and professionalisation.

Main SUMP/NUMP implementation challenges

Strengthening inter-institutional coordination is critical to translating Trujillo's SUMP into effective and integrated urban transport action.

SUMP implementation in Trujillo is particularly constrained by the need for sustained coordination among multiple institutions operating at municipal and national levels, including transport authorities, urban planning bodies, and national programmes. Rapid horizontal urban growth has intensified mobility demand and informality, making it essential to align short-term operational measures with long-term planning instruments such as the SUMP and the SITT. Without clear leadership, shared technical capacity, and structured coordination mechanisms, integrating major investments like BRT into the existing transport system risks fragmentation, delayed implementation, and reduced impacts on accessibility, efficiency, and service quality. Although TMT is one of the few specialised urban transport entities in Peru, successful implementation depends on sustained coordination between municipal departments, national authorities, and multiple stakeholders, supported by continuous capacity building and technical assistance.

Reducing informality and professionalising transport operators are central challenges for improving public transport service quality in Trujillo.

The predominance of informal operating practices and limited professionalisation among urban transport operators continues to constrain efforts to improve service quality and system integration in Trujillo. Advancing toward a formal, integrated public transport system requires not only regulatory and enforcement reforms but also a transformation of business models and management practices, and the adoption of digital tools for operations and planning. Achieving this transition demands sustained technical assistance, capacity building, and structured engagement with operators to ensure that reforms are viable, accepted, and aligned with the objectives of the SUMP and the broader transport system modernisation process.

Takeaways on SUMP implementation support

Early and continuous technical assistance embedded within local institutions enables cities like Trujillo to translate long-term mobility plans into coordinated implementation actions.

The CIMO project shows that placing sustained technical assistance directly within local institutions, such as Transportes Metropolitanos de Trujillo and the municipal transport administration, helps bridge the gap between strategic planning and day-to-day implementation. This embedded support strengthens institutional capacities for planning, coordination, and project management, while also facilitating alignment between short-term operational measures and long-term instruments such as the PMUS and the SITT. As a result, the city is better positioned to advance concrete actions that prepare the system for future large-scale investments.

Combining institutional strengthening with operator professionalisation and incremental operational measures creates practical conditions for integrating future mass transit investments into existing urban transport systems.

The experience in Trujillo highlights the importance of addressing institutional strengthening and operator professionalisation in parallel, rather than as separate processes. By combining capacity building for public authorities with targeted support for transport operators—such as training, formalisation efforts, and the introduction of digital tools—the project creates the enabling conditions for gradual yet durable improvements in service quality. This integrated approach supports the effective integration of future mass transit infrastructure, including the BRT, into the existing transport system and contributes to a more coherent and sustainable implementation of the SUMP.

The way forward

Trujillo will require continued technical assistance to consolidate reforms and implement forthcoming transport investments.

Further support is needed to accompany the implementation of integrated transport infrastructure, strengthen digitalisation and monitoring systems, and ensure that institutional and operational reforms translate into long-term, sustainable mobility outcomes.

Continuing to strengthen the technical capabilities of the specialized transport agency, which supports the implementation of the city's integrated transport system, will be an important challenge in ensuring a smooth transition to a more orderly, less polluting, and more efficient public transport service.

Establishing operating models with a more business-oriented approach to public transport encourages the continued promotion of strategies that enable current public transport business organisations to advance toward greater professionalisation of their business structures, allowing them to integrate into the new operating structures.

Highlights in the past year

Trujillo kicks off long-awaited BRT Corredor Troncal Norte-Sur, marking a major milestone for urban mobility transformation[9]

Trujillo has formally launched the technical phase of the Corredor Troncal Norte-Sur — a flagship Bus Rapid Transit (BRT) project designed to modernise urban transport and improve mobility for more than half a million residents across five key districts in the metropolitan area. The official signing of the contract for the elaboration of the corridor's technical dossier took place with national and regional authorities, marking a historic step towards delivering a segregated, efficient, safe, and environmentally friendly mass transit system.

Trujillo strengthens regulatory oversight to improve public transport quality and safety

The process of quality control in the operation of public transport services using minibuses and combis is being strengthened through the approval of a local regulation linked to the national National Transport Administration Regulation (RNAT), which ensures adequate regulation of transport companies' operations in line with national standards, allowing users to access better and safer services.

The municipality upgrades school surroundings and expands road safety education infrastructure

Safer urban spaces have been designed and implemented, with 24 schools in the city now enjoying improved road safety conditions through the improvement of horizontal and vertical signage, speed reduction elements, and pedestrian safety mechanisms (bollards), as well as two theme parks for road safety awareness and education with a focus on sustainable urban mobility, where children from 4 years old to older adults can be accompanied in learning how to use bicycles and the rules for sharing road space.

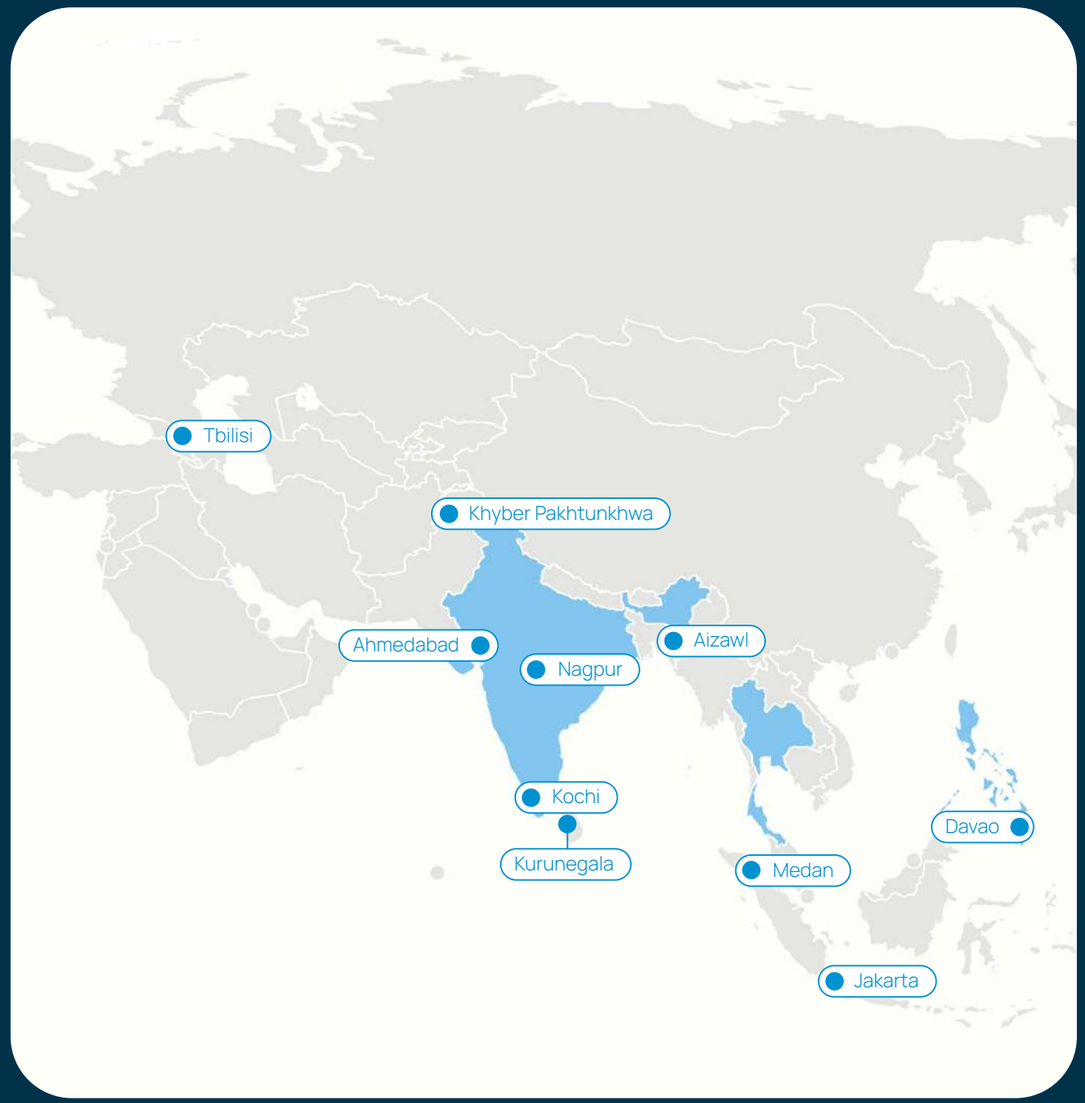
[9] https://www.regionlalibertad.gob.pe/noticias/regionales/15585-luego-de-18-anos-corredor-troncal-norte-sur-es-una-realidad-para-mejorar-el-transito-urbano

Authorities train transport operators and police to prevent sexual harassment in public transport

Progress is being made in helping to make public transport increasingly safe. To this end, more than 500 transport drivers (approximately 25% of the total fleet) have been trained to implement the national protocol for addressing sexual harassment on public transport. Progress is also being made in training police personnel and running public information campaigns.

Last updated December 2025

Asia-Pacific



Countries

Cities

India

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	1,352,642,280 (2018)
Growth rate	→	1.1%
Percentage of urban population	→	34% (2018)
Urban population growth rate	→	2.3% (2018)
GDP per capita	→	USD 9,027
Percentage of the population living below the national poverty line	→	21.9% (2011)
Nationally Determined Contribution (NDC)	→	Unquantified transport-related NDC
National GHG emissions per capita	→	1.728 (tCO2eq)
Proportion of transport-related GHG emissions	→	Approx. 10% (2019)
Exposure to climate change	→	HIGH

Context

Home to more than one in six people on the planet, India possesses the size and weight of a continent. Each city has its own transport system, yet its levels of development vary. While cities experience steady economic growth, inadequate urban planning is juxtaposed with it, leading to mobility issues. Private modes of transportation are growing rapidly, overshadowing greener public and non-motorised transport options, which suffer from insufficient investment in infrastructure. The repercussions include road congestion, a scarcity of parking spaces, declining air quality in urban areas, and rising traffic accidents.

The MobiliseYourCity programme tailored for India aims to (1) support four pilot cities - Nagpur, Kochi, Aizawl and Ahmedabad - in reducing their greenhouse gas (GHG) emissions associated with urban transport by implementing sustainable urban mobility plans at the local level and (2) aid India in improving its sustainable transport policy at the national level. The programme is supported at the national level by the Ministry of Housing and Urban Affairs and the Government of India, and at the pilot city level by their respective municipal corporations.

At the national level, the primary objectives include aligning urban transport policies with GHG emission reduction goals and establishing a Monitoring, Reporting, and Verification (MRV) framework to measure and report impacts, thereby facilitating access to climate finance. The envisaged strategy and its operational documentation tools will contribute to achieving the Nationally Determined Contributions (NDCs) outlined by the Government of India under the Paris Agreement, which aims "to reduce the emission intensity of its GDP by 33%-35% by 2030 compared to 2005 levels".

This strategy, referred to as the "Climate Change Mitigation Strategy for Urban Transport (CCMSUT) in India and the definition and preparation of an MRV system", is being developed with the support of the French Development Agency (AFD) and the Urban Mass Transit Company Ltd. (PIU of the MobiliseYourCity India Programme).

Support from the Partnership

Technical Assistance: Elaboration of a Climate Change Mitigation Strategy for Urban Transport
Type of NUMP: Policy NUMP
Funded by: EU Asia Investment Facility (AIF)
Funding amount: EUR 490,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity India Project
Local counterpart: Ministry of Housing and Urban Affairs (MoHUA)
Final NUMP report: No public NUMP report available

Main purpose of the NUMP:

Supporting India at the national level to improve its sustainable transport policy (policy-based strategy), notably by developing a Climate Change Mitigation Strategy (CCMS) that could be submitted to the United Nations Framework Convention on Climate Change (UNFCCC).

The improved sustainable transport policy shall encompass an updated vision for urban transport and identify strategic measures for its implementation, including institutional development, financing, and capacity building.

Supported activities:

- At the national level, MobiliseYourCity is assisting the Government of India (GoI) through the Ministry of Housing and Urban Affairs in improving its sustainable urban transport policy.
- Connecting urban transport policies to GHG emissions reduction as part of the climate change mitigation agenda.
- At the local level, MobiliseYourCity is providing support to four pilot cities - Nagpur, Kochi, Aizawl and Ahmedabad - in their endeavours to reduce GHG emissions in the urban transport sector by developing and implementing SUMPs.

Status of project implementation

Project start: 2018 Q3
NUMP adoption date: 2023 Q4

Completed outputs:

- First Project Steering Committee meeting
- Climate Change Mitigation Strategy
- MRV System Inception
- 9 capacity building sessions were conducted at the national level
- Improvement of the toolkit to develop Comprehensive Mobility Plans (CMP)
- MRV System Implementation

Insights from practice: lessons learned from the technical assistance

The technical assistance under the MobiliseYourCity programme emphasised the need to build capacity at both national and local levels. Local capacity building, in particular, is crucial for ensuring effective and long-term implementation of CMPs.

Improvement of India's toolkit to develop Comprehensive Mobility Plans (CMP)

Comprehensive Mobility Plans serve as India's strategic planning framework for local governments. They resemble SUMPs, aiming to establish a long-term vision and goals for a city's urban mobility system, design a plan that integrates urban mobility and land-use measures, and determine the necessary steps for implementation.

India's national government has a toolkit to guide cities in developing CMPs. However, the toolkit was outdated. With support from MobiliseYourCity, it has undergone updates and enhancements along the following lines:

- A self-assessment tool provides additional support to cities in identifying their current status and the preparatory steps required before developing or improving a CMP.
- Climate change plays a more prominent role, such as serving as a guiding principle for prioritising measures and recommendations.
- Comprehensive Mobility Plans are integrated as statutory documents in Master Plans.

Emphasis on the resilience of the public transport system and non-motorised alternatives due to the severe impact of the pandemic on profitability

Transportation is a rapidly evolving sector linked with infrastructure development, the adoption of new technologies, and innovative funding mechanisms. However, the COVID-19 pandemic has strongly reduced revenue and introduced new operational and management challenges. Collective transport, in particular, faces major issues, including decreased ridership, volatile demand, additional costs associated with security and disinfection measures, and staff availability.

During the pandemic, knowledge and guidelines were disseminated through webinars on addressing the financial and operational challenges faced by public transport systems, both for crisis management and for the post-COVID recovery. Electric buses might be part of the response strategy due to their lower operating costs, increased reliability, and lower GHG and air pollutant emissions.

Stakeholders involved in MobiliseYourCity India have made substantial contributions to knowledge development and sharing by organising webinars and publishing guidelines on smart mobility, non-motorised transport modes, the link between air quality and urban planning, tactical urbanism, multimodal integration, and other topics. This content is available online on the MobiliseYourCity knowledge platform.

Highlights in the past year

Since the conclusion of the MobiliseYourCity technical assistance, several national debates and initiatives have reinforced the relevance of this work:

- National Urban Mobility Fund (NUMF) proposal: Policy experts have advocated for a dedicated financing mechanism to aggregate domestic and international climate funds to support sustainable urban mobility, EV deployment, and non-motorised transport infrastructure.
- Renewed institutional focus on multimodal integration: Studies in 2025 stress that integrated public transport, last-mile connectivity, and walking/cycling are central to India's sustainable mobility transition.
- Implementation progress in MobiliseYourCity pilot cities: Reports published in 2025 describe the completion of Ahmedabad's SUMP and mobility observatories for Nagpur, Kochi and Ahmedabad, illustrating the continuity of MobiliseYourCity's legacy beyond the programme period.
- Urban policy discussions at national forums: The Urban Mobility India (UMI) Conference 2025 placed strong emphasis on integrated land-use and transport planning and the need for resilient public transport.
- Scale of investment required: A World Bank-supported analysis estimates that Indian cities will require USD 2.4 trillion by 2050 for climate-resilient infrastructure, including transport, underscoring the significant financing challenge.

Last updated December 2025

[1] https://www.orfonline.org/expert-speak/climate-resilient-mobility-india-s-transport-transition-after-cop30
[2] https://www.sciencedirect.com/science/article/pii/S2772586325000243
[3] https://www.mobiliseyourcity.net/sites/default/files/2025-05/Nagpur%2C%20India_1.pdf
https://www.mobiliseyourcity.net/sites/default/files/2025-05/Ahmedabad%2C%20India_1.pdf
[4] https://metrorailtoday.com/article/india-charts-the-future-of-urban-transport-at-umi-2025-mobility-as-the-backbone-of-development
[5] https://www.reuters.com/sustainability/cop/indian-cities-need-24-trillion-climate-infrastructure-by-2050-world-bank-says-2025-07-22

The Philippines

National Urban Mobility Policies and Investment Programme — Completed

Basic information

Population	→	109,035,343 (May 2020)
Growth rate	→	1.63%[1]
Percentage of urban population	→	51.2%[2]
GDP per capita (2023)	→	USD 3,477.40[3]
Percentage of the population living below the national poverty line (2021)	→	18.1%[4]
Annual average infrastructure expenditures as a percet of GDP (2024 General Appropriations Act)	→	5.3%[5]
Nationally Determined Contribution (NDC)	→	75% (2.71% unconditional, 72.29%) of a projected 3,340.3 MtCO2e (2020-2030)[6]
National GHG emissions per capita	→	1.39 (tCO2eq)
Proportion of transport-related GHG emissions	→	26.1% of energy-related emissions
Exposure to climate change	→	HIGH

Context

The Philippines is rapidly urbanising, with 51.2% of its over one hundred million population now living in just 145 cities, 33 of which account for more than 70% of the national income. The country has a relatively young population (60% under 30) and, until 2019, an average annual economic growth rate of over 5%.

Active and public transport have historically been underfunded at the national and local levels, despite these modes accounting for around 80% of trips in Metro Manila and the surrounding provinces. The COVID-19 recovery budget includes increased spending on these modes, which can translate into long-term improvements. In 2018, congestion was estimated to cost the economy over PHP 3.5 billion daily in lost productivity, time, and unnecessary vehicle costs, not counting other effects such as GHG emissions and traffic collisions.

The Philippines faces various challenges that constrain its ability to transition to sustainable urban mobility.

These challenges include:

- Outdated policies and regulations
- Insufficient collaboration among agencies and a lack of public institutions
- Insufficient capacities within government agencies to plan, implement, and monitor initiatives
- Uncertain funding sources for sustainable urban mobility
- Limited data to monitor and properly plan sustainable urban mobility initiatives
- Limited planning and design guidelines for sustainable urban mobility initiatives

The Philippine Urban Mobility Programme (PUMP) provides mechanisms for the national government to support local governments in planning and implementing sustainable urban mobility systems, focusing on public transport, active transport, urban freight, travel demand management, and transit-oriented development. The Programme considered inputs from national- and local-level stakeholders and was developed in close collaboration with the Department of Transportation. The National Economic and Development Authority, the country's oversight planning agency, has likewise approved it, recognising that it is in line with the National Transport Policy released in 2017.

The GIZ-run TRANSfer project provides ongoing technical assistance for the programme's implementation through several activities, such as developing a data collection toolkit that provides government partners with a manual identifying sustainable urban mobility indicators and outlining how to gather the necessary data points to monitor them.

In 2022, the approved national budget for road-based transport was PHP 13.3 billion, higher than the PHP 12.9 billion in 2021 (including both the COVID-19 Recovery fund and the regular budget).[7] Of this, PHP 13.3 billion was allotted: PHP 7 billion for public transport service contracting, PHP 1.8 billion for the Public Utility Vehicle (PUV) Modernisation Program, including social support, and PHP 2 billion for active transport.

In 2023, the Department of Transportation allocated PhP 106.0 billion to strengthen and modernise the Country's transport systems, making public transport more efficient and convenient.[8] Of this, PhP 1.3 billion was allotted for Service Contracting of the Public Utility Vehicle Program; PhP 200 million for the Social Support Component of the Public Utility Vehicle Modernisation Program; and PhP 705 million for the Active Transport Bike Share System and Safe Pathways Program in Metropolitan Areas.

Support from the Partnership

Technical Assistance: National Urban Mobility Program (NUMP)
Type of NUMP: Mixed National Urban Mobility Program
Funded by: Bundesministerium für Umwelt, Naturschutz und nukleare Sicherheit (BMU)
Funding amount: EUR 1,500,000
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the TRANSfer III Project
Local counterpart: Department of Transportation
Final NUMP report: The National Urban Mobility Programme for the Philippines I MobiliseYourCity Partnership

The primary purpose of the NUMP:

- Offer cities a general enabling framework to formulate, adopt, and implement Sustainable Urban Mobility Plans (SUMPs)
- Identification of measures to support improvements in active transport, travel demand management, transit-oriented development and urban freight

Vision:

- Social objective: "A people-first approach that ensures inclusive, comfortable, safe and dignified access to public services".

- Environmental objective: "An urban transport system which reduces its negative impacts imposed on the environment and on public health towards healthy cities".
- Economic objective: "Efficient, affordable and economically sustainable transport, which supports economic vitality for the individual and for the city".

Supported activities:

- Status Quo Report
- Visioning Workshops with national government agencies
- Capacity building workshops (including study tours and online training) with government, academia, and the private sector
- Technical studies for the government (e.g., improvements in public transport operations, building on the Jeepney+ NAMA, service contracting for public transport, production of base maps)
- Development of a Data Collection Toolkit/Manual

Status of project implementation

Project start: 2017 Q1
Project completion: 2019 Q4

Completed outputs:

- EDSA-Bus Case Study: Operations and Business Model (2018 Q4)
- Public Utility Vehicle Modernisation Program Early Evaluation (2019 Q4)
- Philippine Urban Mobility Programme Concept Document (2019 Q4)
- Sustainable Urban Mobility Data Collection Toolkit (beta version: 2021 Q4)[9]

NUMP key measures and cost estimates

The following table summarises the total capital expenses (CAPEX) estimates for different types of measures in the NUMP.

Urban transport investment measures	CAPEX Estimate (EUR)[1]
Public transport and NMT (Active Transport)	62,000,000
Street shaping urban roads and traffic management	Unknown
Other measures (Urban Freight)	1,500,000
Total	Unknown

The following table highlights the most significant measures identified in the NUMP.

Measure	Cost estimate (EUR)[1]
Develop a National walking and cycling policy	200,000
Collect data to enable planning	300,000
Increase dedicated staff in the Department of Transportation & Local Government Units	55,000,000
Increase focus on NMT in the planning process	200,000
Address lack of political support	100,000
Continued ring-fenced funding for walking and cycling projects in HUCs	500,000,000
Develop NMT guidance	200,000
Tackle behaviours that discourage walking and cycling	5,000,000
Train existing and future staff on planning for walking and cycling	1,000,000
Jeepney modernization program	5,800,000,000
Develop a freight data collection mechanism	200,000
Develop and implement vehicle standards	300,000
Establish a national freight operator dialogue forum	300,000
Support consolidation and professionalisation of the freight sector	300,000
Establish a motor vehicle inspection system	340,000,000
Promote and assess modern fleet pioneers	200,000
Explore congestion charging	200,000

[1] https://psa.gov.ph/content/2020-census-population-and-housing-2020-cph-population-counts-declared-official-president#:~:text=The%20Philippine%20Statistics%20Authority%20(PSA,Philippines%2C%20pursuant%20to%20Proclamation%20No.
[2] https://psa.gov.ph/content/urban-population-philippines-results-2015-census-population
[3] https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=PH
[4] https://www.adb.org/where-we-work/philippines/poverty#:~:text=Poverty%20Data%3A%20Philippines&text=In%20the%20Philippines%2C%2018.1%25%20of,national%20poverty%20line%20in%202021.statistics/#:~:text=As%20reported%20by%20the%20Philippine,more%20Filipinos%20living%20in%20povery.
[5] https://www.dbm.gov.ph/index.php/management-2/2327-proposed-fy-2024-national-budget-will-lower-debt-address-inflation#:~:text=The%20PBBM%20administration%20shall%20continue,percent%20compared%20to%20this%20year.
[6] https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/Philippines%20First/Philippines%20-%20NDC.pdf
[7] https://docs.google.com/spreadsheets/d/1rhd2weqzt4d5qdcVVlUjnMBsDECoV_CaDrl7k2zFa-E/edit#gid=2058725729
[8] https://www.dbm.gov.ph/index.php/budget-2/budget-documents/2023/general-appropriations-act-fy-2023/1780-2023-peoples-enacted-budget
[9] https://mobilitydatatoolkit.notion.site/mobilitydatatoolkit/Sustainable-Urban-Mobility-Data-Collection-Toolkit-for-the-Philippines-f10af05a5c9748ee-b642ab157619e7de

Finance leverage

Leveraged financing (resulting from or enabled by the NUMP preparation process)

Description	Source	Type	Status	Amount (EUR)
Public Utility Vehicle Modernization Program[10]	Private sector investments	Loan	Secured	3,160,000
Public Utility Vehicle Modernization Program[11]	Development Bank of the Philippines	Loan	Secured	36,000,000
Program Assistance to Support Alternative Driving Approaches PASADA[12]	Development Bank of the Philippines	Loan	Secured	140,000,000
Development of EV Ecosystem[13]	ADB & Canadian Climate and Nature Fund	Loan	Secured	90,000,000

Associated financing supporting measures in the NUMP

Description	Source	Amount (EUR)
Budget for Metro Manila Greenways	National government	136,000,000
Budget for National Greenways	National government; ADB technical assistance loan	175,000,000
Budget for Green Green Green Program	National government	45,300,000
Budget for bikeways	National government (through Bayanihan 2)	22,900,000
Budget for public transport service contract	National government (through Bayanihan 2)	97,200,000
Budget for common station connecting LRT 1, MRT 3, MRT 7 and Subway	National government	48,800,000
Budget for active transport	National government (2022 General Appropriations Act)	PHP 2 billion / EUR 34,250,000
Budget for public transport service contract	National government (2022 General Appropriations Act)	PHP 7 billion / EUR 120,000,000
Budget for PUV Modernization	National government (2022 General Appropriations Act)	PHP 1.8 billion / EUR 30,800,000
Urban Act Project[14]	The International Climate Initiative	22,980,000

[10] https://www.dbp.ph/newsroom/dbp-assistance-for-puv-modernization-reaches-p753-million/?utm_source
[11] https://www.gmanetwork.com/news/money/motoring/616634/gov-t-allots-p2-2-billion-to-subsidize-puv-modernization-ltfrb/story/
[12] https://www.dbp.ph/newsroom/dbp-assistance-for-puv-modernization-reaches-p753-million/
[13] https://www.bworldonline.com/top-stories/2025/01/28/649199/?utm
[14] The Urban Act project supports activities on urban mobility in China, India, Indonesia, Philippines, Thailand.

Projected impacts

Indicator	Impact 2030 (NUMP vs BAU)	Baseline - 2020	Projected 2030 BAU	Projected 2030 NUMP scenario
Total annual GHG emissions (Mt CO2eq)	-2.5 Mt CO2eq	20 Mt CO2eq	29.5 Mt CO2eq	27 Mt CO2eq

Insights from practice: lessons learned from NUMP development

The Philippines' COVID-19 recovery plan's focus on urban mobility counterbalances the impact of the pandemic on PUMP implementation

As part of its pandemic recovery plan, the government released a four-pillar socioeconomic strategy covering the following areas and totalling at least PHP 2.57 trillion: financial aid, healthcare improvements, monetary measures, and job creation. This includes the Bayanihan to Recover as One Act, a law that allocates PHP 5.58 billion in emergency funding for public transport service contracts and PHP 1.32 billion for bike lanes and sidewalks.

COVID-19 has highlighted the need for better active transport infrastructure and policies, green spaces, and substantial government financial support for public transport. However, the continued spread of the virus and widespread lockdowns have also affected the implementation of the PUV Modernisation Program and any urban freight initiatives.

NUMP: A driving force behind the Philippines' sustainable urban mobility efforts despite the challenges in communication and coordination

The National Urban Mobility Policy (NUMP) is being implemented in coordination with the Department of Transportation and the National Economic and Development Authority, and it guides the use of sustainable urban mobility indicators and active and public transport measures. However, the implementation of the NUMP is running parallel to the government's other measures, and it is unclear whether it is being used as a consistent strategy or as the driving force.

For the success of the NUMP, effective communication is key. This is demonstrated by the better-known Transport Oriented Development plan supported by JICA, which has been cited more widely by the public than the NUMP supported by MobiliseYourCity. Nonetheless, the NUMP has still played a significant role in raising awareness and building the capacities of authorities and civil society.

Despite the challenges, the government's efforts to improve sustainable urban mobility are crucial, particularly given the pandemic's impacts on transportation and the environment. Greater consistency in the implementation of NUMP measures and communication efforts could help to further drive progress in urban mobility policies in the Philippines.

Securing the required funds for implementation remains a major challenge.

Some measures identified in the NUMP are having difficulty securing ongoing funding from national and local government agencies. This is due to more pressing issues, such as COVID, and the prioritisation of heavy infrastructure projects, such as rail and roads, over other programmes and policies, including the reallocation of road lanes for biking and walking. This is reflected in the

2022 road transportation budget, which allocated only 10% to active transportation. However, an increase in the transport budget relative to previous years has been made possible by an active civil society movement.

Political commitment needs to be secured across electoral cycles.

Political commitment is hindered by national and local elections, potentially leading to the loss of institutional knowledge in partner agencies (e.g., several key staff and offices in the Department of Transport will depart with the existing administration). This potential barrier is currently being addressed through engagement and communication with several transport agencies (e.g., NEDA).

Perspectives for implementation

The Sustainable Urban Mobility Data Collection Toolkit supports the monitoring of NUMP implementation.

In 2022, the Sustainable Urban Mobility Data Collection Toolkit, developed in 2021, continued to play a crucial role in informing the planning of urban transport systems and monitoring the implementation of the National Urban Mobility Policy (NUMP). The toolkit provides recommendations on methodologies, tools, and governance aspects for collecting urban transport data, enabling stakeholders at the national and local levels to make informed decisions. Such data collection is significant for policymakers as they work towards sustainable urban mobility amidst the pandemic's impacts on transportation and the environment.

MobiliseYourCity partners continue to support sustainable urban mobility in the Philippines.

MobiliseYourCity partners continue to support the Philippines through the Urban-Act project, which began in 2022. This builds on previous work under Transfer III, focusing on financing solutions for sustainable urban transport. The project enhances climate resilience and low-carbon mobility across the region. Additionally, MobiliseYourCity Asia is based in the Philippines and serves as a regional hub for knowledge and expertise on sustainable urban mobility. This collaboration strengthens urban climate action and fosters sustainable transport practices throughout the Asia-Pacific.[15]

Under GIZ's TRANSCEND project, the Department of Transportation, the Climate Change Commission and the Department of Environment and Natural Resources convened a 2025 workshop to explore "green transport solutions" and to reassess how the transport sector can more effectively contribute to the Philippines' Nationally Determined Contribution (NDC). Discussions focused on identifying low-carbon measures, improving data and monitoring frameworks for transport emissions, and enhancing coordination across government.[16]

In August 2025, the Department of the Interior and Local Government (DILG) and GIZ signed a Memorandum of Understanding to implement the Integrated Urban Climate Action for Low-Carbon and Resilient Cities (Urban-Act) project in the Philippines. The partnership aims to support low-carbon, resilient urban development, strengthen climate policy integration, and build cities' capacity to undertake sustainable, climate-aligned planning.[17]

At the same event, Urban-Act presented its policy recommendations, including local transportation planning and management.[18] These recommendations are anchored in the Project's policy briefs, which were informed by a series of focus group discussions (FGDs), policy workshops, and policy dialogues. The policy briefs aim to persuade oversight and other relevant sector agencies within the national government to provide policy support and technical guidance for the proposed measures. The following are the recommendations of Urban-Act:

1. Establish an interoperable monitoring and evaluation mechanism to assess the outputs, outcomes, and impacts of local transportation management.
2. Upgrade skills and capacities of local transportation management offices
3. Strengthening vertical alignment of local transportation plans and the national transportation plan, and coordination between local transportation management offices and concerned national government agencies

The Urban-Act Project supported the capacity development of the partner city of Antipolo (Rizal) in preparation for its Sustainable Urban Mobility Plan (SUMP). Antipolo and Urban-Act are set to develop the city's SUMP in 2026 after data collection and analysis. The SUMP is anchored in the previously developed PUMP by the GIZ TRANSfer III Project.

Currently, the Project is supporting the expert review of the key partner, the Department of Human Settlements and Urban Development (DHSUD), Guidelines for Mainstreaming Transit-Oriented Development into the Comprehensive Land Use Plan and Zoning Ordinance (CLUP and ZO).

In March 2025, the World Bank's Board of Executive Directors approved a USD 795,066,944 Development Policy Loan to support the Philippines' energy transition and climate resilience. The programme, called the First Energy Transition and Climate Resilience Development Policy Loan, aims to accelerate the country's shift toward cleaner energy by boosting the share of renewable power from about 30 % (2023) to about 42 % by 2027, including support for the use of electric vehicles in the public sector fleet as part of its programme objectives.[19]

Last updated December 2025

[15] https://www.international-climate-initiative.com/en/project/urban-act-integrated-urban-climate-action-for-low-carbon-resilient-cities-22-i-416-asia-g-urban-act-integrated-climate-action/
[16] https://www.giz.de/en/regions/asia/philippines/news/journey-greener-transport-future
[17] https://cleanairasia.org/our-news/philippine-government-affirms-commitment-move-towards-low-carbon-and-resilient-urban?utm
[18] https://www.giz.de/sites/default/files/media/pkb-document/2025-09/giz2025-en-policy-brief-2-climate-sensitive-ltmp.pdf
[19] https://www.worldbank.org/en/news/press-release/2025/03/31/wb-approves-support-for-energy-transition-and-resilience-in-ph.print?utm

Thailand

National Urban Mobility Policies and Investment Programme | Completed

Basic information

Population	→	66.17 million (2021)
Growth rate	→	-0.01%
Percentage of urban population	→	34.47%
GDP per capita	→	USD 6,730.31 (2020)
Percentage of the population living below the national poverty line (2021)	→	6.84% (2020)
Nationally Determined Contribution (NDC)	→	Reducing annual GHG emissions by 20%, or 115.6 MtCO2, in 2030 compared to BAU. Transport will aim to reduce 41 MtCO2 or 35.42% of the total NDC target (MoT).
National GHG emissions per capita	→	5.37 tCO2eq (excluding LULUCF), 3.99 tCO2eq (including LULUCF)
Proportion of transport-related GHG emissions	→	25.93% (including LULUCF)
Exposure to climate change	→	HIGH

Context

Thailand is in the heart of Southeast Asia and borders Lao PDR, Myanmar, Cambodia, and Malaysia. Its capital is Bangkok, also known as Krung Thep in Thai. Thailand has the second-largest economy in Southeast Asia after Indonesia. The services sector accounts for 45.75% of jobs in Thailand and contributes 58.59% of GDP, followed by the agriculture sector, which employs 31.62% of the active workforce and 8% of GDP. Last is the industry sector, which accounts for 22.63% of the active workforce and contributes 33.4% of GDP (Statista, 2019). Thailand relies heavily on tourism, with nearly 40 million visitors in 2019. This places Thailand among the top 10 most-visited countries in 2019. However, many sectors have suffered from the decline in tourism caused by the COVID-19 pandemic, which had a major impact on Thailand's economy. Thailand experienced negative GDP growth in 2020 for the first time since 1998.

Private vehicles are the most popular mode of transportation in Thailand. Bangkok has the most diverse transport options in the country, including the BTS (skytrain), MRT (subway), metered taxis, motorcycle taxis, and Tuk-Tuks. However, the city remains notorious for traffic congestion, as many people prefer private vehicles for convenience and flexibility. To travel across the country or to the suburbs, there are many minivans and buses that connect most cities and popular destinations. Thailand also has 38 airports, seven of which are international airports. It typically takes around an hour to reach anywhere in Thailand by plane. Thailand also has a rail system spanning 4,925 km (BOI) that serves every part of the country, although it is not a high-speed network.

The national government has collaborated with GIZ to develop a NUMP, the Thai Clean Mobility Program, aiming to reduce GHG emissions from the transport sector, reduce air pollution, and promote a modal shift away from motorised private vehicles toward public transport.

The development of the NUMP is a participatory process which requires several preparatory steps and discussions. These steps include:

- Building on existing sector studies to assess city and national government mechanisms for funding, financing and transport planning and implementation
- Identifying support needs for cities that are to be included in the NUMP (capacity, financial instruments, funding, planning procedures, institutional framework)
- Assessing the main current barriers to low-carbon transport in Thailand
- Providing recommendations for "Vision & Goal setting" to:
  - → Draft a national vision for urban mobility (in line with the NDC action plan);
  - → define the objectives of the National Urban Mobility Programme; and
  - → provide strategic direction on using the various levers of action available (governance, financing, funding, capacity building, technological choices, etc.) in Thailand

Support from the Partnership

Technical Assistance: National Urban Mobility Program (NUMP)
Type of NUMP: Programme NUMP
Funded by: Bundesministerium für Umwelt, Naturschutz und nukleare Sicherheit (BMU)
Funding amount: EUR 1,661,634
Implemented by: Gesellschaft für Internationale Zusammenarbeit (GIZ) through the TRANSfer III Project
Local counterpart: Office of Transport and Traffic Policy and Planning (OTP), Ministry of Transport
Final NUMP report: Development of a National Urban Mobility Programme (NUMP) for Thailand I MobiliseYourCity

Main purpose of the NUMP:

- Provide necessary groundwork that allows policymakers in the Thai government to make an informed decision on the implementation of the NDC action plan
- Develop a funding mechanism that supports the implementation of urban transport measures
- Provide a planning framework for urban transport planning (quality standards, clear guidance on roles and responsibilities, capacity development)

Supported activities:

The "Thai Clean Mobility Programme" consists of three pillars:

- Congestion charging
- Set-up of a Clean Transport Fund
- Public transport electrification

Status of project implementation

Project start: 2017 Q1
Project completion: 2022 Q4

Completed outputs:

- Study Tour to Berlin and London (February 2020);
- Pre-feasibility study on congestion charging design for Bangkok (November 2020);
- 2 congestion charge videos for communication and educational purposes for the broad public, as well as for the expert and policy maker community (December 2020);
- Study for the development of a Clean Transport fund (December 2020);
- Thailand Clean Mobility vision of the youth (July 2022);
- Study for Thailand's upscaling of public and private investment in public transport electrification (October 2022).

NUMP key measures and cost estimates

The following table highlights the most significant measures identified in the NUMP.

Measure	Cost estimate (EUR)
Congestion Charge	662,279,406
Bus Modernisation	124,902,630
BTS/MRT Fare Subsidy	290,633,646

Finance leverage

Leveraged financing (resulting or enabled by the NUMP preparation process)

Description	Source	Type	Status	Amount (EUR)
SMMR – Sustainable Mobility for Metropolitan Regional Projects[1]	BMZ	Grant	Secured	6,800,000
Urban Act project[2]	The International Climate Initiative	Grant	Secured	22,980,000
Electric Bus Leasing Project[3]	Bangkok Mass Transit Authority)	Domestic Fund	Secured	387,000,000

[1] The SSMR project supports activities on urban mobility in Cambodia, Thailand, Laos, Vietnam https://www.thai-german-cooperation.info/en_US/sustainable-design-of-urban-mobility-in-medium-sized-metropolitan-regions-smmr/
[2] The Urban Act project supports activities on urban mobility in China, India, Indonesia, Philippines, Thailand.
[3] https://mahanakornpartners.com/thailand-approves-landmark-electric-bus-leasing-project-to-drive-sustainable-urban-mobility/

Core impact indicator baselines

Indicator	Baseline - 2020
Total annual GHG emissions (Mt CO2eq)	68.26 Mt CO2eq from the energy sector
Annual transport related GHG emissions per capita (kg CO2eq)	1.04 kgCO2eq
Air pollution Decrease in mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	43 µg/m³ of PM2.5
Road safety Decrease of traffic fatalities in the urban area, per 100,000 inhabitants	11 fatalities / 100,000 habitants (2020)

Perspectives for implementation

Urban Act Project

The Urban ACT project[4] supports Thailand in integrating climate action and low-carbon mobility into urban development. It helps local authorities enhance urban resilience and reduce emissions, with a strong focus on sustainable transport systems. Building on MobiliseYourCity's prior work, the project improves climate adaptation and urban mobility strategies, positioning Thailand to address climate challenges and sustainable growth in its cities.

In 2025, Thai cities advanced their climate-responsive planning through new technical collaborations and capacity-building. Experts from TU Dortmund and the University of Stuttgart trained officials and researchers in Chiang Mai, while the Thai Meteorological Department, supported by the WMO, piloted urban climate services in Khon Kaen, Chiang Mai and Phuket, generating hazard maps to guide adaptation planning. Regional South–South cooperation also expanded, with Tongji University providing technical assistance on Ecological Spatial Planning and Thai delegations visiting Penang and Singapore to learn about nature-based solutions, water management and climate-adaptive urban design.

In addition, under the Urban-Act programme, together with the Office of Transport and Traffic Policy and Planning (OTP), a workshop on enhancing resilience in Thailand's transport system was held. Participants from over 15 agencies, including transport, public works, environment, climate policy, and meteorological bodies, came together to learn about climate-adaptation strategies for infrastructure (roads, rail, ports), risk assessment methods, and how to integrate resilience into transport planning. Through lectures, interactive simulations, and discussions, the workshop equipped decision-makers and planners with practical tools to design transport systems that are better able to withstand climate hazards such as floods, storms, and heat extremes, marking a concrete shift toward proactive, climate-resilient mobility planning in Thailand.

ASEAN EV Accelerator Programme[5]

In 2025, under the ASEAN EV Accelerator Programme, supported by Energy Foundation China, Thailand joined Indonesia, Malaysia, and Cambodia to advance the electrification of its transport. The programme helps national and energy policymakers better understand and plan for e-mobility by conducting stakeholder consultations, analysing country-specific EV needs, and defining priority policy and technical measures. It also develops country-specific EV transition roadmaps that outline priority policy actions, investment needs and implementation pathways. Through these activities, Thailand benefits from tailored analytical support, shared regional expertise

and coordinated planning tools that help accelerate the deployment of charging infrastructure, strengthen grid preparedness and advance coherent EV policies across the ASEAN region.

Insights from practice: lessons learned from the NUMP process

Balance is key, as implementing congestion charging represents a political risk

One key lesson from this project is that implementing a congestion charging system can be complex and politically sensitive. It involves balancing the objectives and constraints of multiple stakeholders, which can be challenging.

In this project, steering and working groups were formed to ensure that all relevant stakeholders were included in the policy design process. However, due to the upcoming national election in Thailand, gaining political buy-in for implementing the congestion charge in Bangkok has been difficult, as decision-makers may fear that proposing such a system could reduce their popularity with the public.

Supporting sustainable urban mobility in Thailand requires addressing institutional and regulatory barriers.

Implementing the Clean Mobility Fund presents an opportunity to address institutional and legal barriers to congestion charging. Although the Ministry of Finance has reservations due to the past performance of similar funds, this presents an opportunity to ensure transparency and exemplary performance in this initiative. The feasibility study has identified key roles and stakeholders involved in implementing the system and recommends fostering cooperation among them to ensure successful implementation. Additionally, legal issues related to vehicle identification, charging, and payment enforcement must be addressed. Addressing these issues will provide a strong foundation for the Clean Mobility Fund and pave the way for practical policy recommendations.

Highlights in the past year

PIAFF from the World Bank has positioned Transit-Oriented Development in Thailand.[6]

Supported by PPIAF (the Public-Private Infrastructure Advisory Facility) and the World Bank, Thailand in 2025 formally embraced a new generation of Transit-Oriented Development (TOD) as a core pillar of its urban-mobility strategy. A series of technical workshops held in Bangkok, Lamphun and Pattaya brought together national and local authorities, transit agencies, and private-sector actors to shift from planning to actionable, investment-ready TOD projects. These workshops laid the groundwork for public-private partnerships (PPPs), explored financing pathways, and identified pilot cities, including secondary cities beyond Bangkok, thereby embedding TOD as a structural instrument for building greener, better-connected, lower-carbon cities across Thailand.

PIAFF's push for Transit-Oriented Development (TOD) in Thailand is complemented on the ground by a city-level initiative, ACTIVATE Bangkok, implemented by ICLEI. Under ACTIVATE Bangkok, transit-oriented planning goes beyond just mobility: it integrates climate resilience, green infrastructure, and inclusive urban design around transit hubs. The project aims to create climate-resilient, accessible transit stations framed by green spaces, mixed-use neighbourhoods, and safe walking and cycling links. It also seeks to foster social inclusion and accessibility for women, youth, the elderly, and people with disabilities, embedding equity and sustainability into urban mobility by aligning land use, transport and public space development.

Last updated December 2025

[4] https://www.international-climate-initiative.com/en/project/urban-act-integrated-urban-climate-action-for-low-carbon-resilient-cities-22-i-416-asia-g-urban-act-integrated-climate-action/
[5] ASEAN EV Accelerator Programme (February 2025 - July 2026) https://www.unescap.org/sites/default/d8files/event-documents/2025-2026_Leaflet_ASEAN-EV-Accelerator-Programme.pdf
[6] https://www.ppiaf.org/feature_story/thailands-next-urban-leap-connecting-cities-through-transit-oriented-development

Tbilisi, Georgia

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	726 km²
Population (metropolitan area)	→	1,227,811[1]
Growth rate	→	1.3%
Country capital city		
GDP per capita	→	USD 5,413.94
Baseline motorisation rate	→	Car ownership between 0.38–0.72 vehicles per household; 30% of households had at least one car (2016)
Modal share		
Public transport: 39.1 % of which	→	Metro: metro 7.4% Local bus: 15.3% Minibus: 16.4%
Walking	→	26.9%
Private car	→	29.7%
Taxi	→	2.8%
Bicycle	→	0.1%
Motorised two-wheeler	→	0.1%
Other	→	1.3%
National GHG emissions per capita	→	4.61 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

Tbilisi, the capital of Georgia, is strategically located at the crossroads of Eastern Europe and Western Asia, along key transit corridors linking the Black Sea to the Caspian region. Positioned on major road, rail, and pipeline routes, the city plays a pivotal role in regional trade, energy transit, and logistics between Europe, Central Asia, and the South Caucasus. As the country's political, economic, and transport hub, Tbilisi anchors Georgia's integration into regional and international connectivity networks.

[1] https://geostat.ge/media/61960/1-3-population-by-cities-and-boroughs.xlsx

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: Asian Development Bank (ADB). Agence Française de Développement (AFD) funded complementary consulting services to support SUMP development within the MobiliseYourCity framework
Funding amount: EUR 406,000
Implemented by: AFD in collaboration with ADB and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Local counterpart: Municipality of Tbilisi
Consultant(s) involved: Ramboll
Final Sump report: Not available

Supported activities:

By Asian Development Bank (ADB)

- Infrastructure development and financing of the SUMP

By Agence Française de Développement (AFD)

- Technical Assistance to the Transport Department of the Tbilisi City Hall to monitor SUMP development
- Follow up on initiatives related to active mobility with the Tbilisi City Hall.
- Complementary study on (i) improvement of existing BRT-light in the city centre; (ii) improvement of the standard master plan

SUMP Summary

SUMP Status	Not oficially validated
SUMP Development Timeline	Joined MobiliseYourCity in 2019 MobiliseDays in Q1 2019 Initial Diagnostics and Data Collection Q3 2019 Development of the Vision, Goals, and Strategic Framework Q2 2021 Scenario Building, Testing, and Assessment Q4 2022 Drafting of the 20-Year Transport Plan and 5-Year Action Plan Q3 2023 Stakeholder Validation and Finalisation Q4 2023 Implementation Phase Q1 2024 onward
SUMP Implementation Timeline	Full SUMP spans 2023–2043 First implementation tranche 5-Year Action Plan (2024–2028
SUMP Vision	"To deliver to the citizens of Tbilisi an effective, efficient, safe and sustainable urban transport system that is accessible and affordable for all and contributes to a better quality of urban life and environment."
Key expected results (GHG, modal share and access)	GHG: No quantitative GHG target provided. Reduce car dependency by shifting modal share: decrease car share from 29.7 % (2016) to 20 % by 2043 and increase public transport from 39.1 % to 43 %; walking from 26.9 % to 27 %; and cycling from 0.1 % to 8 % 50% reduction in road fatalities. Make 70 % of metro stations fully accessible.
Total SUMP Investment Requirement	Total SUMP Investment Requirement: ≈ EUR 1.31 billion Capital Expenditure (CAPEX) ≈ EUR 1.31 billion This covers infrastructure construction, rolling stock procurement, ITS installation, cycling and pedestrian infrastructure, rail extensions, cable cars, and urban realm upgrades. The largest components are: • Commuter Rail: ≈ EUR 265 million • Didi Dighomi Rail Link: ≈ EUR 254 million • Cable Cars: ≈ EUR 217 million • Bus fleet upgrades: ≈ EUR 116 million • Metro modernisation: ≈ EUR 66 million • Tbilisi Bus Transit corridors: ≈ EUR 58 million

SUMP preparation process and stakeholder involvement

Geographic Coverage: The preparation of the Tbilisi SUMP encompassed the entire municipal territory of Tbilisi, ensuring that the plan addresses mobility challenges and opportunities across all districts of the capital. The SUMP includes the functional urban area of Tbilisi, recognising expansion into the northern district of Didi Dighomi and other rapidly growing neighbourhoods. The analysis and stakeholder consultations covered central neighbourhoods such as the Old Town, Vake–Saburtalo, Rustaveli, and Mtatsminda, as well as rapidly expanding peripheral areas such as Didi Dighomi, Varketili, Gldani, Samgori, and Isani. The SUMP also assessed mobility corridors and transport infrastructure affecting citywide accessibility—such as river crossings, hilly residential zones, metro and bus networks, and major road arteries.

Preparation started with data collection, modelling and mapping exercises, policy and legal reviews, site visits, and stakeholder interviews. The plan categorises stakeholders into primary stakeholders (citizens, commuters, lobby groups, funding agencies), key stakeholders (political and technical decision-makers such as the mayor, TUDA, and the Tbilisi Development Fund), and intermediary stakeholders (transport operators, employees, suppliers, investors, and the media). Eight stakeholder groups were identified: civil society, government, transport operators, transport employees, suppliers/vendors, investors, the wider economy, and mass media.

Figure 1 Stakeholder mapping for Tbilisi SUMP

Engagement mechanisms encompassed public consultations, community workshops, focus groups, expert interviews, and multi-stakeholder coordination meetings held during the planning stages. Public-facing events—such as Mobility Week activities, street redesign consultations (e.g., Freedom Square, Rustaveli Avenue, Kote Afkhazi Street), and tactical urbanism pilots (e.g., the proposed Superblocks)—offered residents opportunities to give direct feedback on design options and priorities. Technical sessions and working groups supported collaboration with specialists on topics including public transport operations, road safety, accessibility, and environmental impacts.

A major multi-stakeholder engagement meeting in 2023 brought together about 50 institutions, providing a platform to review findings, validate priorities, and build consensus on the SUMP's retained scenario and implementation pathway. Overall, the participatory process ensured that the SUMP was grounded in local realities, technically informed, and supported by key actors across governance levels.

Diagnosis of urban mobility in Tbilisi

The diagnosis of urban mobility in Tbilisi reveals a city facing rapid motorisation, increasing congestion, and deteriorating street conditions for walking and cycling. Despite a relatively high proportion of public transport, car dependency continues to grow, driven by urban sprawl, inadequate pedestrian and cycling infrastructure, limited metro accessibility, and buses slowed by traffic congestion. Men are more likely to drive, while women mainly walk or use public transport. Notably, one-fifth of road traffic consists of trips shorter than 1.5 kilometres, indicating potential to shift short journeys to walking or cycling if conditions improve. Walking conditions are often unsafe or uncomfortable, cycling infrastructure is fragmented, and parking mismanagement, including widespread illegal parking, contributes to congestion and unsafe streets. Road safety remains a major concern, and environmental impacts from transport pollution are significant. These mobility challenges highlight systemic issues in infrastructure, behaviour, and governance that the new transport plan aims to address.

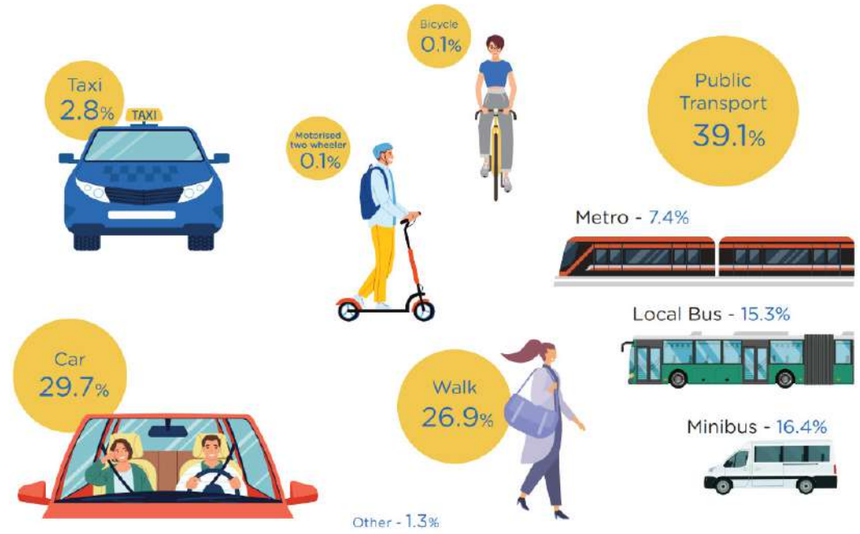


Figure 2 Modal share of urban trips in Tbilisi

Existing mobility and transport services:

Tbilisi's mobility landscape is marked by high car dependence alongside a growing but still challenged public transport system. Rapid expansion into peripheral districts increases trip distances and reliance on cars, making public transport less competitive and raising operating costs. Public transport (metro, bus, minibus) accounts for a large share of trips, yet services are hindered by congestion, ageing infrastructure, and gaps in accessibility.

Two metro lines extend over 27 kilometres and serve 23 stations, yet many facilities are not fully accessible to people with reduced mobility. Buses remain the most-used mode, but they are often caught in congestion; average speeds in many corridors fall below 20 km/h. Tbilisi once operated six cable-car routes, but only three are currently in service, and only the Bagebi University line functions as a public transport route; the other two – linking Rike Park to Narikala Fortress and Vake Park to Turtle Lake – mainly serve tourists. Given that many residential neighbourhoods sit high above the valley where the business district lies, the city's topography makes cable cars an efficient way to connect homes and workplaces.

Walking remains widely used, but pedestrian environments are unsafe, discontinuous, and often uncomfortable due to poor street design and widespread illegal parking. Cycling infrastructure has

grown to about 35 kilometres of lanes, but the network is fragmented and often lacks protective elements, making it unattractive to potential riders. The city's spatial expansion and development of distant residential areas increase travel distances and reinforce dependency on motorised modes.

Figure 3 Existing metro lines in Tbilisi

Road safety and comfort issues:

Safety is a critical challenge, with high numbers of road crashes and fatalities, particularly affecting pedestrians and cyclists. Walking is often unsafe due to missing or poor-quality footpaths, a lack of safe crossings, and drivers failing to yield. At the same time, dangerous traffic conditions, high vehicle speeds, and unprotected junctions hinder cycling. Comfort is affected by poor maintenance, insufficient lighting, and low-quality waiting environments for public transport users. Road fatalities remain high, and improving safety is a central objective of the plan. Safety concerns, especially at night, and the lack of inclusive, accessible infrastructure underline gender-based mobility inequalities.

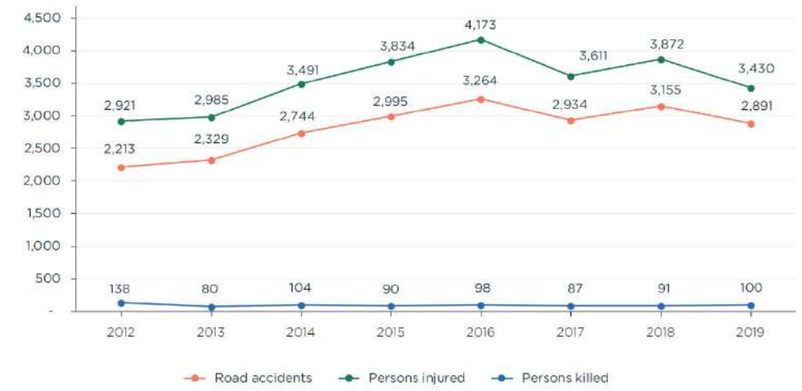


Figure 4: Road accidents in Tbilisi

Urban logistics:

Another distinctive issue is urban freight. Most goods currently pass through warehouses and distribution centres in the city centre, bringing heavy trucks into congested streets and worsening air quality.

Environmental challenges:

Transport contributes significantly to air quality and noise issues in Tbilisi. While the plan does not quantify emissions, it explicitly identifies motorisation growth and congestion as major environmental concerns, which are contributing to deteriorating air quality and increased exposure to noise pollution, especially in dense neighbourhoods. The dominance of fossil-fuel vehicles and limited low-emission mobility options exacerbates environmental pressures. Environmental improvement is a core SUMP goal.

High transport costs put low-income users under pressure:

Although public transport fares in Tbilisi are relatively modest, low-income households face financial pressure due to increasing transport expenditures linked to urban sprawl, long distances to jobs and services, and the lack of affordable alternatives to motorised travel. Parking subsidies and the extensive use of private vehicles also indirectly contribute to social inequities by limiting investment in more affordable, accessible modes. While not quantified, this affordability challenge is referenced within economic impact assessments.

Institutional and financial capacity constraint:

Institutional and financial capacity constraints: The SUMP highlights institutional fragmentation and capacity limitations as barriers to implementing an integrated mobility strategy. Coordination among multiple actors—including TUDA, Tbilisi City Hall, transport operators, ministries, and development partners—is improving but still requires strengthening. Financial constraints are significant: achieving the full 20-year plan requires USD 1.30–1.40 billion, far beyond current annual budgets, necessitating external financing and new revenue mechanisms (e.g., parking reform). Capacity and budget limitations slow project delivery and reduce the city's ability to maintain and enhance transport services.

SUMP visions and goals

> "To deliver to the citizens of Tbilisi an effective, efficient, safe and sustainable urban transport system that is accessible and affordable for all and contributes to a better quality of urban life and environment."

The city aspires to create an effective, efficient, safe and sustainable transport system that is accessible and affordable for all, contributing to a higher quality of urban life and environmental health.

Seven strategic goals support this vision:

- Reduce car dependency by promoting sustainable transport modes.
- Improve accessibility and connectivity at the city and regional levels.
- Improve efficiency and service quality in the mobility system.
- Provide inclusive transport solutions for all, especially vulnerable users.
- Improve safety and security in urban areas and the mobility system.
- Provide high-quality urban spaces that enhance liveability.
- Reduce impacts on health and the environment, including emissions and noise.

Test scenarios and selected scenario

To assess potential strategies, the plan compared two baseline scenarios and three "Do Something" scenarios using a multi-criteria analysis:

- "Do Nothing" baseline: no interventions; serves as a benchmark.
- "Business As Usual" baseline: implements mobility initiatives already programmed before the SUMP. Three "Do Something" Scenarios:
- PT-Oriented Scenario: focuses on public transport improvements (higher service levels, multimodal integration and accessibility).
- NMT-Oriented Scenario: emphasises walking and cycling infrastructure and rehabilitation of streets and footpaths.
- TDM-oriented scenario: focuses on travel demand management measures such as speed reductions and parking policies.

The scenarios were evaluated across criteria including effectiveness/efficiency, safety/accessibility, quality of life/environment, governance challenges and financial costs. The analysis concluded that a retained scenario combining elements of all three "Do Something" packages—particularly strong travel demand management and significant public transport improvements—would best achieve the vision and goals. This retained scenario became the 20-year action plan, with a five-year subset developed for immediate implementation. Demand management and significant improvements to public transport would best achieve the vision and goals. This retained scenario became the 20-year action plan, with a five-year subset developed for immediate action.

The horizon years used for scenario evaluation are 2025, 2030, and 2043, which align with the short-term (five-year) and long-term (20-year) planning horizons.

SUMP Key Measures and Cost Estimates

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost (EUR)[2]	Proposed financing source	Implementation schedule
Physical investments	896,862,000		
Superblocks	844,000	ADB; Tbilisi City Hall; Central Government	2022–2028
Waterfront Revitalisation	2,373,000	ADB; Tbilisi City Hall	2024–2028
Freedom Square and Rustaveli Avenue	12,006,000	Tbilisi City Hall	2022–2026
Pedestrian-Oriented Kote Afkhazi Street	2,862,000	Tbilisi Development Fund (TDF); Tbilisi City Hall	2022–2025
Didi Dighomi - City Centre Rail Link	214,623,000	Tbilisi City Hall; Central Government; International financial institutions	2024–2035
Commuter Rail	224,054,000	Tbilisi City Hall; Georgian Railways; Central Government; International donors	2024–2035
Metro Modernisation	55,851,000	Tbilisi City Hall; Central Government; ADB; EBRD	2024–2031
Tbilisi Bus Transit (TBT)	49,223,000	Tbilisi City Hall (municipal budget)	2020–2026
Better Buses and Minibuses	98,252,000	Tbilisi City Hall; International financial institutions	2023–2026
Cable Cars	183,080,000	AFD (loan); Unknown (other sources TBD)	2024–2034
Station Square Upgrade and Bus Priority Crossing	20,973,000	Tbilisi City Hall; Central Government; International financial institutions	2023–2028
Pedestrian and Cycle-Friendly River Crossings	9,044,000	Tbilisi City Hall; Central Government; Donors (e.g., ADB)	2023–2029
Pedestrian Streets	1,942,000	Tbilisi City Hall; TDF	2024–2028
Bicycle Network	21,735,000	Tbilisi City Hall; Donors (e.g., GIZ)	2024–2028
Policy and regulation	1,318,000		
On-Street Parking Management	583,000	ADB (feasibility study); Tbilisi City Hall	2023–2026
Parking Levy	735,000	ADB (feasibility study)	2024–2025
Technical studies	99,734,000		
Vision Zero (speed limit reduction, safe cycle network, complete streets, safer junctions)	61,431,000	Tbilisi City Hall (likely); Unknown	2023–2028
Transit-Oriented Development (TOD)	177,000	Tbilisi City Hall; Private sector; International donors (likely)	2021–2030
Intelligent Transport System (ITS)	37,678,000	KfW (loan)	2023–2030
Urban Freight Policy	448,000	Tbilisi City Hall; Central Government; International donors	2025–2029

[2] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

SUMP impacts: Projected results and impact

The SUMP does not provide a consolidated quantitative impact table. The following summary reflects documented expected effects based on scenario evaluations, strategic objectives, and projected performance indicators.

Impact area	Baseline/Context	Expected Impact (Qualitative)
Public Transport Performance	Overcrowded buses, limited coverage, and a low modal share of institutional transport.	Major increase in capacity and reliability through BHNS corridors; improved frequencies; expanded network coverage; reduced congestion in key radial axes.

Insights from practice: lessons learned from the SUMP development process

Designing mobility measures around gendered travel patterns and short daily trips can unlock significant potential to shift journeys away from private cars. Perspectives for implementation

The Tbilisi SUMP highlights the importance of understanding who travels, how, and for what distances when designing sustainable mobility measures. The baseline analysis shows clear gender differences in travel behaviour, with men more likely to drive and women more reliant on walking and public transport, alongside a high share of car trips under 1.5 km. This combination reveals strong latent potential for mode shift, provided that walking, cycling, and public transport are made safer, more comfortable, and more socially inclusive. For future SUMP processes, this underlines the value of disaggregated data and of designing measures that explicitly respond to everyday travel needs, rather than assuming a uniform "average user".

Treating urban freight as an integral part of mobility planning enables cities to reduce congestion and impacts while safeguarding economic activity."

The Tbilisi SUMP demonstrates that urban freight must be treated as a core component of urban mobility planning, not as a residual issue. The concentration of warehouses and freight movements in the city centre was identified as a contributor to congestion, safety risks, and environmental impacts, prompting the SUMP to address logistics locations, vehicle access rules, and last-mile distribution in a structured way. This approach shows that integrating freight into a SUMP can help cities reduce heavy-vehicle traffic in dense areas while maintaining economic activity, and that even relatively low-cost planning and regulatory measures can have system-wide benefits when aligned with land-use and transport strategies.

The Tbilisi Transport Plan was endorsed by Mayor Kakha Kaladze and is expected to move into the implementation phase. The city's leadership invites citizens to actively participate to ensure a collaborative approach to bringing this vision to life.[3]

SUMP Finance Leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)[4]

Description	Source of financing	Type	Status	Amount (EUR)
Detailed design for Tbilisi Superblock project	ADB	Grant	Secured	920,000
Concept Design and Feasibility Study for Development of Superblocks in Tbilisi	ADB	Grant	Secured	722,492
Transport System Data Collection	ADB	Grant	Secured	828,000
Feasibility Study and Detailed Design for Tbilisi Metro Station Upgrades	ADB	Grant	Secured	1,308,912
Feasibility Study on the Development of Public and Tourist Transport Services on the Mtkvari River in Tbilisi	ADB	Grant	Secured	727,000
Tbilisi Metro Modernisation (Rolling stock & Capacity)[5]	AIIB	Loan	Secured	125,000,000
Metro Stations Upgrade	EBRD + GCF	Loan	Secured	50,600,000

Associated financing (independently secured financing for measures related to the SUMP)

Description	Source of financing	Type	Status	Amount (EUR)
Sustainable urban mobility in Georgia (SUM Tbilisi) - Project implementation and accompanying measures Consultant (GOPA infra)	BMZ, KfW	Grant	Secured	4,362,467
Connect Georgia – Shaping the mobility of tomorrow	BMZ	Grant	Secured	53,342
Sustainable Urban Mobility in the South Caucasus (Mobility4Cities)	BMZ, KfW	Grant	Secured	4,800,000
Tbilisi City Hall Transport Advisory	CDIA	Domestic allocation	Secured	356,768

Perspectives for implementation

The plan was finalised in 2023, marking a significant milestone in Tbilisi's sustainable mobility journey.

In the past years, significant progress has been made in modernising the Tbilisi Metro, enhancing the travel experience for its 500,000 daily passengers, particularly benefiting women and low-income groups. A phased investment program by the Cities Development Initiative for Asia (CDIA), a multi-donor trust fund managed by the ADB, has replaced outdated power cables and installed modern ventilators, thereby improving passenger safety and air quality. The city government has invested in the renovation of rolling stock and metro stations, which has increased trip frequency and improved overall infrastructure. As a result, Metro ridership has risen to 40% of all public transport users, while ongoing plans aim to enhance inclusivity and accessibility for vulnerable populations. Contributions from donors like the ADB and the European Bank for Reconstruction and Development have further supported these efforts through substantial loans for station upgrades and infrastructure improvements. CDIA's assistance has also strengthened transport governance in Tbilisi, improving project planning and establishing a unified transport and land-use planning agency.

However, in December 2024, the German government decided to end cooperation projects with the Georgian government in response to the Georgian government's anti-EU shift and the ongoing violent suppression of pro-European mass demonstrations. This will stop envisaged cooperation projects with a cumulated worth of EUR 237 million.[6]

Highlights in the past year

AIIB-backed Tbilisi metro modernisation takes effect[7]

In May 2025, the AIIB-financed Tbilisi Metro Modernisation Project became effective following ratification of the loan agreement, marking a major step in SUMP implementation. The sovereign financing agreement of EUR 125 million supports the procurement of 97 electric metro cars to replace ageing rolling stock phased out between 2025 and 2030, as well as targeted institutional

[3] https://www.adb.org/sites/default/files/institutional-document/951006/cps-geo-2024-2028.pdf
[4] https://www.adb.org/sites/default/files/project-documents/53118/53118-002-pp-en.pdf
[5] https://www.aiib.org/en/projects/details/2024/_download/Georgia/AIIB-APD-Final-P000889-Tbilisi-Metro-Modernization-Project.pdf

strengthening, feasibility and design work for depot and tunnel improvements; this consolidated project represents the core urban mobility investment for sustainable public transport in the city.

New modern tram line tender announced[8]

In late 2025, Tbilisi City Hall launched an international design-and-build tender worth approximately EUR 140 million for a 7.5 km modern tram line connecting Didi Dighomi with the Didube Metro Station. This project, one of the city's first tram revivals in decades, will include track construction, stops, depot facilities and integrated communications and operational systems, advancing multimodal mobility and expanding the public transport network in line with the SUMP's objectives.

Last update December 2025

[6] https://www.bmz.de/en/countries/georgia
[7] https://www.aiib.org/en/projects/details/2024/approved/Georgia-Tbilisi-Metro-Modernization-Project.html?utm_source
[8] https://georgiatoday.ge/tbilisi-launches-e140-million-international-tender-for-new-tram-line/?utm

Ahmedabad, India

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	1,866 km²
Population	→	7,800,000
Growth rate	→	2.54%
Region capital city		
GDP per capita	→	USD 7,300
Baseline motorisation rate	→	approximately 586 vehicles/1,000 inhab.
Modal share (Source: Metro DPR)		
Formal public transport	→	11.4%
Informal public transport	→	6.1%
Walking	→	37.2%
Cycling	→	9.1%
Private cars	→	3.9%
Private motorbikes or 2-wheelers	→	25.9%
Other	→	6.3%
Annual transport emissions per capita	→	2.41 (tCO2eq)
Exposure to climate change	→	MEDIUM

Context

Ahmedabad is the 7th largest metropolis in India and the largest city in Gujarat, forming the core of the rapidly expanding Greater Ahmedabad region. Strategically located at a crossroads for goods movement between Gujarat and neighbouring states, it will further strengthen its role with the Western Dedicated Freight Corridor, reinforcing its position as a major logistics and trade hub. As the economic capital of Gujarat and increasingly integrated with Gandhinagar through major transport infrastructure, Ahmedabad plays a pivotal metropolitan role in regional development and intercity connectivity.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP) and establishment of Urban Mobility Observatory in Nagpur, Kochi, and Ahmedabad
Funded by: European Union (EU)
Funding amount: EUR 900,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity India Project
Local counterpart: Ahmedabad Municipal Corporation
Consultant(s) involved: TRANSITEC, Des Villes et Des Hommes, Suez Consulting
SUMP report: No public SUMP report available

SUMP Summary

SUMP Status	Not formally adopted
SUMP Development Timeline	Ahmedabad joined MobiliseYourCity in Q2 2017 Project start: Q4 2018 Project completion: Q4 2023 SUMP has been developed and completed
SUMP Vision	"Integrate the city's structure and transport system to achieve safe, accessible, affordable, and cleaner mobility, leading to a better quality of life and economic development."
Key expected results (GHG, modal share and access)	• Higher mobility performance (+148% pkm) with limited GHG impacts (+11% vs BAU). • Lower growth in vkm (+21%), reducing congestion and emissions. • Reduced dominance of private motorised modes in total GHG emissions (from 83% → 59%). • Improved carbon efficiency, with lower emissions per passenger-kilometre. • Higher mobility per inhabitant (2942 pkm/year/inhabitant), indicating better accessibility, especially compared to BAU.
Total SUMP Investment Requirement	The total cost of the SUMP measures is EUR 4.37 billion for investment and EUR 15.33 million for functioning until 2041.

SUMP preparation process and stakeholder involvement

The SUMP covers the Greater Ahmedabad Region, integrating Ahmedabad and Gandhinagar and their respective development authorities. The study area includes the Ahmedabad Study Area (ASA) and the Greater Ahmedabad Metropolitan Region (GAMR).

Stakeholder consultations occurred through:

- Steering committee chaired by Ahmedabad Municipal Corporation (AMC) Commissioner
- Bilateral meetings with AMC, Ahmedabad Janmarg Limited (AJL), Gujarat Metro Rail Corporation Limited (GMRCL), Ahmedabad Urban Development Authority (AUDA)
- Dedicated consultation note delivered as part of SUMP outputs

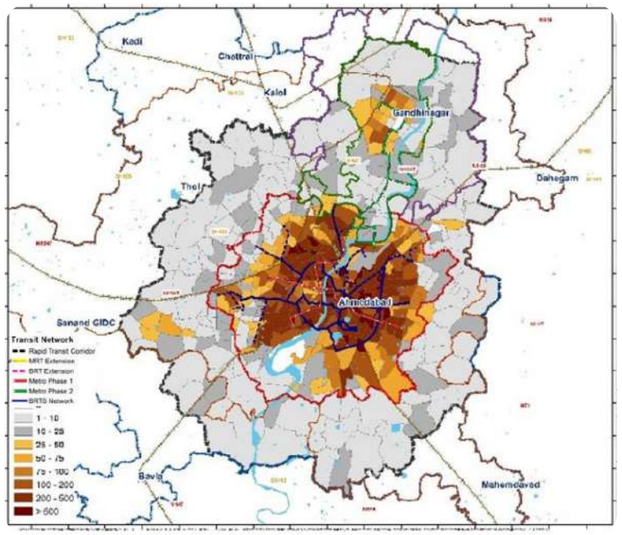


Figure 1 Functional area for Ahmedabad's SUMP

Diagnosis of urban mobility in Ahmedabad

Institutional and regulatory framework

The institutional and planning framework in Ahmedabad demonstrates significant maturity, supported by a comprehensive range of policies, plans, and institutions. The Ahmedabad Municipal Corporation (AMC) serves as the central coordinating body for most transport services, with key entities such as AJL, Ahmedabad Municipal Transport Services (AMTS), and Sustainable Urban Mobility Plan (SUMP) operating under its umbrella. This structure facilitates coherent coordination of mobility projects within the municipal jurisdiction, and collaboration between Municipal Corporations and their respective Development Authorities (responsible for urban planning, roads, and flyover construction) generally functions smoothly.

However, significant coordination gaps exist at the metropolitan scale. The Greater Ahmedabad Metropolitan Region (GAMR) lacks a unified transport authority at either the state or metropolitan level, despite recommendations in the Integrated Mobility Plan (IMP) under the UMTA Act and the National Urban Transport Policy (NUTP).

State and central governments play a dominant role in funding public transport and road infrastructure. Major transport-related Special Purpose Vehicles (SPVs), including AJL, Smart City Ahmedabad Development Limited (SCADL), and GMRCL, operate as joint ventures between the Government of Gujarat and the Government of India or receive substantial subsidies. This funding structure constrains AMC's planning and decision-making autonomy. Local authorities generate limited revenue from the mobility sector and depend heavily on state and national grants. Budget allocations prioritise roads, bridges, and flyovers, while investment in non-motorised transport remains minimal. Public transport services operate at a financial loss, and there is no dedicated mobility fund for local authorities.

Transport infrastructure and network coverage

Population growth and rising purchasing power have intensified mobility demand and driven increased vehicle ownership. Car ownership has nearly doubled since 2012. Parking remains largely unregulated, resulting in widespread, unorganised on-street parking and insufficient off-street facilities in both commercial and residential areas.

Despite the availability of numerous mobility options, current trends suggest that private motorised vehicles will continue to dominate future demand. Public transport offers strong spatial coverage,

with 66% of the population served by high-frequency routes, and mass transit developments provide a potential backbone for the network. However, AMTS's fleet size, ridership, and overall performance have been declining, and public transport modal shares have decreased since 2000.

Metro Phase 2 is expected to establish a vital link between Ahmedabad and Gandhinagar. The Intermediate Public Transport (IPT) sector requires updated policies, acts, and regulations to enable proper oversight and integration. The absence of regulatory frameworks has led to direct competition between IPT and institutional public transport, contributing to a significant modal shift from public transport to IPT, particularly among women, between 2012 and 2022.

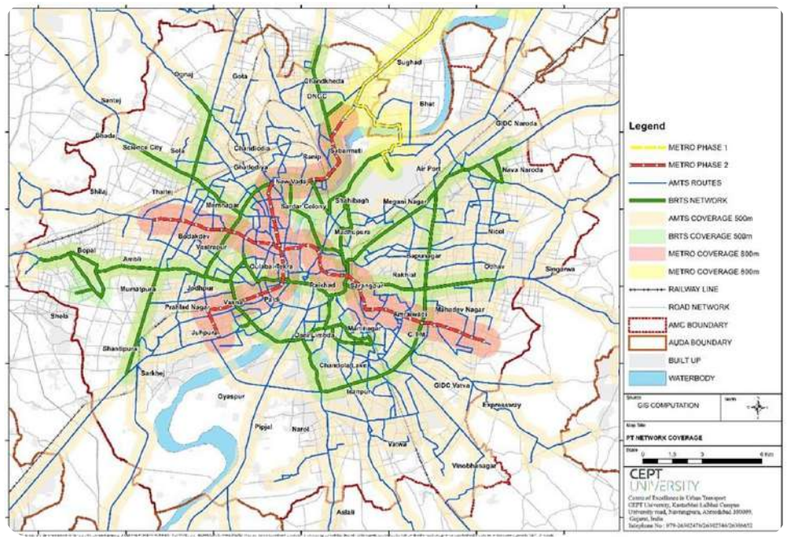


Figure 2 Coverage of Public Transport in Ahmedabad

Modal split

Non-motorised transport (NMT) maintains the highest modal share yet receives almost no public funding or dedicated infrastructure. This situation mirrors patterns observed in other Indian cities. The development of NMT infrastructure must be regulated to prevent misuse, including the regulation of street activities and parking, especially in pedestrian areas.

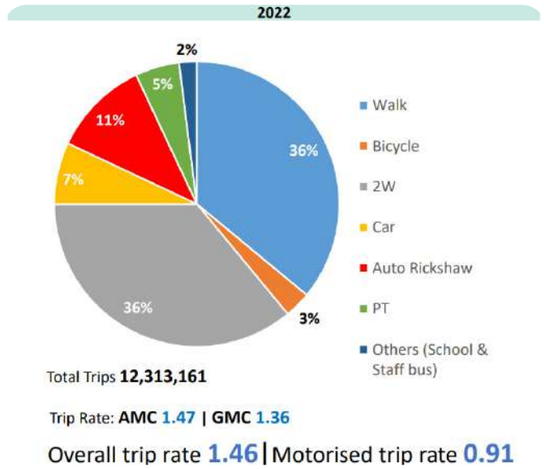


Figure 3 Modal share of urban mobility in Ahmedabad

Road safety analysis

Non-motorised vehicle users are the most affected group in terms of fatalities and serious accidents. Two-wheeler users constitute the second most vulnerable category, accounting for 43% of fatalities. Trucks are identified as the primary cause of these fatalities.

Urban Freight

Ahmedabad's strategic position as a crossroads for goods movement between Gujarat and neighbouring states will be reinforced by the completion of the Western Dedicated Freight Corridor. An increase in freight exchanges is anticipated, making a comprehensive freight strategy increasingly urgent. In nearly all major freight-generating areas, insufficient parking provision and management pose significant challenges. Furthermore, as the city has expanded, industrial and commercial activities that were once on the periphery now fall within urban jurisdictions, creating conflicts with other urban activities.

Social aspects of mobility

Between 2012 and 2022, a massive modal shift from public transport to IPT has been observed among women. The integration of IPT into the formal transport system is therefore critical to ensuring gender equity in mobility access. Environment (air pollution and GHG emissions, noise)

Environmental Impacts

Air pollution remains a major concern. Levels of inhalable Particulate Matter (PM) in ambient air pose significant risks to citizens' health and well-being. The transportation sector is the second-largest source of GHG emissions in Ahmedabad after the domestic sector. Private motorised vehicles and IPT vehicles account for the largest share of passenger transport GHG emissions, both in the reference year and projected for 2041 under a business-as-usual scenario. Passenger transport GHG emissions are expected to increase by 58% by 2041, driven primarily by rising demand for private motorised vehicles.

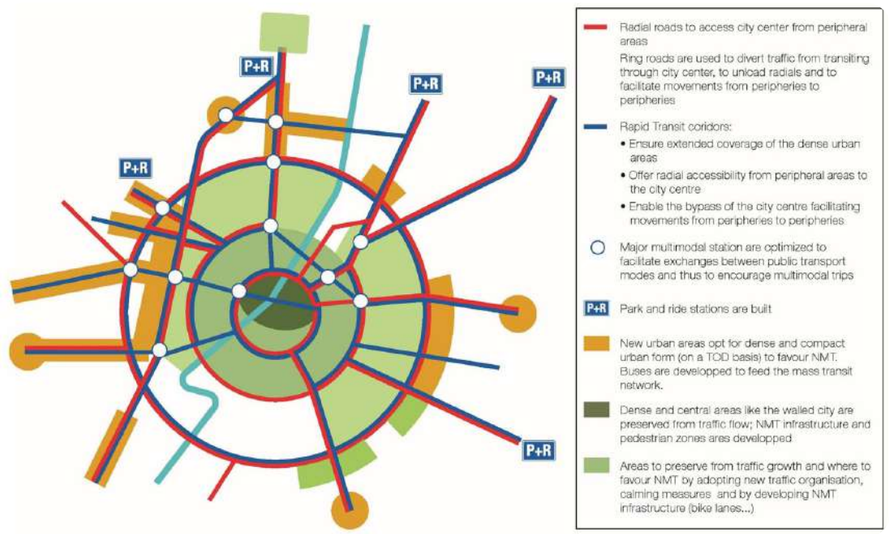


Figure 4 Multimodal strategy for Greater Ahmedabad Region

SUMP visions and goals

> "Integrate the city structure and transport system towards a safe, accessible, affordable, and cleaner mobility, towards a better quality of life and economic development".

Seven key challenges were identified to translate this vision into a strategy for the development and improvement of a sustainable urban mobility system:

1. Assign clear responsibilities and funding for urban mobility;
2. Plan for urban forms and land use that minimise travel distances;
3. Mitigate the growth of private vehicle use and encourage modal shift from private vehicles to public transport, cycling and walking;
4. Develop an integrated public transport system;
5. Develop complete streets and facilitate access to the integrated transport system;
6. Promote energy efficiency, reduction of the emissions of GHG and air pollutants by the private and public vehicle fleet and road safety improvement;
7. Improve efficiency and reduce externalities of the freight system.

Test scenarios and selected scenario

Four scenarios were developed to test different road, public transport, and land-use strategies. They are all based on common strategies and measures regarding governance, NMT, parking, traffic management, IPT, freight and electrification.

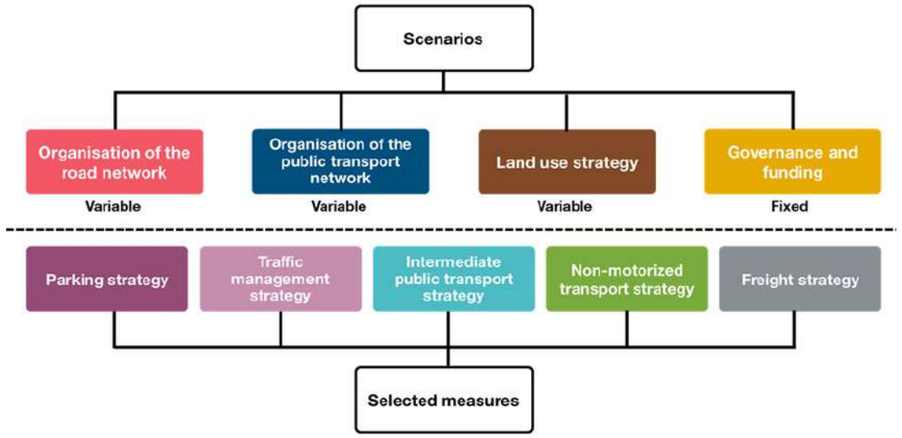


Figure 5 Scenarios proposed for Ahmedabad's SUMP

To assess their impact on the city development and on mobility behaviours, the scenarios were evaluated and compared with a business-as-usual projection based on trends observed during the diagnosis phase.

Following discussions and deliberations on various scenarios, alternatives, and options under SUMP with all stakeholders in the steering committee (chaired by Commissioner AMC), a Proactive Scenario E was developed. The Proactive Scenario includes recommendations from the steering committee meeting and bilateral meetings with AMC, AJL, GMRCL, and AUDA during the scenario evaluation stage. The proactive scenario E was selected as the preferred scenario.

Figure 6 Urban transport emissions for Ahmedabad

SUMP key measures

Seven-axis structure for the action plan to be implemented by 2041 to translate the vision and address the key challenges identified for the Greater Ahmedabad Region. The total investment across all strategic axes amounts to 45,205 Cr INR, equivalent to approximately €4.26 billion.

Cluster	Measure (brief description)	Cost estimate (EUR)[1]	Proposed financing source
Governance & Funding	Axis A: Assign clear responsibilities and funding for urban mobility	1,603,774	Government of Gujarat; AMC/GMC
Urban Planning	Axis B: Plan for urban forms and land use that minimise travel distances	1,665,754,717	Government of India; Government of Gujarat; AUDA/GUDA; AMC/GMC
Parking & Traffic Management	Axis C: Mitigate the growth of private vehicle use and encourage a modal shift from private vehicles to public transport	23,018,868	AMC/GMC
Public Transport Integration	Axis D: Develop an integrated public transport system	2,198,396,226	Government of India; Government of Gujarat; AMC/GMC
Active Mobility	Axis E: Develop complete streets and facilitate access to the integrated transport system	89,811,321	AUDA/GUDA; AMC/GMC
Urban Freight	Axis F: Improve efficiency and reduce externalities of the freight system	1,603,774	Government of India; Government of Gujarat; AMC/GMC
Clean Mobility / Electrification	Axis G: Promote energy efficiency and GHG emissions mitigation	284,433,962	Government of India; Government of Gujarat; AMC/GMC

SUMP expected results and impact

Indicator		Baseline - 2022	Projected 2041 BAU	Projected 2041 SUMP scenario
Total annual GHG emissions (Mt CO2eq)	Decrease of 23,45%	2022: 0.321 Mt CO_2eq	2041: 0.388 Mt CO_2eq)	only 2041 Proactive D: 0.297 Mt CO_2eq
Annual transport-related GHG emissions per capita (kg CO2eq)		2021–2022: 83.4 kg CO_2eq/capita	N/A	N/A
Access Increase in the proportion of the population living within 500 me-ters of a public transport stop		N/A	N/A	N/A
Air pollution Decrease in mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations		PM_{10} (2019): 159 µg/m³ ($PM_{2.5}$ not reported)	N/A	N/A

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

Indicator		Baseline 2022	Projected 2041 BAU	Projected 2041 SUMP scenario
Modal share Increase in the modal shares of trips by public transport, walking and cycling	Increase by 112.5% OR growth of ~22.5 percentage points	2022 baseline: Walking 36% Cycling 3% Public transport 5%	Total PT share 2041: 20%	Total PT share 2041: 35–50%)
Road safety Decrease in traffic fatalities in the urban area, per 100.000 inhabitants		2019: 5.3 fatalities / 100,000 inhabitants	N/A	N/A
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group		N/A	N/A	N/A

Insights from practice: Lessons learned from the SUMP development process

Early use of scenario-based modelling helped align stakeholders around the long-term impacts of different mobility choices.

The SUMP process placed strong emphasis on comparing Business-as-Usual, Active, and Proactive scenarios using quantitative indicators such as vehicle kilometres travelled, public transport mode share, congestion levels, and GHG emissions. This evidence-based comparison made trade-offs visible and facilitated informed discussions during workshops with public authorities and technical partners, strengthening consensus on prioritising public transport, TOD, and demand management measures over road-led growth. Linking land-use planning with transport planning was critical to achieving meaningful reductions in emissions and private vehicle use.

By explicitly testing scenarios with different degrees of transit-oriented development, the SUMP demonstrated that improvements in public transport supply alone are insufficient without coordinated land-use policies. Scenarios with higher concentrations of population and employment along transit corridors showed significantly better performance in terms of mode shift, reduced vehicle travel, and lower GHG emissions, highlighting the importance of institutional coordination between transport and urban planning authorities throughout the SUMP process.

Stakeholder collaboration and data collection are essential for effective mobility planning[2].

The development of the Ahmedabad SUMP involved extensive consultations with local stakeholders through interviews and workshops during the diagnosis phase, demonstrating that engaging stakeholders early helps ensure that travel behaviour, parking, logistics, and sociological data are properly collected and reflected in planning efforts.

[2] https://transitec.net/en/publication/11196-le-plan-de-mobilite-urban-soutenable-pmus-dahmedabad-prend-forme-premier-diagnostic-etabli

Embedding public feedback mechanisms improves the identification of local mobility needs[3].

As part of planning a comprehensive mobility plan for Greater Ahmedabad, citizen feedback was actively collected on issues such as walking infrastructure, road encroachment, parking challenges, and pollution levels, demonstrating that incorporating public input can help identify local mobility needs and priorities for future development.

Improving institutional coordination across agencies boosts strategy coherence[4].

The SUMP project for Greater Ahmedabad involved multiple agencies, including the Ahmedabad Municipal Corporation, the Ahmedabad Urban Development Authority, the Gandhinagar Urban Development Authority, and other regional bodies, underscoring the need for stronger coordination across these institutions to align strategic mobility goals and support integrated planning processes.

Perspectives for implementation

Domestic funding is the main driver of the Ahmedabad SUMP implementation.

The Ahmedabad SUMP has progressed from planning to implementation following the Steering Committee's endorsement of the preferred Proactive Scenario E, chaired by the Ahmedabad Municipal Corporation (AMC), the main decision-making body referenced in the document. For implementation, most actions will be financed through the existing investment and operating budgets of relevant stakeholders, with particularly substantial contributions required from the Government of Gujarat and metropolitan development authorities. To reinforce long-term implementation capacity, the SUMP proposes creating a Unified Metropolitan Transport Authority (UMTA) and a metropolitan Urban Transport Fund (UTF), along with potential new revenue sources such as transport taxes, land-value capture mechanisms, parking fees, and fuel-related cesses.

Highlights in the past year

Long-term urban mobility vision: LRT and green mobility initiatives[5]

Alongside ongoing transit expansions, Ahmedabad is planning further sustainable mobility enhancements as part of broader infrastructure and climate goals. In the 2025-26 municipal budget, the city government proposed a feasibility study for a Light Rail Transport (LRT) system to complement existing metro, BRTS, and bus networks, aimed at providing a fast and pollution-free electric transport alternative across major corridors. This aligns with city-level climate-resilient strategies emphasising cleaner mobility options, reduced congestion, and integrated transit planning. The LRT proposal is coupled with other green mobility focuses, including solar-powered infrastructure and electric vehicle adoption, positioning Ahmedabad's mobility expansion within a sustainable urban development trajectory beyond the current metro and bus systems.

[3] https://english.gujaratsamachar.com/news/gujarat/a-comprehensive-mobility-plan-prepared-for-greater-ahmedabad-by-amc-and-auda-49373696730.html
[4] https://crdf.org.in/project/sustainable-urban-mobility-plan-sump-for-greater-ahmedabad
[5] https://timesofindia.indiatimes.com/city/ahmedabad/asarva-udaipur-city-vande-bharat-announced/articleshow/128358176.cms

Enhanced regional rail connectivity: new Vande Bharat express services linked to Ahmedabad[6]

In 2025–2026, Indian Railways significantly expanded semi-high-speed Vande Bharat Express services connected to Ahmedabad, enhancing regional intercity mobility. Notably, the Udaipur City–Asarva (Ahmedabad) Vande Bharat Express was inaugurated in February 2026, providing faster travel between Rajasthan and Ahmedabad, reducing journey times and improving comfort for passengers traveling to and from the city's rail network. Additionally, the Sabarmati–Veraval Vande Bharat Express was flagged off in May 2025, strengthening direct rail links from Ahmedabad to coastal Gujarat (Somnath). These services improve Ahmedabad's role as a regional transport hub, better integrating the metropolitan area with key economic and cultural centres across western India, while complementing the city's urban and metropolitan mobility framework.

Last updated December 2025

[6] https://timesofindia.indiatimes.com/city/ahmedabad/asarva-udaipur-city-vande-bharat-announced/articleshow/128358176.cms

Aizawl, India

Technical Assistance — Ongoing

Basic information

Urban area	→	129 km²
Population	→	370,000 (2020)
Growth rate	→	+2.16% (from 2011 to 2020)
GDP per capita	→	USD 2,540 (Mizoram State, 2022-23)
Baseline motorisation	→	Unknown
Modal share		
Formal public transport	→	8%
Informal public transport	→	13%
Walking	→	31%
Private cars	→	8%
Private motorbikes or 2-wheelers	→	40%
Transport GHG emissions per capita	→	2.9 tCO2eq national level
Exposure to climate change	→	HIGH

Context

Aizawl, the capital of the mountainous, landlocked state of Mizoram in northeastern India, has undergone rapid, largely urban growth. This development has placed increasing pressure on the city's infrastructure and essential services, with the transport sector facing particularly acute challenges. Mobility in Aizawl is predominantly road-based, and although a state-owned bus service operates in the city, it is overshadowed by a steep rise in private vehicle ownership, from about 52,000 in 2011 to nearly 186,000 in 2020. The city's steep terrain and narrow roads further intensify congestion, posing concerns for safety, accessibility, and environmental sustainability.

The public transport system remains limited in capacity and quality, marked by outdated buses, irregular service frequencies, and weak connectivity across the urban area. As a result, many residents rely on private cars and motorcycles, which compounds congestion and constrains mobility options. In several densely populated neighbourhoods, the lack of pedestrian infrastructure adds to mobility and safety challenges. High transport costs and limited capacity for physical infrastructure expansion further complicate the city's mobility landscape.

To effectively tackle pressing transport challenges, the Government of Mizoram, in collaboration with Aizawl Municipal authorities, has embarked on a robust planning and investment strategy to revolutionise the transport network. A pivotal aspect of this initiative is the formulation of a

Comprehensive Mobility Plan (CMP) with support from the ADB-supported Sustainable Urban Transport Project. This plan identifies urban cable cars as a visionary solution to navigate the city's steep terrain and address the constraints of limited road expansion. The CMP outlines the development of three strategically designed ropeway corridors to deliver reliable, low-emission, terrain-sensitive mobility in areas where conventional transportation methods are significantly hindered.

To enhance and implement these innovative proposals, Aizawl has secured funding from MobiliseYourCity donors for an insightful study tour in France scheduled for June 2024[1]. Organised by ADB and AFD, this tour provided the representatives from Aizawl City and the Urban Development and Poverty Alleviation Department (UD&PA) with the opportunity to examine successful cable-propelled transit systems in Toulouse and the Créteil area of the Paris Region. The valuable insights gained from this experience not only informed the development of Aizawl's planned ropeway network but also equipped the city for robust technical assistance from ADB. This transformative approach positions Aizawl at the forefront of sustainable urban mobility, paving the way for a more accessible and environmentally friendly future.

Building on these learnings, ADB has proposed a dedicated technical assistance package to strengthen the development of the urban ropeway system. This support focuses on reviewing and refining existing feasibility and detailed project reports to meet ADB standards, providing a specialised advisory "hotline" for local counterparts, and assisting in the preparation of bidding documents and operation and maintenance (O&M) contract frameworks.

Support from the Partnership

Technical Assistance: Project Preparation - Cable car technical review and advisory consultancy
Funded by: Asian Development Bank (ADB)
Implemented by: ADB
Local counterpart: the Urban Development and Poverty Alleviation Department (UD&PA), the Government of Mizoram (GOM), and Aizawl City
Project start: 2025 Q2
Expected project completion: 2026 Q3 (16 months' timeline)

Supported activities:

- Study tour to France, visiting cable car projects in Toulouse and Créteil (Paris Region)[2]
- Cable car technical review and advisory consultancy

Completed outputs:

- 6 January 2025: The Aizawl-Sairang-Lengpui cable-car project was formally introduced by the Government of Mizoram; a high-level meeting chaired by Lalduhoma (Chief Minister) discussed its feasibility, linking the state capital to the railway station and airport.[3]
- January 2025: In the same meeting, officials considered whether the project would be executed through the tourism department or incorporated into the Aizawl Sustainable Urban Transport Project (ASUTP) under the Urban Development & Poverty Alleviation Department (UD&PA) with external funding.[4]
- June 2025: The Governor of Mizoram led discussions with the Ministry of Road Transport & Highways (MoRTH), National Highways Logistics Management Limited (NHLML) and UD&PA on ropeway options under the Parvatmala Pariyojana — the national programme promoting ropeways in hilly and remote terrain.[5]

[1] https://www.mobiliseyourcity.net/expanding-reach-aizawl-india-kaduna-nigeria-and-fundacion-despacio-empower-partnership
[2] https://www.youtube.com/watch?v=-Qh13JZRsio&feature=youtu.be
[3] https://www.sentinelassam.com/north-east-india-news/mizoram-news/mizoram-government-explores-ropeway-and-cable-car-project-to-connect-aizawl-sairang-and-lengpui
[4] https://www.travelandtourworld.com/news/article/mizoram-government-explores-ropeway-and-cable-car-for-better-connectivity/?utm_source
[5] https://www.adb.org/projects/54335-001/main

Insights from practice: Project Takeaways

Study tour demonstrates that cable cars operate as viable urban public transport systems.

The 2024 study tour to the Téléo cable car in Toulouse (operational since 2022) and the C1 cable car project in Greater Paris (to be commissioned in 2025) provided direct exposure to real-world implementation and operations. The visits confirmed that urban cable cars can function as fully integrated components of metropolitan public transport networks, rather than merely as tourist infrastructure. They illustrated how cable systems can deliver low-carbon, space-efficient mobility solutions, particularly in constrained urban environments or areas with complex topography.

Strategic integration determines project relevance and performance.

A central lesson from implementation experience is that cable projects must be embedded within a broader urban mobility strategy. Their effectiveness depends on integration with existing and planned public transport networks, fare systems, and interchange hubs. Urban cable systems require high service availability, universal accessibility, and operational compatibility with other modes. Technical parameters, such as boarding times and headway constraints, directly influence capacity and must be addressed early in design. Technology selection (monocable vs tricable systems) must account for local capacity requirements, wind exposure, alignment constraints, and long-term service objectives.

Safety standards and stakeholder engagement secure project acceptance

Implementation experience underscores that safety is non-negotiable in urban cable projects. Strict regulatory standards, continuous inspections, and robust maintenance regimes are fundamental to operational reliability and public confidence. Equally decisive is structured stakeholder engagement at every project stage. Early and continuous consultation mitigates opposition, improves design responsiveness to community needs, and strengthens institutional ownership. Successful projects treat communication and participation as core components of implementation rather than as auxiliary tasks.

Early logistical planning and lifecycle management ensure long-term sustainability.

Cable infrastructure requires meticulous work planning and logistical preparation, especially when access constraints complicate the transport of large components. Anticipating construction challenges—such as dismantling and transporting equipment in modular form- reduces delays and cost overruns. Implementation experience also highlights the importance of long-term operation and maintenance planning from the outset. Contracts must align operational responsibilities with maintenance obligations and include provisions for system upgrades and component replacement, ensuring sustained performance over the asset's lifecycle.

Highlights in the past year

Broader connectivity improvements reinforce the rationale for the ropeway.

While distinct from the cable-car plans, the commissioning of the Bairabi–Sairang railway line in 2025 provided Aizawl with its first direct rail connection to India's national railway network, significantly altering the region's transport landscape. This new rail link enhances access to the Sairang area and supports arguments for multimodal integration with any future cable system.

Last updated December 2025

Kochi, India

Technical Assistance — Completed

Basic information

Urban area	→	632 km²
Population	→	2,100,000 (2011)
Growth rate	→	1%
Coastal City		
GDP per capita	→	USD 2,800 (2017)
Modal share		
Motorcycle	→	26%
Cars	→	10%
Public bus	→	42%
Cycling	→	3%
Walking	→	12%
Other motorised	→	7%
National GHG emissions per capita	→	2.41 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Kochi, one of the most important cities in South India, is also known as Kerala's commercial capital. Its influence extends far beyond the municipal corporation area of 95 km² and its 650,000 inhabitants. The city's mobility demand is rapidly increasing, with the latest estimates indicating that the metropolitan region accounts for almost two million passenger trips per day.[1]

With AFD support, Kochi has undertaken major investments in urban mobility, notably through the construction of a light metro system and broader efforts to restructure the city's transport system. This innovation-driven project dramatically contributes to transforming Kochi into a Smart City.

In parallel, Kochi has launched several successful initiatives to support multimodal integration of the first phase of the metro. These include introducing an integrated smart card system, establishing an agreement with rickshaw associations, and integrating metro stations with walking and cycling infrastructure to improve first- and last-mile connectivity.

Kochi is served by two railway stations, namely Ernakulum North and Ernakulum South, with an estimated 65,000 passengers per day. The stations are connected via a 3.8 km corridor that links significant activity centres such as Ambedkar Stadium, Lissie Hospital, and the KSRTC Bus terminal and depot. Despite its strategic importance, connectivity along this corridor remains poor, with walking and auto-rickshaws (an intermediate mode of public transport) as the dominant modes. The urban local authority has struggled to improve connectivity between the two stations due to

a lack of a suitable design and clarity on optimal movement patterns, including the allocation of space between modes and the prioritisation of pedestrians, public transport, and non-motorised transport. As a result, investments have been fragmented and largely limited to small-scale interventions, preventing the development of an integrated and high-quality multimodal corridor.

There has been renewed interest in enhancing mobility along the corridor by developing it as a green corridor, with improvements in connectivity, aesthetics, cleanliness, and security. This renewed focus has contributed to increased land values. The project further seeks to facilitate multimodal integration by improving accessibility to metro stations from designated activity centres. Emphasis is placed on pedestrians and non-motorised transport to create a walkable, safe, environmentally sustainable, and inclusive urban environment.

However, several challenges persist. First, the Comprehensive Mobility Plan (CMP) lacks sufficient stakeholder buy-in and fails to address climate impacts adequately. Second, metro ridership and revenues remain below expectations, likely due to uncompetitive fares and overlapping service with city buses. Finally, comprehensive data on urban mobility patterns remain scarce, hindering effective planning and decision-making.

Support from the Partnership

Technical Assistance: Improve the existing city mobility plan, support a pre-feasibility study for a priority pilot project and build an urban mobility observatory
Funded by: European Union (EU), Asia Investment Facility (AIF)
Funding amount: ≈ EUR 700,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity India Project, supported by WRI for project management and coordination
Local counterpart: City of Kochi

Supported activities:

- Development of a toolkit for the preparation of sustainable and tailored Comprehensive Mobility Plans (CMPs), including the definition of monitoring indicators.
- Capacity-building for Municipal Corporations and Unified Metropolitan Transport Authorities to:
  → Implement the toolkit within their cities;
  → Develop strategies for low-carbon transport in collaboration with city stakeholders;
  → Ensure the monitoring of strategy implementation through data collection;
  → Facilitate data transfer to the national level.
- Preparation of CMP improvements with city stakeholders, including conducting a bus route rationalisation study in Kochi.
- Conducting a pre-feasibility study for a priority pilot project: the North-South Green Mobility corridor in Kochi.
- Establishment of a dedicated unit within Urban Local Bodies to collect data and oversee the progress of CMP implementation, functioning as a "mobility observatory."

The Urban Mobility Observatory was finalised in 2023. It showcases the data collected during the technical assistance period, providing an overview of transport-related information in Kochi. A set of 20 indicators has been defined and is presented through graphs and maps on an interactive website.[2]

[1] According to Comprehensive Mobility Plan (CMP, 2017) https://www.kochimetro.org/wp-content/uploads/2015/01/RFP_CMP_dt_17.01.15.pdf
[2] The Kochi Urban Mobility Observatory can be accessed via the following link: https://transitec.oslandia.io/sump/mobility-indicators/kochi

Status of project implementation

Project start: 2018 Q4
NUMP adoption date: 2023 Q4

Completed outputs:

- Mobilise Days
- North-South rail corridor mobility improvement plan
- Eight capacity-building sessions
- Establishment of the urban mobility observatory
- Launch and implementation of the Green Mobility Corridor
- Bus Route Rationalisation Study

North-South rail corridor mobility improvement plan

- Presentation of the phases:
- Study phases:
- Field research, desk research, data gathering, and interviews
- Urban and mobility diagnosis
- Definition of the objectives
- Implementation phases:
- Development of the action plan
- Evaluation of the plan
- Data used:
- Review of existing studies and planning documents
- Collect qualitative and quantitative data
- Stakeholder engagement:
- Identification and mapping of key stakeholders

Insights from practice: key pilot project takeaways

Moving along an active railway: an uncomfortable and dangerous route

The corridor selected for mobility improvement is the shortest connection (2.5 km) between the Ernakulam North and Ernakulam South railway stations. Poor accessibility, uneven paths, and inadequate night lighting characterise the continuous runs of poor along this corridor and the area.

Despite poor walkability, a corridor with high pedestrian volumes

Despite these conditions, four mobility surveys conducted in February 2020, as part of the study's diagnostic phase, indicated that nearly 15,000 people travel along the corridor every day. This includes:

- 10,000 pedestrians who either walk along or on the tracks due to the difficult walking conditions (60%) or cross the tracks (40%)
- 3,000 autorickshaw passengers navigate complex and congested routes parallel to the corridor, transporting 8,000 people
- 400 cyclists utilising parts of the corridor that are accessible to them

A clear need for improved urban management

The diagnosis of the current situation along the corridor indicated the necessity to improve the connectivity between the railway stations, the city centre, and the surrounding areas as part of integrating the area into Kochi's urban space. The current unsafe and uninviting conditions further accentuated the need for improved urban management.




Source: Suez

Recommendations

The plan for the Green Mobility Corridor: 4 recommendations to ensure safe and comfortable movement along the railway

Based on the analysis of the current conditions and survey results of current corridor users, the plan for the Green Mobility corridor consists of four main components:

- The development of a green corridor adapted to non-motorised transport (mainly focused on pedestrians and cyclists)
- The development of e-rickshaw services on a separate line to provide a fast and environmentally friendly alternative to the current autorickshaws
- Development of hubs and connections to the city centre at core intersections like the KSRTC Bus Terminal to foster intermodal connections and create public spaces
- Development of social and commercial activities to increase the corridor's appeal

Design principles

The design principles for the proposed project primarily focused on increasing the amenity and accessibility of the area for non-motorised transport modes by levelling the ground and developing 3-4.5 m pathways to ensure safe passage for cyclists and pedestrians within the existing right-of-way. As part of the aim to improve user security, the installation of fences and hedges to separate the railway tracks was included in the plan. An illumination concept will further ensure safe, appealing use at night and can contribute to the corridor's beautification. Integrating existing trees into the new design is planned to enhance further the attractiveness and comfort of walking and cycling on the route.


Source: Suez

Expected benefits and improvements

The estimated user frequency of the corridor and the associated benefits in terms of emission reduction and increases in social and economic activities include:

- A 50% increase in pedestrians and cyclists (including transfer from autorickshaws, motorcycles, and car users)
- Emission reduction potential of 84 tons of CO_2/year based on a transfer of 2,400 vehicle-km/day to green modes on the corridor
- Considerable improvements in safety (prevent people from walking on the railway tracks)
- Attractive public space for the 30,000 people who live, work, or study around the corridor.

Results and perspectives for scaling

Cost estimation

In this preliminary stage of the project, implementation costs were estimated at 250 million INR (approximately 3.31 million US$), excluding land acquisition.

Steps Already Taken

The Mobility Improvement study suggests the project could be implemented in the short term, and the municipality has already taken initial steps. The project was reviewed and updated by the Kochi Municipal Corporation's technical department, and a preliminary land ownership assessment was conducted to assess feasibility. Despite delays due to the COVID-19 pandemic and the change in municipal government, the Municipal Council has presented and approved the project report, initiating the Detailed Project Report process for further implementation.

Green Mobility Corridor: Advancing Toward Implementation

The North-South Green Mobility Corridor project, initially supported through the MobiliseYourCity pre-feasibility study, has progressed beyond concept:

- The Municipal Council has approved the project report, enabling the start of the Detailed Project Report (DPR) process.
- The technical departments of the Kochi Municipal Corporation reviewed and updated the initial concept to refine the design, feasibility, and land ownership considerations.
- Implementation planning is ongoing after delays caused by COVID-19 and municipal government changes.

Associated expected impacts (from the study):

- +50% increase in pedestrians and cyclists,
- 84 tCO_2/year emissions reduction,
- Improved safety (eliminating walking on railway tracks),
- Better connectivity between major transport nodes and activity centres

Urban Mobility Observatory: Finalised and Operational

The Urban Mobility Observatory for Kochi was completed in 2023 and continues to function as a local mobility data hub. It displays 20 mobility indicators online through maps and graphs.

The observatory supports:

- Monitoring of the new CMP
- Data-driven decision-making
- Feeding data back to the national level

Advancements in Multimodal Integration (2024-2025)

Continuing AFD Support:

- AFD continues to support multimodal integration through its loan to Kochi Metro Rail Limited (KMRL).
- Bus Network Restructuring

An additional 27 million from AFD has been allocated to procure buses to support the restructured bus network.

Collaboration continues with the city to optimise bus routes in line with MobiliseYourCity's rationalisation study.

Expansion of the Metropolitan Mobility Network (2024-2025)

MobiliseYourCity does not directly finance these developments, but they build on planning foundations created by the technical assistance:

- Water Metro: Expansion completed, adding four additional terminals to strengthen multimodal connectivity.
- Kochi Metro: Progress continues on Metro Phase III, supporting east-west movement and last-mile integration.
- Light Tram System: The government is reviewing the feasibility of a light tram, indicating continued interest in diversifying mass transit.
- Hub Redevelopment: Strategic mobility hubs such as Vyttila are being redeveloped to improve intermodal connectivity.

Institutional Strengthening

- Eight capacity-building sessions completed.
- A dedicated mobility observatory unit has been established within Urban Local Bodies.
- A toolkit for preparing Comprehensive Mobility Plans (CMPs) has been developed and adopted.
- CMP monitoring processes and data transfer mechanisms have been institutionalised.

Last updated December 2025

Nagpur, India

Technical Assistance — Completed

Basic information

Urban area	→	217 km²
Population	→	2,893,000
Growth rate	→	1.5%
Region capital city		
GDP per capita	→	USD 3,000
Modal share		
Formal public transport	→	9.8%[1]
Informal public transport (autorickshaw, minibus, school bus, chartered bus, etc.)	→	26%
Walking	→	9.5%
Cycling	→	6%
Private motorbikes or 2-wheelers	→	42.6%
Private cars	→	5.7%
National GHG emissions per capita	→	2.41 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Nagpur is the Orange City of India, the third largest city in Maharashtra and the state's second capital. Nagpur lies precisely at the centre of the country, with Zero Milestone indicating the geographical centre of India. It is a major commercial and political centre of the Vidarbha region of Maharashtra. With nearly 3 million people, Nagpur accounts for 6.5% of the state's urban population. The total population, including the surrounding towns of Kamptee, Kalmeshwar, and Hingna, was 3.6 million in 2021.

Nagpur is the state's main commercial centre and an important trading hub. The city is also home to various food manufacturing units. The city is undertaking the Multi-Model International Passenger and Cargo Hub Airport at Nagpur (MIHAN) project, the most significant economic development project currently underway in India in terms of investment.

Nagpur is one of the Indian cities that has a Metro Rail System. Phase I of the Nagpur metro was sanctioned in 2015, and its construction began in December 2020. Nagpur Metro started commercial operations in 2022 at 16 stations, and overhead electrification works for Phase 2 have begun. Nagpur Metro has undertaken initiatives to integrate the metro system with other modes, such as station and area design for physical integration and a digital app and card for fare integration.

Apart from the metro, the city bus service is a crucial mode of transport run by Nagpur Municipal Corporation (NMC), and its electrification is well underway. NMC procured the bus service, which provides connectivity within the city and to suburban areas such as Butibori, Katol, Kalamna, etc. NMC also procured electric buses under the "Tejaswini" scheme, a bus service exclusively for women. The Smart City Corporation of Nagpur (Nagpur Smart and Sustainable City Development Corporation Ltd) is also working to improve transport conditions in the city with various proposals, such as PBS, Smart Parking, MLCPs, etc. It is working with AFD on preparing a transition plan for electric buses. Over the next few years, Nagpur plans to go fully electric and phase out all diesel buses.

A proposal was also sent to the Maharashtra Government for establishing a Unified Metropolitan Transport Authority (UMTA) in Nagpur. The proposal is under consideration. Like other municipal corporations in India, the Nagpur Municipal Corporation has the mandate and responsibility to finance bus transport infrastructure, and can borrow from international financial sources as well. The performance of bus services is monitored and evaluated periodically by municipal corporations.

Whereas the ongoing development of a new phase of the metro will provide a new leap in public transport to counterbalance the negative impact of the increase in private vehicle traffic and provide more sustainable mobility solutions for the future, the city still faces significant challenges, such as the financial sustainability of the public transport system, insufficient electric vehicle charging infrastructure, and its very low walkability due to the lack of pedestrian infrastructure. Beyond investment and technology, a transformation of mindset and system is required to move beyond the current reliance on individual mobility, for which increased public awareness on the benefits of a more sustainable mobility system will be critical.

Given that the last comprehensive mobility plan (CMP) was prepared in 2013 and since CMPs are revised every 10 years, a new version should be prepared in the upcoming years. Further mobility needs, patterns and challenges have evolved with the introduction of the metro in the city and warrant an updated planning framework. In addition, the old CMP did not focus on e-mobility, which has gained traction in recent years.

Support from the Partnership

Technical Assistance: Mobility plan update, mobility observatory and complementary study
Funded by: European Union through the EU Asia Investment Facility (AIF)
Funding amount: EUR 350,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity India Programme
Local counterpart: Nagpur Municipal Corporation via Nagpur Smart and Sustainable City Development Corporation Ltd.

Supported activities:

- Update of the existing Comprehensive Mobility Plan (CMP)
- Development of the Transition Plan of Municipal Buses to Electric Buses
- Creation of a mobility observatory

Status of project implementation

Project start: 2018 Q4
NUMP adoption date: 2023 Q4

Completed outputs:

- MoU signed - August 2018
- Local Steering Committee meetings were held during November 2019, December 2019, and December 2020 and the Technical Task Force committee settled in March 2019
- 8 Trainings and capacity building workshops - July 2019, December 2019 and February 2020
- Online webinars were conducted from June 2020 to Jan 2021
- Elaboration of a Transition Plan for Municipal Bus Network In Nagpur
- Final report "Pre-feasibility study for electric buses deployment"

With the support from AFD, the Nagpur Municipality has developed a transition plan that aims at progressively replacing existing internal combustion buses with e-buses

The transition plan to electric buses builds on Nagpur's Comprehensive Mobility plan, which envisaged a progressive increase of the bus fleet size by almost 90% in 2018 and up to 4.5 times its current size by 2041, for a total of 2,418 buses.

The transition plan not only addresses the electrification requirements of a significant share of the bus fleet, but also includes recommendations on route rationalisation to better integrate with the recently introduced metro and adaptations to the contractual framework to guarantee the operational and financial viability of the new system.

The pre-feasibility study focused on the electrification impacts and operational requirements for the bus fleet to be replaced by 2022, as foreseen in the existing contracts. In total, 237 standard diesel buses shall be replaced with 202 newer vehicles. For this purpose, three scenarios were assessed:

- Reference scenario: Replacement with new standard diesel buses
- Scenario 1: Replacement with new electric buses of 350 kWh battery capacity
- Scenario 2: Replacement with new electric buses of 400 KWh battery capacity

The pre-feasibility study showed that all modernisation scenarios required higher OPEX and CAPEX. The e-bus scenarios require significantly higher resources than the reference scenario. This difference is caused by a significantly higher CAPEX for e-buses relative to diesel buses, offset by lower OPEX for the former.

To close this funding and financing gap, both the study and the transition plan recommend three potential solutions:

- **Increased cost efficiency through improved contractual frameworks:** Such adaptations could include extending the contract duration from 5 to 10 years, providing additional incentives to increase operational efficiency and renegotiating existing contracts or launching new competitive tenders for the new electric buses.
- **Investment subsidies:** The Nagpur Municipality could leverage different sources to cover rising costs, including advertising revenue, land-value taxes, and international support in the form of soft loans and grants for capital expenditures from sources such as the Green Climate Fund or the Clean Technology Fund. The study, however, did not include any of these sources in its financial analysis; hence, their potential remains unclear.
- **Increased fare box revenue:** Currently, Nagpur's tariff levels are relatively low compared to agglomerations with similar characteristics, as the city has prioritised service affordability by relying on public subsidies to close the ensuing gap. According to the study, the current conditions provide some flexibility for potential fare increases, assuming that these are progressive and that their impact on ridership remains limited.

The necessary investments to electrify the bus fleet can be justified by non-quantified positive externalities, such as improved health and air quality and reduced GHG emissions. Even with high emission factors from the electricity grid, battery electric buses have the potential to reduce CO2 emissions by 30% compared to diesel buses and could save approximately 100 ktCO2e over 15 years.

Nagpur's transition plan and the pre-feasibility study can be accessed in the MobiliseYourCity Knowledge Platform using this link.

Urban Mobility Observatory:

Finalised in 2023, it showcases the data collected during the technical assistance period, providing an overview of transport-related information in Nagpur. A set of 20 indicators has been defined and is presented through graphs and maps on an interactive website. The Nagpur Urban Mobility Observatory is available online.[1]

Core impact indicators baselines

Indicator	Baseline - N/A
Total annual transport related GHG emissions (Mt CO_2eq)	507,300 Mt CO_2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	197 kg CO_2eq / capita
Access Increase in the proportion of the population living within 750 m or less of a mass transit stop	3.8%
Air pollution Mean urban air pollution of particulate matter (in µg PM2.5) at road-based monitoring stations	49.2 µg/m³ of PM2.5
Road safety Annual traffic fatalities in the urban area, per 100,000 inhabitants	10 fatalities / 100,000 hab
Affordability of public transport Percentage of disposable household income spent on public transport for the second quintile household income group	12%

Last updated December 2025

[1] http://transitec.oslandia.io/sump/mobility-indicators/nagpur

Jakarta, Indonesia

Pilot Project — Ongoing

Basic information

Urban area	→	661 km² (city proper)
Population	→	10.7 million
Growth rate	→	1.5%
GDP per capita	→	USD 21,700
Modal share		
Public transport (including BRT, MRT, LRT, KRL)	→	10%
Informal public transport (including angkot)	→	10%
Private cars	→	15%
Private motorbikes or 2-wheelers	→	60%
Active mobility (walking/cycling)	→	5%
National GHG emissions per capita	→	2.9 tCO2eq national level
Exposure to climate change	→	HIGH

Context

Jakarta, the previous capital city of Indonesia, remains the country's economic and cultural centre. The city proper holds over 10 million inhabitants and forms part of the larger metropolitan region (Jabodetabek), which spans many millions more. Jakarta's economy is broad-based: services, finance, trade, manufacturing, and logistics all play strong roles. The region is a major engine of national GDP. Jakarta's membership was welcomed in an official MobiliseYourCity announcement dated September 5, 2025, marking the city's entry into the global partnership focused on scaling sustainable and integrated mobility planning.

Jakarta has an existing mass transit system: It includes the MRT Jakarta (opened 2019), the Transjakarta BRT system, commuter rail (KRL), and a growing LRT network. A transport master plan exists (for the greater Jabodetabek region, e.g., the RITJ (Rencana Induk Transportasi Jakarta / JABODETABEK), which guides infrastructure investment and integration). Despite these systems' private motorbikes, cars, and informal modes remaining dominant, public transport and non-motorised mode shares remain relatively low.

The local counterpart, the provincial government of the Special Capital Region of Jakarta (DKI Jakarta), holds the mandate to plan and finance significant public transport infrastructure within its jurisdiction. It also accesses national-level support and international financing for large schemes (for instance, MRT and BRT expansions). Systems and procedures for monitoring, evaluation, and reporting on urban mobility and emissions are partially in place: e-ticketing, ridership statistics, and emissions inventories have been developed, but there is scope to strengthen data collection, intermodal integration, and cross-jurisdictional monitoring (particularly across the metropolitan region).

Noteworthy challenges include chronic traffic congestion, very high levels of private motorbike and car traffic, air pollution, flooding and land subsidence due to sea-level rise and heavy development. The main objectives of MobiliseYourCity support in the context of Jakarta would be to increase the share of formal public transport by improving accessibility, integrate informal and formal modes, promote walking and cycling infrastructure, reduce reliance on private motorised two-wheelers/ cars, and enhance the city's resilience to climate change through mobility planning (for example flood-resilient transit, low-emission buses, active mobility).

Support from the Partnership

Technical Assistance: Implementation support – Air quality SmartPole pilot project
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 250,000
Implemented by: AFD through the MobiliseYourCity Asia AFD fund
Local counterpart: MITJ (Greater Jakarta Transportation Integration Mode)

Supported activities:

- Design, development and installation of smartpole with air quality sensors.

Status of project implementation

Project start: 2024 Q4
Expected project completion: 2026 Q4

Insights from practice: lessons learned from the project

Deploying Smart Infrastructure to Enhance Environmental Monitoring and Public Services

The Smartpole initiative, led by MITJ (Greater Jakarta Transportation Integration Mode) in collaboration with the Jakarta Environment Department, aims to integrate smart city technologies into the city's urban landscape. Each smartpole is equipped with air quality sensors, CCTV cameras, and MRT pass recharging stations, enhancing both environmental monitoring and public convenience. In the form of a smart pole, the air quality sensors can monitor PM2.5 while providing air quality information, general information (an informative screen), and advertisements.

Results and perspectives for scaling

Scaling Smartpoles Across Strategic Transport Nodes

The Smartpole initiative aims to expand the number of units (expected to reach 30 Smartpoles) across DKI Jakarta and key public transport station nodes. The installation of new Smartpoles will be carried out in close collaboration with MITJ and relevant DKI Jakarta departments.

Highlights on upcoming opportunities

Leveraging MRT and LRT Expansion to Advance Sustainable Urban Mobility

As Jakarta is a newcomer to the Partnership (officially since September 2025), several key topics remain to be explored with this member. In particular, the ongoing expansion of the MRT and LRT networks creates opportunities to improve public transport accessibility, especially in Transit-Oriented Development (TOD) areas, and to stimulate the development of new bike-sharing services. In close coordination with AFD, MITJ and MRTJ (Mass Rapid Transit Jakarta) will explore potential projects to support the development of sustainable urban mobility and to improve the quality of the urban environment, including air quality.

Last updated December 2025

Medan, Indonesia

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	3,094.85 km²
Population (metropolitan area)	→	4,944,979
Growth rate	→	+1.1%
GDP per capita	→	USD 12,400
Baseline motorisation rate	→	485 motorcycles/1,000 inhab. 82 cars/1,000 inhab.
Modal share		
Public transport: 6% of which	→	Minibus: 94% Bus: 5% Train: 1%
On-demand transport services: 7% of which	→	Tuk-tuk: 40% Ojek: 50% Taxi: 10%
Private transport: 72% of which	→	Car: 23% Motorcycle: 77%
Non-motorised transport: 15% of which	→	Walking: 94% Cycling: 6%
Transport emissions per capita	→	0.5 ton of CO_2-eq
Exposure to climate change	→	HIGH

Context

Medan, located in northern Sumatra, is the capital and largest city of North Sumatra Province and the fourth-largest city in Indonesia. Mebidangro plays a major role in Indonesia's economy. It hosts Belawan, the country's third-largest container port, and Kualanamu International Airport, Indonesia's fifth-busiest airport. With an economic growth rate of 6.4%, above the national average, the region is a strategic hub for industrial and logistics.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: Agence Française de Développement (AFD) through MobiliseYourCity Asia
Funding amount: EUR 510,155
Implemented by: AFD
Local counterpart: North Sumatra Province (and the representatives of the Medan Metropolitan Area authorities from Kota Medan, Kota Binjai, Kabupaten Deli Serdang and Kabupaten Karo)
Consultant(s) involved: Egis
Final Sump report: Sustainable Urban Mobility Plan for Medan Metropolitan Area (SUMP Mebidangro) - Final Report I MobiliseYourCity

SUMP Summary

SUMP Status	Adopted
SUMP Development Timeline	Medan joined MobiliseYourCity in Q1 2020 MobiliseDays in Q4 2020 Start of SUMP in Q3 2020 Completion of SUMP in Q2 2022 SUMP de facto approved (no formal adoption)
SUMP Vision	"A sustainable, inclusive and integrated mobility system for the Medan metropolitan area that supports economic development, improves citizens' quality of life and protects the environment. The SUMP emphasises a modal shift from private vehicles to public transport and non-motorised modes, improved road safety, affordable mobility and strengthened governance." (SUMP report, p.80)
Key expected results (GHG, modal share and access)	Quantitative targets include: • Public transport share: increase from 10 % (baseline) to 23 % by 2035 • GHG reduction: cut per-capita transport emissions from 549 kg to 517 kg CO_2eq by 2035 • Accessibility: raise the share of the population with access to mass transit within 750 m from 3.8 % to 11.1 % • Safety: reduce the fatality rate from 10,4 to 4,9 deaths per 100,000 inhabitants • Affordability: limit transport expenditures to ≈5 % of household disposable income for the second quintile
Total SUMP Investment Requirement	The action plan includes more than 40 measures, with a total CAPEX of about EUR 3,5 billion and cumulative OPEX of approximately EUR 1,3 billion up to 2040. The main cost drivers are the LRT and tram network (around EUR 2,9 billion) and the BRT system, with Line 1 estimated at EUR 115–145 million and additional corridors at EUR 100–165 million per corridor.

SUMP preparation process and stakeholder involvement

The SUMP was developed between 2019 and 2022 following the MobiliseYourCity methodology. It involved multiple workshops, stakeholder consultations and technical studies.

A steering committee composed of provincial authorities (North Sumatra), municipal governments (Medan, Binjai, Deli Serdang, Karo), the Ministry of Transport, the Ministry of National Development Planning (BAPPENAS), and donors (AFD, World Bank) guided the process.

Technical committees brought together transport agencies, public works departments, BAPPEDA, cooperatives, civil society organisations, women's associations and people with disabilities.

Household surveys, traffic counts, onboard counts and stakeholder interviews were conducted in 2020–2021. Official SUMP approval by decree requires prior provincial-level approval. Board counts and stakeholder interviews were conducted in 2020–2021.

Diagnosis of urban mobility in Medan

Infrastructure and accessibility: A network in need of integration

The spatial diagnosis reveals a strong mismatch between urban expansion and the provision of transport infrastructure. While road infrastructure is extensive, it is primarily designed for private vehicles and lacks safe, continuous facilities for pedestrians and cyclists. Public transport routes are fragmented, with limited intermodality and weak connections between modes.

Accessibility to high-capacity public transport remains low for large parts of the metropolitan population. This spatial imbalance reinforces dependence on cars and motorcycles and limits access to jobs, education, and services, particularly for peripheral communities.

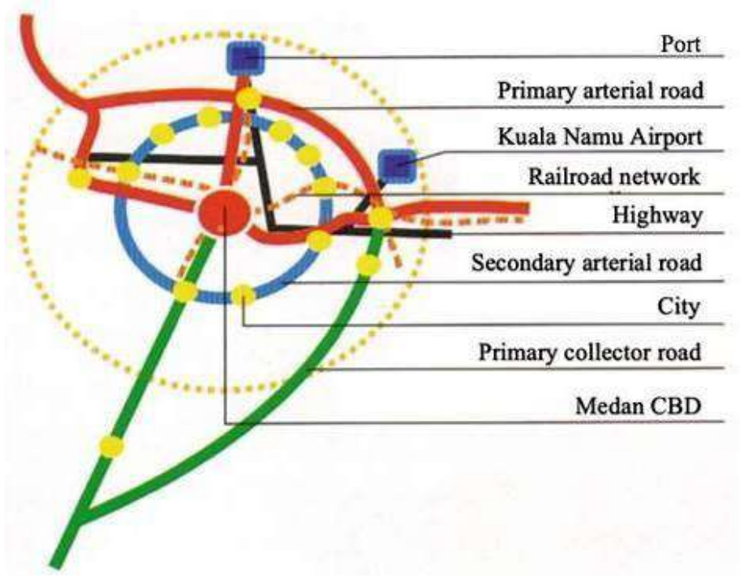


Figure 1 Medan's primary transport network and key nodes (Port–Airport–CBD)

Baseline mobility conditions and modal split: A system dominated by motorcycles

Mobility in the Medan metropolitan area (Mebidangro) is currently overwhelmingly dominated by private motorised transport, in particular motorcycles. The SUMP baseline shows that around 70% of all trips are made using private vehicles, with motorcycles accounting for the vast majority of this share. Public transport accounts for only a single-digit share of trips, while non-motorised modes (walking and cycling) play a marginal role despite short average trip distances.

This modal structure is the result of decades of road-oriented urban expansion, limited investment in public transport, and the absence of an integrated metropolitan mobility authority. As a result, congestion is high on the main corridors, travel times are unreliable, and transport costs burden households, especially those without access to private vehicles.

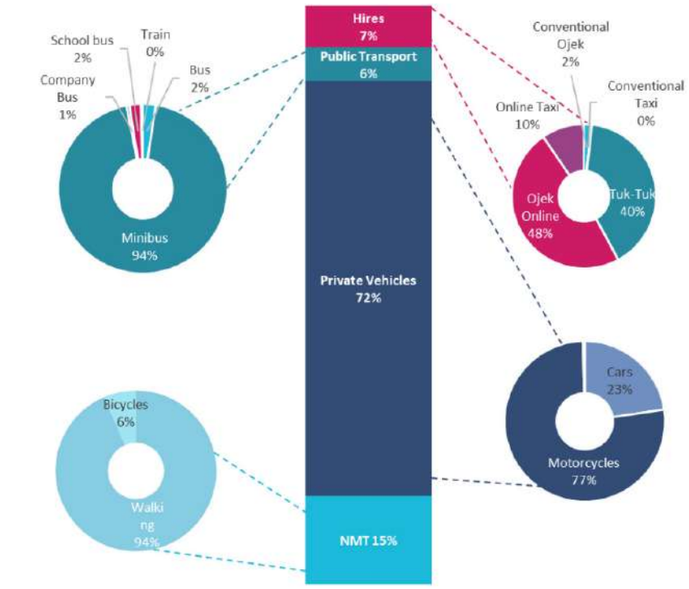


Figure 2 Modal share of declared trips in household interviews

Institutional and regulatory context: Fragmentation as a structural constraint

The SUMP diagnosis identifies institutional fragmentation as one of the most critical barriers to sustainable mobility in Mebidangro. Responsibilities for transport planning, infrastructure, regulation, enforcement, and service delivery are spread across multiple municipalities, the province, and national agencies, with limited coordination mechanisms.

While several regulations and planning instruments exist, they are not consistently aligned at the metropolitan scale, resulting in disconnected investments and weak enforcement. Public transport services, particularly minibuses, operate under fragmented cooperative arrangements with limited oversight, constraining service quality and reform.

Road safety and fatalities: A silent public health crisis

Road safety emerges as one of the most alarming findings in the SUMP diagnosis. The metropolitan area records high numbers of traffic fatalities and serious injuries, with motorcycles disproportionately represented among victims. Young men and economically active age groups are particularly affected, creating significant social and economic losses.

Spatial analysis in the report shows that accidents and fatalities are concentrated along major arterial roads and access corridors, often where high speeds mix with informal crossings, roadside activities, and insufficient pedestrian infrastructure. Safety risks are further amplified by weak enforcement and limited road-user education.

Social and environmental dimensions: Inequality, emissions, and livability

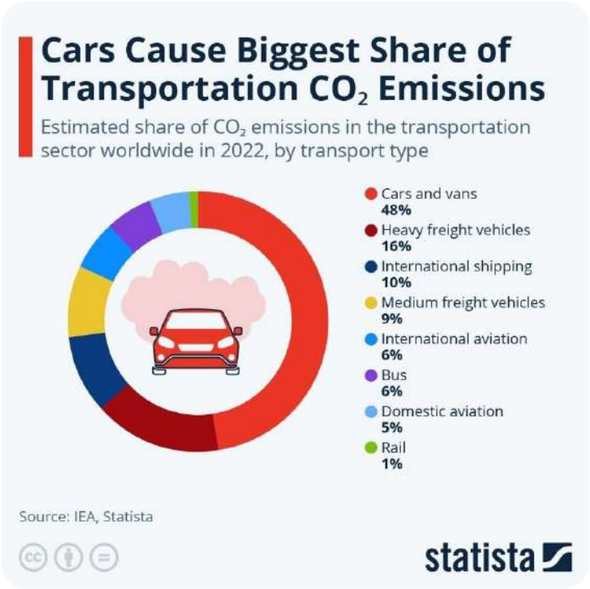


Figure 3 Global transport CO_2 emissions by mode (2022)

The current mobility system in Mebidangro generates significant social and environmental externalities. Transport-related greenhouse gas emissions are estimated at around 0.5 t CO_2-eq per capita, driven mainly by the motorcycle-dominated fleet and growing car ownership. Air quality issues are particularly acute along congested corridors, affecting daily exposure for large segments of the population.

Socially, the SUMP highlights pronounced e. Women rely more heavily on public transport and walking, yet face safety, comfort, and affordability constraints. Lower-income households spend a disproportionately high share of income on transport. At the same time, persons with disabilities and older people face severe accessibility barriers due to poor sidewalk quality and vehicle design.

These findings reinforce the case for inclusive mobility investments.

SUMP visions and goals

> "Mebidangro will provide sustainable, inclusive and integrated mobility that supports economic development, protects the environment and improves quality of life for all residents."

The goals are grouped into three thematic pillars:

Develop sustainable infrastructure: deploy a mass transit network (BRT, LRT, tram, and waterbus), improve walking and cycling networks, optimise paratransit, and modernise road infrastructure.

Enhance accessibility and equity by ensuring affordable mobility for all, integrating fares across modes, improving safety and comfort, and prioritising women and vulnerable groups.

Strengthen governance and financing: establish a metropolitan mobility authority, develop sustainable funding mechanisms (land-value capture, corporate mobility tax), build institutional capacity and improve data collection.

Quantitative objectives include: (i) doubling public transport share to 23 % by 2035, (ii) increasing non-motorised mode share to >20 %, (iii) cutting per-capita GHG emissions by ~6 %, (iv) reducing fatalities by more than 50 %, and (v) limiting transport expenditures to 5 % of household income.

Test scenarios and selected scenario

The SUMP assessed three scenarios: Reference, Scenario 1 (central) and Scenario 2 (ambitious). The Reference case assumes continuation of current trends, limited investments and no change in modal share. Scenario 1 envisions a moderate BRT programme and some pedestrian improvements. Scenario 2 adds a comprehensive rail network, expansive BRT corridors, extensive sidewalks and cycleways, parking management and freight regulations. Scenario 2 delivers the greatest benefits but requires significant investment (CAPEX ≈ IDR 54 trillion). Local authorities and stakeholders selected Scenario 2 because it maximises social and environmental benefits while remaining technically feasible.

Evaluation horizon

Impacts were evaluated for 2025 and 2035. Scenario 2 significantly outperforms the reference case across all indicators, as shown in the impacts table below.

SUMP key measures

Cluster	Measure	Cost estimate (EUR)[1]	Proposed financing source	Implementation schedule
Urban Planning & NMT	Action 01 A – Car-free zones (permanent closure)	77,300,000	APBD	2022-2027
Urban Planning & NMT	Action 01 B – Car-free zones (temporary/ periodical closure)	118.500 (77,300 + 41,200/year)	APBD	2022-2027
Urban Planning & NMT	Action 02 – Comfortable & safe sidewalks	35,000,000	APBD (Regional & Municipal Budgets)	2023-2024
Urban Planning & NMT	Action 03 – Mixed-use zones in urban centres	Cost varies by site	Unknown	2023-2028
Urban Planning & NMT	Action 04 – Regulation to restrict urban sprawl	515,000	APBD	2023-2028
Urban Planning & NMT	Action 05 – Framework for TOD developments	Cost depends on studies/ consultation	APBN	2022-2025
Urban Planning & NMT	Action 06 – Land value capture mechanism	412,000	APBD	2023-2028
Urban Planning & NMT	Action 07 – Safe NMT and bicycle lanes	14,100,000	APBD	2022–2026
Road Network (Private)	Action 08 – Circular roads	13,600,000	APBD	2023-2026
Road Network (Private)	Action 09 – Enhance Medan–Berastagi road link	1,550,000	APBD	2023-2026
Road Network (Private)	Action 10 – Standardised road signage	CAPEX 154,500,000; OPEX 5,150/year	APBD	2023-2025
Road Network (Private)	Action 11 – Traffic calming measure	Cost depends on design	Unknown	2023-2026
Road Network (Private)	Action 12 – Reinforce the driving license process	No additional cost	Unknown	2023-2024
Road Network (Private)	Action 13 – One-way streets	154,500	APBD	2023-2025
Road Network (Private)	Action 14 – Park and ride at transit hubs	1,800,000 + maintenance	Unknown	2023-2025
Road Network (Private Vehicles & Public Transport)	Action 15 – Key multimodal hubs	Cost varies widely	Private finance leveraged	2023-2026
Road Network (Private)	Action 16 – Traffic regulation enforcement & campaigns	515,000	APBD	2022-2024
Road Network (Private)	Action 17 – Quality road network	1,550,000	APBD	2023-2025
Road Network (Private)	Action 18 – Limit the circulation of freight vehicles	515,000	APBD	2023-2024
Public Transport	Action 19 – BRT Line 1	113,300,000	APBD	2023-2028
Public Transport	Action 20 – Wider BRT network	Corridor H: 87,600,000; Corridor T: 82,400,000	APBD + central gov + intl partners	2022-2030
Public Transport	Action 21 – Implement waterbuses	CAPEX 21,700,000; OPEX 7,530,000/ year	Provincial budget + central gov	2023-2028
Public Transport	Action 22 – Urban rapid rail lines	CAPEX 2,266,000,000; OPEX 51,500,000/ year	Multi-level budgets	2022-2038
Public Transport	Action 23 – Improve existing rail services	1,030,000	Central gov (APBN)	2022-2026
Public Transport	Action 24A – Minibuses routing & ops	1,800,000	APBD	2022-2023
Public Transport	Action 24B – Minibuses quality & comfort	772,500	APBD	2022-2023
Public Transport	Action 25 – Service of existing bus transport	1,030,000	APBD	2023-2024
Public Transport	Action 26 – School buses	8m bus: 30,900; 12m: 51,500,000; articulated: 77,300; operation	APBD	2023
Public Transport	Action 27 – Promote public transportation	CAPEX 103,000	APBD province	2023-2028
Digitalization	Action 28 – Mobility as a service	51,500,000	APBD + central gov + intl partners	2022-2024
Digitalization	Action 29 – Monitoring system Mebidangro	Cost depends on scale	APBD + central gov + intl partners	2025
Digitalization	Action 30 – Real-time passenger info systems	Per bus: 7,700; per train: 15,500; per station: 38,600; OCC: 4,120,000; OPEX 720,000/year	APBD + central gov + intl partners	2022-2026
Digitalization	Action 31 – Fare intermodality	1,550,000	APBD + central gov	2025-2026
Governance	Action 32 – Mebidangro mobility authority	Depends on ambition	Cost-sharing	2023-2027
Governance	Action 33 – Minibus organisation reform	4,120,000	APBD + central gov	2023-2028
Governance	Action 34 – Corporate tax on mobility	Cost depends on surveys + implementation	APBD + APBN + intl partners	2024-2027
Governance	Action 35 – Technical assistance	128,700/year	APBN + foreign	2022-2026
Governance	Action 36 – Separate rail infra & ops	No cost generated	/	2023-2028
Governance	Action 37 – Taxing motorised vehicles on urban roads	Unknown	APBD + APBN + intl partners	2022-2029
Environment	Action 38 – Incentives to reduce fuel consumption	35 - 72 EUR per car	APBD + APBN	2022-2025
Environment	Action 39 – Renewable energies for rail transportation	Unknown	APBD + APBN + partners	2023-2028
Environment	Action 40 – Renewable energies for road PT	OPEX: 308,900 per vehicle; alternative brands 585,000; hydrogen CAPEX 1,170,000	APBD + APBN	2023-2028

[1] Exchange rate (USD→EUR): 1 USD = 0.85 EUR

Cluster	Measure	Cost estimate (EUR)[1]	Proposed financing source	Implementation schedule
Environment	Action 41 – Renewable energies for private vehicles	Charging station: 5,150 purchase; 1,030/year maintenance; home chargers 773; motorcycle purchase 1,030; cars 226,600k	Unknown	2023-2025
Environment	Action 42 – Cleaner fuels & engines	1,030,000	APBD	2023-2025
Environment	Action 43 – Installation of air quality stations	772,500,000	APBD	2023-2025
Environment	Action 44 – Communities engagement	515,000	APBD	2023-2024

SUMP expected results and impacts

Indicator	Impact 2035 (SUMP vs BAU)	Baseline - 2020	Projected 2035 BAU	Projected 2035 SUMP scenario
Total annual GHG emissions (Mt CO_2eq)	−0.618 t CO_2eq or 15% reduction	2225 t CO_2eq	3196 t CO_2eq	2578 t CO_2eq
Annual transport-related GHG emissions per capita (kg CO_2eq/capita)	−124 kg CO_2eq/capita	549 kg CO_2eq/capita	641 kg CO_2eq/capita	517 kg CO_2eq/capita
Access Increase in the proportion of the population living within 750 m or less of a mass transit stop	+7.3%	3.8%	3.8%	11.1%
Air pollution Decrease in the mean $PM_{2.5}$ concentration at road-based monitoring stations	N/A	N/A	N/A	N/A
Modal share Increase in the modal share of trips by public transport, walking, and cycling	Public transport: 13.7%NMT: 0% of total trips **TOTAL: 13.7%**	Public transport: 9.6%NMT: 15% of total trips **TOTAL: 24.6%**	Public transport: 9.6%NMT: 15% of total trips **TOTAL: 24.6%**	Public transport: 23.3%NMT: 15% of total trips **TOTAL: 38.3%**
Road safety Decrease in traffic fatalities within the urban area (per 100,000 inhabitants)	−9.0 fatalities/ 100,000 hab	10.4 fatalities/ 100,000 hab	13.9 fatalities/ 100,000 hab	4.9 fatalities/ 100,000 hab (Target)
Affordability of public transport Share of disposable household income spent on public transport for the second quintile income group	−15.5%	13.0%	20.5%	5.0% (Target)

Insights from practice: lessons learned from the SUMP development process

Leveraging innovative data and inclusive engagement to build a strong evidence base

The Medan SUMP demonstrates that combining advanced data tools with structured stakeholder engagement is essential to developing a strategic, widely supported mobility framework. The use of telecom data for diagnostics enabled a precise and reliable analysis of home-to-work commuting patterns, significantly improving the understanding of mobility behaviour and travel demand across the Medan Metropolitan Area. This innovative approach strengthened the credibility of the baseline analysis and informed scenario development with robust evidence. At the same time, stakeholder engagement was prioritised throughout every phase of the process. Workshops, consultations, and technical discussions ensured broad participation in shaping scenarios and defining the action plan. This inclusive process fostered consensus, enriched decision-making, and built strong local ownership of the SUMP measures. As a result, Mebidangro's SUMP is now used by the Ministry of Transport as a reference model to show other Indonesian cities what a comprehensive, data-driven mobility plan should include.

Embedding resilience and crisis preparedness into mobility planning

The SUMP places strong emphasis on integrating resilience into transport infrastructure and service design. During the diagnostic phase, planners identified that disaster management and contingency planning were not systematically embedded in mobility planning processes. The report therefore recommends that all infrastructure and service investments be designed with consideration of natural hazards and public health crises, including careful site selection, upgraded materials, and risk-sensitive engineering standards. It also highlights the importance of organisational contingency plans, staff training programmes, and robust communication systems to ensure operational continuity during floods, earthquakes, or pandemics. Reflecting on the COVID-19 experience, the SUMP encourages the adoption of non-motorised transport solutions and digital tools that reduce physical contact, as well as resilient and cleaner design features in vehicles and stations. The key lesson is that future SUMPs should integrate risk management and crisis preparedness into both infrastructure planning and institutional arrangements to safeguard investments and maintain service continuity.

Establishing integrated governance and sustainable financing from the outset

A central insight from the Medan SUMP process is the importance of aligning governance structures and financing mechanisms early in the planning cycle. The diagnosis highlights that fragmented institutional responsibilities and limited metropolitan-level coordination have constrained service quality and delayed project implementation. The absence of an integrated metropolitan transport authority has also limited access to certain forms of national funding. In response, the SUMP proposes establishing a metropolitan transport authority, reforming the minibus sector, and introducing innovative funding instruments, such as corporate mobility taxes and land value capture. Strengthening fiscal management and clarifying responsibilities across municipal and provincial levels are seen as prerequisites for delivering complex mass-transit projects. The lesson for future SUMP processes is clear: institutional integration and sustainable financing structures must be addressed alongside infrastructure planning to ensure effective implementation.

Ensuring equity through participatory and inclusive planning

The Medan SUMP illustrates the value of embedding inclusion into both diagnostics and solution design. The process combined extensive data collection, including one of the largest mobility surveys conducted in Indonesia, with participatory methods such as focus groups, interviews, and workshops. Importantly, women's groups, persons with disabilities, and older people were actively involved, in some cases for the first time in mobility planning discussions. The SUMP highlights the need to continue incorporating vulnerable groups in planning, to design inclusive infrastructure such as safe sidewalks and accessible stations, and to improve the clarity and usability of transport information. It also recognises the importance of empowering women and persons with disabilities within transport agencies and adapting fare structures to reflect diverse user needs. The overarching lesson is that evidence-based planning, combined with meaningful stakeholder participation, produces solutions that are more equitable, more broadly supported, and ultimately more sustainable.

SUMP finance leverage

Leveraged financing (resulting from or enabled by the SUMP preparation process)

Description	Source of financing	Type	Status	Amount (EUR)
Loan to build the 1st BRT line	World Bank[2]	Loan	Secured	190,000,000
	AFD[3]	Loan	Secured	34,000,000
	Domestic finance	Budget allocation	Secured	85,000,000

Description	Source of financing	Status	Amount (EUR)
Technical assistance for establishing the BRT Management Institution of Medan	UK-PACT Grant	Secured	N/A

[2] https://www.infrapppworld.com/update/world-bank-approved-financing-for-indonesia-mass-transit-ppp-project
[3] https://www.afd.fr/en/actualites/communique-de-presse/40-million-euros-loan-afd-enhance-urban-mobility-and-accessibility-indonesia-mass-transit-program-support-project-mastran

Perspectives for SUMP implementation

TransMebidang BRT: moving from planning to physical implementation

Medan's SUMP foresees the rollout of dedicated mass transit infrastructure as a cornerstone of near-term implementation, and this is already materialising in 2024–2025 with the TransMebidang Bus Rapid Transit (BRT). By early 2025, the first station at Lapangan Merdeka had been completed and prepared for operations, with electric buses beginning to serve the corridor. This infrastructure work reflects a multi-year collaboration between the City of Medan and international partners, including the Institute for Transportation and Development Policy (ITDP), which helped structure the transitory design and operational frameworks. The TransMebidang BRT is part of a broader mass transit initiative supported by the national Indonesia Mass Transit (MASTRAN) project, which channels significant funding (approximately EUR 189,1 million) through the Ministry of Transportation to develop sustainable BRT systems in Medan and Bandung. Implementation work on corridors, stations, and electrified bus fleets is expected to continue through 2025–2027.

Highlights in the past year

BRT service expansion and institutional synergy with national programmes[4]

In parallel with station delivery, stakeholder coordination is underway to scale the BRT system across the Medan, Binjai, and Deli Serdang corridors. In October 2025, provincial authorities and representatives from the Ministry of Transportation and the World Bank convened to speed up BRT implementation and strengthen institutional alignment. This reflects Medan's integration into national mass transit programmes and underscores the importance of multi-level cooperation for sustainable mobility outcomes. Discussions and coordination in 2025 emphasise the need to align local planning with national policy, financing readiness and operational frameworks.

Last updated December 2025

[4] https://dishub.sumutprov.go.id/2025/10/08/rapat-progres-dan-rencana-implementasi-brt-mebidang/

Khyber Pakhtunkhwa Province, Pakistan

Context

The Khyber Pakhtunkhwa (KP) province has embraced Sustainable Urban Mobility Plans (SUMPs) for its main cities. With technical and financial support from the Agence Française de Développement (AFD) and the Asian Development Bank (ADB), a joint project supported the preparation of SUMPs for Peshawar, Abbottabad and Mingora between 2021 and early 2024.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan in Peshawar, Abbottabad, and Mingora
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 1,200,000
Implemented by: AFD and Asian Development Bank (ADB) through MobiliseYourCity Asia
Local counterpart: Transport Department, Government of Khyber Pakhtunkhwa province and the Khyber Pakhtunkhwa Urban Mobility Authority
Consultant(s) involved: Systra and Exponent Engineers
Project start: 2021 Q3
Project completion: 2024 Q1

Peshawar, Pakistan

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	1,217 km²
Population	→	4,269,079
Growth rate	→	+3.29%
Region capital city of the Khyber Pakhtunkhwa province		
GDP per capita	→	USD 1,406 (National level)
Modal share		
Public transport (excl. BRT)	→	6%
BRT	→	4%
Private cars and motorbikes	→	25%
Walking	→	55%
Rickshaws	→	6%
Other	→	4%
National GHG emissions per capita	→	1.99 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Peshawar is the capital of Khyber Pakhtunkhwa province, located 160 km west of Pakistan's capital, Islamabad. It is home to 1,970,042 inhabitants, spread over 157 km², and its metropolitan area has 4,269,079 inhabitants across 1,217 km². The city is governed by the Peshawar Municipal Corporation.

Recently, Peshawar has introduced a Bus Rapid Transit (BRT) system named "Zu Peshawar". This system, conceived and built with support from the Asian Development Bank (ADB) and the French Development Agency (AFD), commenced operations in August 2020. Operated by TransPeshawar, the BRT system comprises a main corridor stretching over 28 km from Chamkani in the east to Hayatabad and Karkhano Market in the west. Additionally, it features a 68 km-long network of 8 feeder routes connecting the main corridor to other parts of the city. The introduction of the first BRT line has already begun to alter this modal share, as it is attracting users to this public transport service[1].

[1] A video highlighting the BRT is available here: https://youtu.be/nWlB55ZqDQo?si=35yy--6iqDdal8Wg

Peshawar faces challenges stemming from an inadequate public transportation system, leading residents to rely heavily on private cars, which in turn causes traffic congestion, road safety concerns, and poor air quality. The city lacks a sufficient road network, infrastructure for non-motorised transport, and effective traffic management. Moreover, the city has recognised the need for improved control over land use and urban development.

To address these challenges and prepare a comprehensive plan that not only addresses transport issues but also improves quality of life, the Khyber Pakhtunkhwa Urban Mobility Authority (KPUMA) has opted to develop a SUMP. This plan will encompass not only mobility-related issues but also considerations of local economic development and health. Furthermore, the SUMP will facilitate the development of a Transport Management Plan and the establishment of a Road Safety Authority. It will also include initiatives to improve Non-Motorised Transport options and equip the city with better monitoring capabilities for traffic and GHG emissions. Lastly, the SUMP will build KPUMA's capacity for sustainable mobility planning.

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost estimate (EUR)
Kabul Canal	3,300,000
GT Road Upgrade	1,300,000

The following table summarises the total capital expenses (CAPEX) estimates for different types of measures in the SUMP.

Urban transport investment measures	CAPEX Estimate (EUR)
Road network	221,800,000
Urban transit	916,900,000
Non-Motorized Transport (NMT)	30,500,000
Urban logistics	12,000,000
Transit Oriented Development (TOD)	10,500,000
TOTAL	1,191,700,000

Projected impacts

Indicator	BAU 2022	Scenario 1 (2040) Compact City	Scenario 2 (2040) Scattered City	Scenario 3 (2040) Southern Extension
Total annual GHG emissions (Mt CO2eq)	1,214,600 tCO2eq	927,640 tCO2eq	1,214,600 tCO2eq	960,830 tCO2eq
Annual transport related GHG emissions per capita (kg CO2eq)	0.22686 tCO2eq/ capita	0.152 tCO2eq/ capita	0.199 tCO2eq/ capita	0.158 tCO2eq/ capita
Trips Daily Average Total generated trips	6,368,800	15,212,600	15,229,800	15,226,200
Modal share Related to the carbon footprint	6,368,800 Motorcycle: 24% Car: 49% Paratransit: 26% BRT: 2%	15,212,600 Motorcycle: 31% Car: 50% Paratransit: 9% BRT: 9%	Motorcycle: 32% Car: 48% Paratransit: 14% BRT: 7%	Motorcycle: 30% Car: 49% Paratransit: 10% BRT: 11%

Insights from practice: lessons learned from the SUMP process

Governance issues remain after the planning process

The institutional framework of the transport sector in the Khyber Pakhtunkhwa province presents significant challenges linked with siloed operations and overlapping responsibilities. These issues highlight the need for clearer mandates, capacity building, and enhanced coordination mechanisms to streamline the SUMP process.

Perspectives for implementation

The SUMP's administrative approval has been secured, and the process to obtain political approval is currently underway.

Following the completion of the three SUMPs in the Khyber Pakhtunkhwa province, public transport is recognised as a priority, and additional feasibility studies are expected to be conducted at the provincial scale. The city is expected to draw further inspiration from the SUMP's strategic directions, including the implementation of green corridors.

The Peshawar BRT system's Phase 2 has been validated and is progressing with financial planning to further improve urban mobility and accessibility for residents.

Zu Peshawar: The First Gold Standard BRT in Pakistan is changing the way people travel

The authorities responsible for urban mobility in Peshawar have an ambitious vision to transition towards more sustainable urban transportation. As part of the SUMP preparation, supported by MobiliseYourCity partners, significant investments are foreseen, including the development of the Zu Peshawar BRT, the first Gold-Standard BRT in the Indian subcontinent.

Peshawar's ambition and efforts in sustainable mobility have gained international recognition. In 2022, the city was nominated and received an honourable mention from the International Transport Development Policy (ITDP) Sustainable Transport Award. This recognition highlights Peshawar's commitment to prioritising its citizens' needs and ensuring that their transportation needs are met sustainably and inclusively. More recently, Zu Peshawar received the "Best Smart Ticketing" prize from Transport Ticketing Global and was a finalist for the "Prize for Cities" awarded by the World Resources Institute. As the city progresses with its SUMP and planned investments, it is poised to become a leader in sustainable urban transportation in the region and beyond.

Peshawar advances with active mobility projects

During the SUMP elaboration process, several conceptual designs for key and priority projects have been developed. Among them is the concept design for the regeneration of the Kabul canal, which aims to transform the space into a non-motorised transport-friendly area. Another conceptual design focuses on upgrading the existing Saddar BRT Station area to create public spaces conducive to non-motorised transport and seamless intermodal connections.

Find out more about this case study, co-developed by ITDP, TUMI and TransPeshawar.

Abbottabad, Pakistan

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	1,967 km² (district scale) 122 km² (SUMP area)
Population	→	981,590 (district scale) 360,000 (urbanised area)
GDP per capita	→	USD 1,284 (data from 2019)
Baseline motorisation rate	→	320/1,000 inhab. (motorised vehicle) 190/1,000 inhab. (private cars)
Modal share		
Walking	→	51%,
Private motorcycle	→	20%
Shared motorcycle (moto-taxis)	→	19%
Shared taxis	→	4%
Private car	→	3%
Bicycle	→	1%
Bus (SOTRAL cie)	→	1%
Transport emissions per capita	→	1.06 (tCO2eq)
Exposure to climate change	→	HIGH

SUMP summary

SUMP Status	Adopted
SUMP Development Timeline	Joined MobiliseYourCity in Q2 2020 SUMP started in Q3 2021 SUMP completed in Q1 2024
SUMP Vision	Make Abbottabad an integrated and mobility-wise city. This vision aims to reinforce Abbottabad's unique profile as a city that combines military, education, and tourism in a high-quality, inclusive urban environment, offering a high level of accessibility and connectivity. It relies on promoting a compact city and an efficient mobility system that mutually support each other in sustainable city growth.
Key expected results (GHG, modal share and access)	Compared to 2022, in a SUMP scenario, by 2040, Abbottabad can expect to • Create, organise and develop a public transport offer with an objective of 21% (number of trips) and 50% (passenger km) of modal share in 2040 • Increase total mobility rate from 2,5 trips per person and per day in 2022 to 3,1 in 2040 and ensure a target of 44% of the trips taken by walk. • Reduce GHG emissions by 35% as compared to a 2050 Business As Usual scenario.
Total SUMP Investment Requirement	Urban transport investment measures CAPEX, estimated total amount of EUR 403 million, which includes • Road Network: EUR 55 million • Urban transit: EUR 313 million • Non-Motorised Transport: EUR 13 million • Urban logistics: EUR 9.6 million • Integrated mobility policy: EUR 7 million • Transit Oriented Development: EUR 5 million

The SUMP preparation process and stakeholder involvement

The Khyber Pakhtunkhwa Urban Mobility Authority (KPUMA) was created a few years ago, in the context of the development of the first BRT line in Peshawar (main city of the KP Province), as the managing authority of urban mobility for the cities of the KP Province to provide a coherent frame for its development.

KPUMA has led the SUMP elaboration and has associated the different departments of the KP Province competent in the field of transport, namely Communication and Works (C&W), Khyber Pakhtunkhwa Highway Authority (KPHA), Transport Planning Unit (TPU), Regional Transport Authority (RTA), etc. TransPeshawar, as the operator of the Peshawar BRT, was also closely involved in the elaboration of the SUMP.

Diagnosis of urban mobility in Abbottabad

Transport services and mobility behaviour

The city of Abbottabad is located 60 km northeast of Islamabad, in the Hazara Division of Khyber Pakhtunkhwa (KP) province, in the northwest of Pakistan. It is a gateway to the picturesque Kagan Valley. It is connected by road to the Indus Plain and the Kashmir region, and by rail to Peshawar. The city is a district market and trade centre, and it stands out as a communication route to China and the northern parts of Pakistan. It has developed strong military and education functions at the provincial and national levels. It also values its climate, landscapes, and position as a gateway to mountain ranges and natural areas, which it uses to develop tourism (Nathiagali, Ayubia, and Naran mountains).

The road network of Abbottabad is rather loose and lacks connectivity. Its hierarchy is unbalanced, with few primary and secondary roads (less than a third of the main roads) and many tertiary roads (more than two-thirds). The overall road network is dysfunctional, with too many small roads and not enough big ones (87% local roads). This network structure concentrates flows along the main axes, leading to congestion, conflicting crossroads, and low resilience to disturbances. Intersections can also experience conflicts and congestion due to the concentration of paratransit and side activities, as well as inadequate flow management.

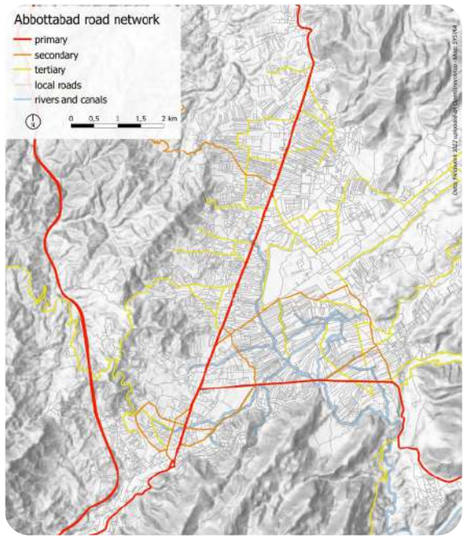


Figure 1 Abbottabad's road network

Road capacity is constrained by the concentration of flows on some key axes and by conflicting uses. Traffic is often autoregulated between the different types of vehicles. Trade, parking and side activities also often push pedestrians off the sidewalks into the lanes. Consequently, effective road capacity can fall beyond its notional capacity.

Paratransit is the most important transportation mode after walking in Abbottabad, accounting for 16% of all modes (including walking) and 45% of motorised modes. Urban services are operated by 12-seat Suzukis and 9-seat Bolans on line-type services running on specific routes. Paratransit hubs are located along the city's key entry/exit road axes in all directions. They interface urban and interurban connections by Suzukis and Bolans. Paratransit is privately operated with little public regulation and no subsidy. Services are tailored to profit and present different flaws. They focus on the main mobility needs, whether in time (weekdays, peak hours) or in space (main axes, main origin-destination pairs). Conversely, other needs and residual demand are poorly or not considered at all, leaving large chunks of demand unaddressed. Fare levels remain affordable for core demand but quickly become much higher and less affordable outside it.

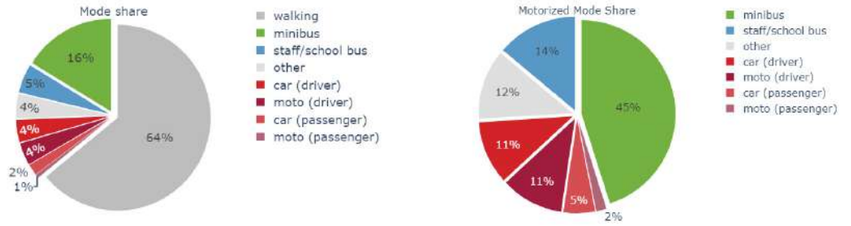


Figure 2 Modal share in Abbottabad (all trips on the left, motorised trips only on the right)

1,290,000 trips are made daily by residents of Abbottabad. The mobility rate is relatively high, at 2.5 trips per person per day. It has a strong gender distinction, but lower than other cities in Pakistan (2 for females and 3 for males).

Regarding modal share, walking is predominant with 64%, while motorised modes account for 46% of total trips. Public transport modes are the predominant motorised modes (60%), of which 45% are minibuses, and 15% are staff and school buses. Private motorised modes account for the rest, with a high share of private cars and motorcycles, which are used less than in other cities and are perceived as unsafe.

Social, environmental, and economic aspects

The total population of the Abbottabad urban area was 460,000 in 2017 (estimated at 516,000 in 2022). The average population density is 8,200 inh./ sq. km, with big differences across neighbourhoods: it can be below 1,000 inh./ sq. km in eastern and military areas and over 30,000 in some residential pockets.

The population is rather young, with a median age of 21, and households have an average size of 4.6 persons. The city's average share of the employed population is 24%, and the average share of the inactive population is 31%. Students and learners account for 43% of the overall population.

The major part (60%) of the population earns less than 30,000 PKR[2]. Households earning less than 20,000 PKR account for about 16% of the population. Conversely, the share of the population earning more than 40,000 PKR is 33%.

A volume of 64,140 tCO2eq/year is generated by transports, which is equivalent to 0,123 tCO2eq/ year per inhabitant. Two-thirds of GHG emissions are generated by paratransit, a fourth by private cars and 10% by motorcycles.

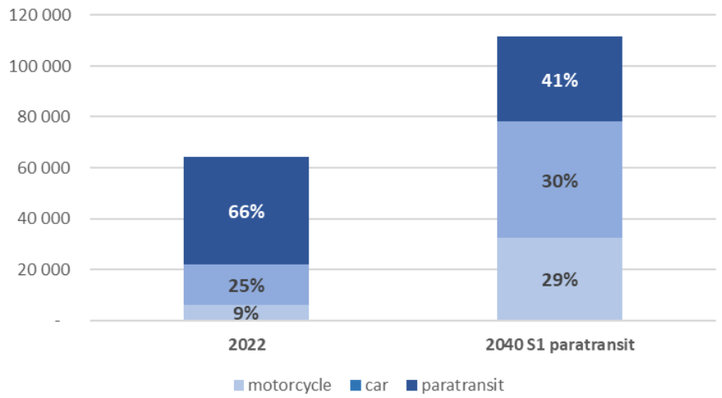


Figure 3 GHG emissions by transport mode in Abbottabad (tCO2eq/year)

Institutional and financial situation

The organisation of transport and mobility competences is rather clearly defined and concentrated in the hands of a limited number of structures, mostly at the level of the Khyber Pakhtunkhwa (KP) Province. This implies that the decision frame is clear and that decision capacity is significant, without undue uncertainty. However, urban development falls under different decision-making schemes (KP Province, Cantonment board – that is, the local-level designation in a city like Abbottabad), which prevent an overall, integrated approach and have some consequences for mobility.

[2] 1000 PKR is about 3,5 EUR in early 2024.

The KP province administration gathers capacity across different fields of mobility and urban development (strategic and planning studies, project management). At the provincial level, KPUMA was created as the managing authority for urban mobility across the Province's cities to provide a coherent framework for its development. However, as Abbottabad currently has no formal public transport, there is limited interaction among paratransit regulation, road planning, road design, road maintenance, and traffic regulation.

Eventually, there is a lack of decision-making capacity at the municipal level. The local administration lacks capacity, particularly in addressing mobility and transport issues in the city and its surroundings. The overall lack of clear, generalised processes for construction authorisations also limits the capacity to drive urban development in a mobility-wise manner, though urban sprawl remains limited.

Vision and goals

Strategic vision:

"Make Abbottabad an integrated and mobility-wise city",

This vision aims to reinforce Abbottabad's unique profile as a city that combines military, education, and tourism activities in a high-quality, inclusive urban environment, offering a high level of accessibility and connectivity. It relies on promoting a compact city and an efficient mobility system that mutually support each other in sustainable city growth.

SUMP goals and targets

The 2040 mobility vision for Abbottabad particularly considers:

- Both an opportunity and a challenge to unify the city as a well-connected and continuous one. The rapid pace of the city's development, along with large sectoral settlements (military premises, universities, hospitals, etc.), produced a rather patchy, discontinuous city with poor connectivity. The issue is to fill urban blanks with greater density, reconnect the city through a denser, more hierarchical road network, and provide mobility services that meet the needs of a future city of 800,000 inhabitants in 2040.
- A will to keep and develop non-motorised mobility in a qualitative urban environment, along with developing public transport (BRT and restructured paratransit), with a distribution of modal shares between the two amounting to about 45% for NMT and 25% for public transport.
- A more intensive mobility of all inhabitants, still keeping wise in time and distances, as mobility rates increase from 2,3 to 3,1 between 2022 and 2040 (+38%), and the overall number of trips nearly doubles (+85%). Time spent on trips does not increase between 2022 and 2040, but distance rises by a fourth as mobility becomes more efficient.
- An inclusive mobility for all, allowing all segments of the public to move around with an affordable mobility system, whose prices increase proportionally to the travelled distance.
- A connected and integrated mobility system based on a BRT backbone and upgraded paratransit to deliver an efficient, qualitative, and user-centred service.

Test scenarios and selected scenario

Three specific scenarios were defined to assess the impact of the SUMP, each with a different level of ambition.

- Scenario 1 presents a "business as usual" situation. The city grows in a scattered way, with no particular measures taken to densify its often loose urban pattern. However, urban spread is kept under control by the mountains surrounding the city. The street and road network is upgraded and developed. No mass transit supply is proposed, but paratransit is organised and upgraded.
- Scenario 2 features a compact city development with a trunk BRT system. A breakthrough solution for public transport is adopted: a BRT service on the Karakorum Highway, connected to other districts via bus feeders. Paratransit remains a first- and last-mile solution. The city grows compactly as city authorities care to plan and densify urban development, along with the upgrade, restructuring, and development of the road network
- Scenario 3 features also a compact city development with direct BRT services running in and out of the Karakorum highway BRT corridor to serve all main districts of the city. Paratransit remains a local and last-mile solution when needed. The city grows compactly as city authorities plan and densify urban development, along with upgrades, restructurings, and expansions of the road network.

Scenario 3 was selected by SUMP stakeholders as the basis for subsequent measure definition and selection. The measures selected and the expected impacts of scenario 3 are presented in the following sections.

Figure 4 Scheme of Abbottabad SUMP's chosen scenario

SUMP key measures and cost estimates

Measures	Cost estimate (EUR)	Proposed financing source	Implementation schedule (year)
Road Network			
Main road projects	29,636,000	KP Province, Federal State, DFIs	2026-2040
Local street projects	21,240,000	KP Province, DFIs	2026-2040
Road design guidelines	640,000	KP Province	2025-2026
Road maintenance plan	740,000	KP Province	2025-2026
Traffic and mobility management	427,500	KP Province	2026-2040
Target road and crossroad network	860,000	KP Province, DFIs	2025-2026
Circulation plan	627,500	KP Province	2026-2027
Traffic management unit	950,000	KP Province	2027-2028
Urban transit			
BRT development	304,593,750	KP Province, Federal State, DFIs	2026-2040
Paratransit structuration	3,000,000	KP Province, DFIs	2026-2035
Transport hubs organisation	337,500	KP Province, DFIs	2026-2035
Paratransit quality of service	812,500	KP Province, DFIs	2026-2040
BRT development roadmap	1,540,000		2025-2026
Paratransit transition roadmap	1,140,000	KP Province, DFIs	2026-2027
Paratransit drivers training	1,537,500		2026-2040
Non-Motorised Transport			
NMT projects	7,500,000	KP Province, DFIs	2028-2040
NMT in transport and urban projects	3,000,000		2028-2040
Bikes for Abbottabad	150,000		2026-2040
NMT guidelines	612,500		2026-2027
NMT development roadmap	462,500		2026-2027
Pedestrian-centred approach	787,500		2026-2040
Walking in Abbottabad	450,000		2026-2040
Urban Logistic			
Urban logistics projects	9,000,000	KP Province, Private sector	2026-2040
Urban logistics roadmap	650,000	KP Province, DFIs	2026-2027
Integrated mobility policy			
Sustainable mobility planning process	1,020,000		2024-2040
Mobility data management	700,000		2024-2040
SUMP evaluation	712,500	KP Province, DFIs	2024-2040
Multimodal strategy	480,000		2024-2040
Energy-wise mobility	512,500		2024-2040
Demand management	375,000		2024-2040
Transport Authority reinforcement	910,000	KP Province, DFIs	2024-2040
Integrated mobility financing	540,000		2024-2040
Sustainable mobility project management	675,000		2024-2040
Inclusive, green, gender aware mobility	577,500		2024-2040

Measures	Cost estimate (EUR)	Proposed financing source	Implementation schedule (year)
Transit Oriented Development			
TOD projects opportunities	4,500,000	KP Province, Private sector	2029-2040
TOD guidelines	312,500		2027-2028
TOD development roadmap	275,000		2027-2028
TOTAL COST (EUR)	402,862,250		

SUMP expected results and impact

Impact area	Expected impact
GHG emission (SDG 11)	Yearly reduction of GHG emissions relative to 2022 (baseline year) • 2026: 5% • 2031: 20% • 2040: 35%
Accessibility (SDG 11)	Percentage of the total population with access to public transport • 2022 (baseline): 0% (no formal public transport) • 2040: 45% (with the creation of the BRT line)
Air pollution (SDG 11)	Not quantified
Modal share	Percentage of total trips made with Public Transport • 2022 (baseline): 16% • 2026: 18% • 2031: 22% • 2040: 26%
Road safety (SDG 3)	Not quantified
Expected institutional impact	• Capacity development of KPUMA for SUMP implementation • Creation of TransAbbottabad as BRT operator • Capacity development of KP Province Departments

Insights from practice: lessons learned from the SUMP development process

Lack of urban mobility agencies at the local level makes governance more complex

Governance is always a key issue in urban mobility, as competencies are often scattered across different departments and bodies and need to be brought together in a practical and positive way. The different departments of KP Province will need to cooperate to implement integrated mobility projects in Abbottabad, both horizontally (between sectors such as road construction, road maintenance, and traffic management) and vertically (between the provincial and local levels). The fact that the municipal level of government responsible for urban mobility is missing in the province will need to be compensated for by adequate city focus by KPUMA and the provincial administrations. To set a BRT project, an operator of the same type as TransPeshawar (TransAbbottabad) must be set, and it could even be a specific development of TransPeshawar.

The development of local involvement and empowerment at the city level in SUMP projects will need careful consideration by the regional/local subsidiaries of KP Province in Abbottabad, as there is currently no municipal authority in charge.

City-wide road development needs to be boosted to enhance the quality of life

Abbottabad is still a city in the making, with significant population growth ahead and an urban fabric that encompasses large educational, health, and military facilities, along with various types of residential areas. These areas are often disconnected from one another, and moving between them requires passing through a limited number of congested roads. Delivering a more integrated and balanced road network is needed and is a key issue for improving mobility throughout the city. Existing roads are upgraded and eventually brought to higher standards, and new roads are created to fill gaps in the existing urban network or to serve developing urban areas. These roads will facilitate all mobility and are especially required to allow direct BRT access to and from its dedicated corridor (Karakorum Highway, Murree Road) to serve the population at the closest level. NMT will be prioritised in the road layout to integrate all possible road uses smoothly.

There are opportunities to link land use and urban mobility planning

Urban development will have to be closely associated with mobility development. The BRT project will provide good opportunities for transit-oriented development around its key stations. More broadly, the city has low density, and increasing it would make sense, as it would lead to a more robust road network and a much more efficient public transport supply (BRT).

Perspectives for implementation

The provincial entity KPUMA can lead SUMP implementation through a mobility committee

As an institutional body, the Khyber Pakhtunkhwa Urban Mobility Authority (KPUMA) is responsible for planning and monitoring transport and mobility projects across KP Province cities, covering both transport infrastructure investments and maintenance, as well as transport service investments and operations.

KPUMA could naturally coordinate SUMP implementation and will associate within a Mobility Committee all KP Province Departments competent in the field of transport, namely C&W, KPHA, TPU, etc. The Mobility Committee will discuss SUMP projects that intersect with the competencies of these departments.

The Mobility Committee is an operational solution that enables integrated work within the current institutional setup of KP Province. Open discussions are held within it to review each Department's investment priorities in a concerted manner aligned with SUMP priorities. Efficient collaboration is rooted in members' good awareness of the SUMP objectives and measures, as well as strong political support from the KP Province. Capacity-building and workshops can help overcome technical barriers between KP Province Departments.

Abbottabad BRT project is possible if technical and governance issues are solved

The development of the BRT requires the creation of a BRT operator called TransAbbottabad. It will be defined on the same basis as TransPeshawar and may be a new development of TransPeshawar to leverage its operational experience.

The concept design developed through the SUMP for the Abbottabad BRT presents a clear opportunity to implement such a mass transit service, but also highlights some constraints. Besides the alignment constraints common to any BRT project, a key aspect is the BRT's capacity

to run in and out of the BRT corridors (Karakorum Highway in phase 1, complemented by Murree Road in phase 2). This ability to run direct services requires communication between the BRT corridor and the rest of the road network, which can sometimes be difficult to implement. The feasibility study will help clarify these aspects.

Abbottabad's BRT project requires international support to be funded and implemented

The BRT project will rely on both national and international funding, and its business model will need to be carefully analysed, considering different options to deliver the best value for money and value for citizens.

Conducting the paratransit transition will require time and effort to engage drivers and vehicle owners. Proposing rolling stock renewal under good financial conditions and setting a sound business model for the industry as a full dimension of the mobility system will be helpful. Negotiations will have to be carefully conducted for that.

Progress on SUMP implementation

SUMP preparation phase (2024-2025)

The SUMP preparation phase focused on the overall organisation and preparation for SUMP implementation by the SUMP technical taskforce embedded in KPUMA: planning activities, setting a roadmap, securing financial contributions, securing decision-making, etc.

Key operational guiding documents to frame the overall SUMP activities and investments across key mobility topics were elaborated, including the Target Road Network, Circulation Plan, and BRT Development Roadmap. Some key documents are left for later (e.g., the circulation plan). Tender preparation, consultant selection, follow-up, contributions, and validation are among the main steps in these activities.

The Priority SUMP Short-term Program 2025-2029 is prepared in accordance with roadmaps drawn from strategic documents.

Adequate training in sustainable mobility management was provided to the SUMP task force to fulfil its missions.

SUMP short-term program 2025-2029

Road network:

12 road projects are being implemented, with a focus on urbanised areas and missing links. Road upgrades and targeted road development are carried out to provide denser coverage and better connections. Micro road projects at the neighbourhood level are carried out through upgrades (60 km) and developments (30 km). Road design guidelines are established alongside a Circulation Plan. A traffic management unit is created to improve flow regulation and coordinate with road maintenance.

Bus Rapid Transit

Building upon the 'concept design' elaborated through the SUMP and BRT design studies, BRT works are being implemented for BRT phase 1 (Karakorum Highway). The transition of the paratransit sector began with the definition of a Paratransit Transition Roadmap, the implementation of a Quality of Service certification, and a wide-ranging driver training campaign. Support for vehicle upgrades is provided as an incentive for better service. Services are reorganised along the BRT development on the Karakorum highway.

Active mobility

A non-motorised transport (NMT) Development Roadmap is carried out to define the scope and priorities. The first set of micro-NMT projects on focused areas/neighbourhoods has been implemented. NMT dimension in road or public transport projects is carefully scrutinised for action. The pedestrian-centred approach allows capitalising on understanding and developing training for professionals. Two actions are undertaken to reach the wider public and spread and support NMT. "Bikes for Abbottabad" delivers bikes at low cost to promote the habit and build visibility and understanding. Walking in Abbottabad continues to attract walkers for the same reasons.

Urban logistics and regional integration

An Urban Logistic Development Plan defines scope and priorities. A pilot action is undertaken in the Cantonment area to test micro-urban logistics improvements and traffic calming in commercial areas.

A Multimodal strategy is set to coordinate the development of the different modes. A wide array of transversal actions is taken to prepare, follow up on, support, and appraise the implementation of SUMP projects: SUMP planning and financing, SUMP evaluation, data management, etc. Training on sustainable mobility project management continues for the SUMP team and associated stakeholders. Transversal dimensions are also addressed, including energy-wise solutions, inclusion, and environmental aspects. Awareness-raising measures are taken for the latter.

Mingora (Swat District), Pakistan

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	5,337 km² (district scale)
Population	→	2,309,570 (district scale)
Growth rate	→	1.5%
The largest city of the Swat District (Khyber Pakhtunkhwa province)		
Modal share		
Public transport	→	25%
Walking	→	58%
Private motorised modes	→	17%
National GHG emissions per capita	→	1.99 (tCO2eq)
Exposure to climate change	→	HIGH

Context

Mingora is the largest city and commercial centre of the Swat district, while Saidu Sharif is Swat's administrative capital. Mingora is located on the Swat Riverside, north of Saidu Sharif. This district is part of the Malakand division of the Khyber Pakhtunkhwa province of Pakistan. It is renowned for its natural beauty and is a well-known tourist centre. The N-45 and N-95 highways connect Mingora to Peshawar and Islamabad via Mardan. Locally, the administration is run by the Deputy Commissioner. Tehsil Municipal Administration is responsible for urban transport, and the Regional Transport Authority regulates private vehicles.

Mingora suffers from inadequate road capacity (including infrastructure facilities such as flyovers and underpasses) due to the high traffic growth rate and rising private vehicle ownership. Road safety is a major issue due to a lack of proper traffic control devices (such as signs, signals, and markings) and little enforcement of regulations by traffic wardens. There is currently no master plan for transportation and land use available.

The local Counterpart, the Khyber Pakhtunkhwa Urban Mobility Authority (KPUMA), has the mandate and responsibility to finance mass public transport infrastructure. However, it lacks the capacity to borrow from international financial sources. Some systems and procedures are partially in place to monitor, evaluate, and report on urban issues.

The SUMP elaboration aims to provide a comprehensive sustainable mobility plan at the urban scale and to propose a conceptual design for priority projects to be identified in the SUMP.

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost estimate (EUR)
Swat River Walkway (concept design)	7,500,000

The following table summarises the total capital expenses (CAPEX) estimates for different types of measures in the SUMP.

Urban transport investment measures	CAPEX Estimate (EUR)
Road network	48,400,000
Urban transit	86,100,000
Non-Motorized Transport (NMT)	15,800,000
Urban logistics	9,000,000
Transit Oriented Development (TOD)	4,500,000
TOTAL	163,800,000

Projected impacts

Indicator	BAU 2022	Scenario 1	Scenario 2	Scenario 3
		Scattered city and restructured paratransit	Compact city bus network	Decongested city bus network
Total annual GHG emissions (Mt CO2eq)	72,080 tCO2eq	72,080 tCO2eq	41,370 tCO2eq	41,680 tCO2eq
Annual transport-related GHG emissions per capita (kg CO2eq)	0.0537 tCO2eq/ capita	0.115 tCO2eq/ capita	0.066 tCO2eq/ capita	0.067 tCO2eq/ capita
Trips Daily Average Total generated trips	915,300	1,394,100	1,393,100	1,394,900
Modal share Related to the carbon footprint	Motorcycle: 20% Car: 25% Paratransit: 55%	Motorcycle: 20% Car: 35% Paratransit: 45%	Motorcycle: 25% Car: 50% Paratransit: 17% Bus: 7%	Motorcycle: 25% Car: 50% Paratransit: 17% Bus: 7%

Insights from practice: lessons learned from the SUMP process

Fragmented institutionality jeopardises the SUMP process

The institutional framework of the transport sector in the Khyber Pakhtunkhwa province presents significant challenges linked to siloed operations and overlapping responsibilities. These issues highlight the need for clearer mandates, capacity building, and enhanced coordination mechanisms to streamline the SUMP process.

Finance leverage

Leveraged financing (resulting or enabled by the SUMP preparation process in the three cities)

Description	Type	Source	Status	Amount (EUR)
Peshawar Sustainable Bus Rapid Transit Corridor Project (Phase 1)[3]	Loan	AFD	Secured	120,000,000
Peshawar Ring Road construction of the northern section of the ring (missing link) from Warsak Road to Nasir Bagh Road[4]	Budget allocation	Provincial Government of Khyber Pakhtunkhwa	Secured	27,300,000
Peshawar BRT (Phase 2)[5]	Budget allocation	Provincial Government of Khyber Pakhtunkhwa	Secured	54,000,000
Design for Traffic Management System & Construction of Flyovers / Underpasses or alternate Roads / Bypass in Mingora City[6]	Budget allocation	Government of Khyber Pakhtunkhwa (local public funds)	Secured	30,320

[3] https://www.adb.org/projects/48289-002/main#project-pds
[4] https://www.thenews.com.pk/print/1317076-kp-begins-work-on-delayed-peshawar-ring-road-missing-link
[5] https://autopower.com.pk/peshawar-brt-phase-2-approved-ring-road-dalazak-expansion
[6] https://www.pakp.gov.pk/wp-content/uploads/2025/06/el-DFG-Part-L-Development-Settled.pdf

Perspectives for implementation

Urban mobility has positioned higher in the local political agenda

The SUMP's administrative approval has been secured, and the process to obtain political approval is underway. After completing the three SUMPs in the Khyber Pakhtunkhwa province, public transport is recognised as a priority, and additional feasibility studies are expected to be conducted at the provincial scale. The city is expected to draw further inspiration from the SUMP's strategic directions, including the implementation of green corridors.

Last updated December 2025

Davao, Philippines

Technical Assistance — Ongoing

Basic information

Urban area	→	2,444 km²
Population	→	1.9 million (2023)[1]
Growth rate	→	2.21% (2000-2020)
GDP per capita	→	USD 4,480 (2022)
National GHG emissions per capita	→	1.2 tCO2eq (2022)
Exposure to climate change	→	HIGH

Context

Davao City, located on Mindanao Island, is the third-largest city in the Philippines, with a population of approximately 1.8 million. As the capital of the Davao Region, it serves as the primary urban centre and economic hub on Mindanao Island, playing a key role in the national economy. The Davao Region experienced an impressive annual economic growth rate of 8.1% between 2014 and 2019, exceeding the national average of 6.6%.

Davao City's population grew at an annual rate of about 2.2% from 2000 to 2020. The rapid growth has intensified several urban mobility challenges, particularly traffic congestion. The rapid increase in private vehicles, including cars and motorbikes, combined with the lack of reliable public transport and inadequate infrastructure for non-motorised transport, significantly contributes to congestion in the city's urbanised areas while deteriorating air quality and the urban environment.

Over the past decade, the city has implemented several initiatives to modernise its road network and public transport system. In 2017, Davao City developed a comprehensive Transport Roadmap to address its urban mobility challenges. This roadmap outlines strategies for enhancing the city's transport system, including infrastructure development and traffic management improvements.

In 2023, the Asian Development Bank (ADB) approved a USD 1 billion loan to support the establishment of the Davao Public Transport Modernisation Project (DPTMP). It aims to implement a modern public transport system in Davao City, with modern electric buses and Euro-5 standard diesel buses, standardised operations and reliable timetables, an intelligent transport system to support bus operations, designated bus stops with shelters and lighting, and designated bus lanes in selected road sections. Complementing this major investment, MobiliseYourCity will be supporting a "Complete Streets"[2] Concept Design Study in 2025. This initiative aims to improve access to public transport, promote active modes, and improve residents' quality of urban life while reducing GHG emissions.

Support from the Partnership

Technical Assistance: Project preparation - Complete streets concept design study
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 260,000
Implemented by: AFD and ADB through MobiliseYourCity Asia
Local counterpart: Davao City Local Government Unit, DPTMP Project Management Office (PMO) from the Department of Transportation, DPTMP Project Management Unit (PMU) or Davao Bus Office

Supported activities:

The Concept Design Study aims to complement the ongoing DPTMP and introduce a multimodal, inclusive Complete Streets approach through:

1. **Non-motorised transport and junction surveys**
   - Identifying pedestrian and cycling needs
   - Mapping safety issues and accessibility gaps
2. **Concept design applying Complete Streets principles**
   - Safe crossings
   - Prioritised access to public transport
   - Inclusive mobility for users of all abilities
3. **Preliminary design of a pilot transit corridor**
   - Pedestrian and cycling facilities
   - Transit access improvements
   - Roadway and parking (re)organisation
   - Drainage, lighting, and signage upgrades
   - Cable car technical review and advisory consultancy

This approach aims to improve safety, accessibility, equity, environmental quality, and connectivity.

Status of project implementation

Project start: 2025 Q4
Expected project completion: 2026 Q3

[1] https://asiantransportobservatory.org/documents/334/Davao_City_urban_state_of_play.pdf
[2] "Complete streets" is a multimodal approach to roadway design and safety that considers all users of transportation infrastructure. A street is considered complete if it facilitates the safe movement of users of all ages, abilities, and transportation modes. This approach allows urban communities to reach safety, accessibility, equity, connectivity, mobility, and environmental goals.

Insights from practice: lessons learned from the project

The project redesigns the corridor using a complete streets approach while minimising disruption and avoiding land acquisition to ensure timely implementation.

The project introduces a new approach to road user sharing, with particular attention to minimising disruption to all road users and to people living or operating businesses along the corridor. The road will be redesigned according to a complete streets approach, while avoiding land acquisition to prevent delays to future civil works. While operations are on track for 2026, particular attention should be paid to ensuring that the preliminary design for a pilot corridor can be implemented immediately after design completion; this will require close coordination among a complex set of stakeholders. Other sources (July 2025) note that the pilot operations may now start in 2027, after earlier delays.

Highlights in the past year

Embedding sustainability into DPTMP modernisation

The partnership among AFD, ADB, and MobiliseYourCity is structured to integrate sustainability and multimodality into the Davao Public Transport Modernisation Project (DPTMP). While ADB leads large-scale public transport investments, MobiliseYourCity provides targeted technical assistance to ensure these investments support inclusive, climate-aligned, and people-centred mobility outcomes.

Key lessons from planning and implementation

Ongoing DPTMP planning has underscored the importance of strong local stakeholder engagement, the need for flexible planning and design solutions adapted to corridor-level constraints, and the value of introducing innovative concepts on active mobility alongside public transport upgrades.

A milestone and the way forward

In August 2024, Davao officially joined the MobiliseYourCity Partnership, marking a key step in its sustainable mobility transition. Building on this momentum, the 2025–2026 Complete Streets Study will play a central role in ensuring that public transport modernisation is fully integrated with accessible, inclusive, and multimodal street design.

Last updated December 2025

Kurunegala, Sri Lanka

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	11 km²
Population (metropolitan area)	→	122,172
Growth rate	→	1.4%
Region capital city		
GDP per capita	→	USD 3,823.25
Baseline motorisation rate	→	340 vehicles/1000 inhabitants
Modal share		
Formal public transport	→	25.3%
Informal private transport	→	16.2%
Walking	→	11.8%
Cycling	→	1%
Private cars	→	22.3%
Private motorbikes or 2-wheelers	→	18.7%
Taxis	→	1.3%
Other	→	3.4%
Annual transport emissions per capita	→	1.67 (tCO2eq)
Exposure to climate change	→	LOW

Context

Kurunegala has 120,000 inhabitants, including 30,000 in the urban core. Despite being a relatively small city for Sri Lanka, it is the capital city of both the North-western Province and the Kurunegala District.

According to the National Physical Plan (NPP) updated by the National Physical Planning Department (NPPD) of the Ministry of Megapolis and Western Development (MMWD) in 2018, the Kurunegala urban area could grow to 1,000,000 inhabitants by 2050. The city is also expected to meet an annual growth rate of 2.5%, the highest in Sri Lanka. Kurunegala is expected to become one of the main urban centres – even a "metro region" – of the East-West Development Corridor, which guides spatial and economic development at the national scale. Consequently, Kurunegala will face many challenges regarding urban development, employment, and transportation. The city must plan its internal transport as well as connections with other cities in the corridor and with Colombo, the national Capital.

The city has a railway station (in the Southeast of the urban core) and is on a rail axis. However, it does not play a major role in daily commuting, as people usually travel by private motorised vehicles (cars, motorbikes, and tuk-tuks) or by public buses.

Currently, the Municipality of Kurunegala (the SUMP local counterpart) does not have the mandate or responsibility to finance mass public transport infrastructure, nor the authority to borrow from international sources of finance. The running costs of the collective transport system are, however, part of the public authority's budget.

The objective of the project is to develop a SUMP for the city of Kurunegala from the ground up, as there is neither an existing public mass transit system nor a transport master plan for the city.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: Agence Française de Développement (AFD)
Funding amount: EUR 400,000
Implemented by: Agence Française de Développement (AFD) through the MobiliseYourCity India Project
Local counterpart: Municipality of Kurunegala
Consultant involved: Egis
Project start: Q1 2019
SUMP completion date: Q4 2021
SUMP adoption date: Pending for approval

Supported activities:

- MobiliseDays (35 participants)
- Diagnosis workshop (32 participants)
- Public Transport focus group
- Scenario analysis workshop

Completed outputs:

- Inception report (September 2019)
- Diagnosis report (March 2020)
- Scenario elaboration and comparison report (1st Draft, May 2020/ Revised Draft, December 2020)
- Final SUMP report

SUMP Key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost estimate (EUR)	Implementation Period
Introduce a road hierarchy for Kurunegala	60,000	2021-2023
Speed regulation and enforcement	80,000	2021-2023
Parking mangement	60,000 120,000	2021-2023 2023-2026
Outer ring road	2,000,000	2023-2026
Develop green corridors/pedestrian and bicycle lanes	60,000	2021-2023
City center calming	120,000	2021-2023
Introduce a linked ATM system for the city including PT priority at signals	100,000 100,000	2021-2023 2023-2026
Develop a Transit Corridor	to be costed in feasibility study (FS)	TBD in FS
Provide mini-bus stands at the city centres	to be costed in FS	TBD in FS
Provide park-and-ride at the city centres	to be costed in FS	TBD in FS
Develop a multimodal hub at the central rail station	to be costed in FS	TBD in FS
City bus network (improvement of current services)	80,000	2021-2023
City bus network (Public Service Obligation)	200,000	2023-2026
Develop ITS for Public Transport (ticketing, digital mapping)	60,000 120,000	2021-2023 2023-2026
Develop fare integration within the KMC area (for PT, rail)	200,000	2023-2026
School bus parking	60,000	2023-2026
Freight transport	120,000	2023-2026
Bike and e-rickshaw promotion	200,000	2021-2023
Preparation & promulgation of auto rickshaw regulations	120,000	2021-2023
Institutional support and progressive development of coordinated urban transport arrangements	440,000	2021-2023
Improve pedestrian and vehicular access to the Kurunegala Teaching Hospital	F.S to be costed	F.S to be costed
Street design toward the inclusion of pedestrians and non-motorised transport	120,000	2021-2023
Muttetugala overpass	F.S to be costed	F.S to be costed

SUMP Key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Indicator	Impact 2030 (SUMP vs BAU)	Baseline - 2018	Projected 2030 BAU	Projected 2030 SUMP scenario
Total annual GHG emissions (Mt CO2eq)	-0.0002 Mt CO2eq	0.0827 Mt CO2eq	0.0935 Mt CO2eq	0.0933 Mt CO2eq
Veh.km of formal public transport Increase of the availability of public transport	Formal public transport: 7,698 Veh.km	Formal public transport: 51,209 Veh.km	Formal public transport: 66,748 Veh.km	Formal public transport: 74,446 Veh.km

Perspectives for implementation

The SUMP for Kurunegala has been developed and finalised; however, its transition to approval and implementation has been delayed due to the political situation in Sri Lanka. The plan's future remains uncertain.

Kurunegala's SUMP prioritises measures for their implementation

The implementation of the SUMP has been organised by identifying primary and secondary actions. The former refers to the main SUMP projects that will be developed and implemented independently and prioritised. The latter will enhance the impact of primary projects and is considered subordinate to them.

In total, 26 measures were identified in the SUMP, and two development scenarios were proposed that could be implemented separately or together, depending on their level of ambition. Considering the project objectives, scenario two was finalised for implementation. It focused on medium-term goals (until 2025) for public transport development and the overall implementation of governance structures, shaping the mobility framework for the city of Kurunegala.

The Kurunegala Municipal Council (KMC), the Road Development Authority (RDA), and the Sri Lankan Transport Board (SLTB) oversee the implementation of most of these measures. Funding for the different measures is expected to be provided by International Financial Institutions (IFIs). It will be complemented by KMC, RDA, and the Urban Development Authority (UDA). The financial mechanism for these measures is complex, involving multiple stakeholders across the different measures, and remains unclear to date.

Insights from practice: lessons learned from the SUMP process

Strong institutional coordination is essential for successful SUMP development and implementation.

The SUMP process in Kurunegala highlighted the importance of aligning mandates and responsibilities among multiple stakeholders, including KMC, RDA, UDA, and SLTB. Clear institutional roles and effective collaboration are critical for transitioning from planning to implementation.

Political stability is a key enabler for implementing sustainable mobility plans.

While the SUMP for Kurunegala successfully identified and prioritised measures to improve mobility, the political unrest has stalled its approval and implementation. This underscores the need for political support and a stable governance environment to ensure the continuity and execution of long-term urban mobility strategies.

Political unrest puts Kurunegala's mobility plan on hold.

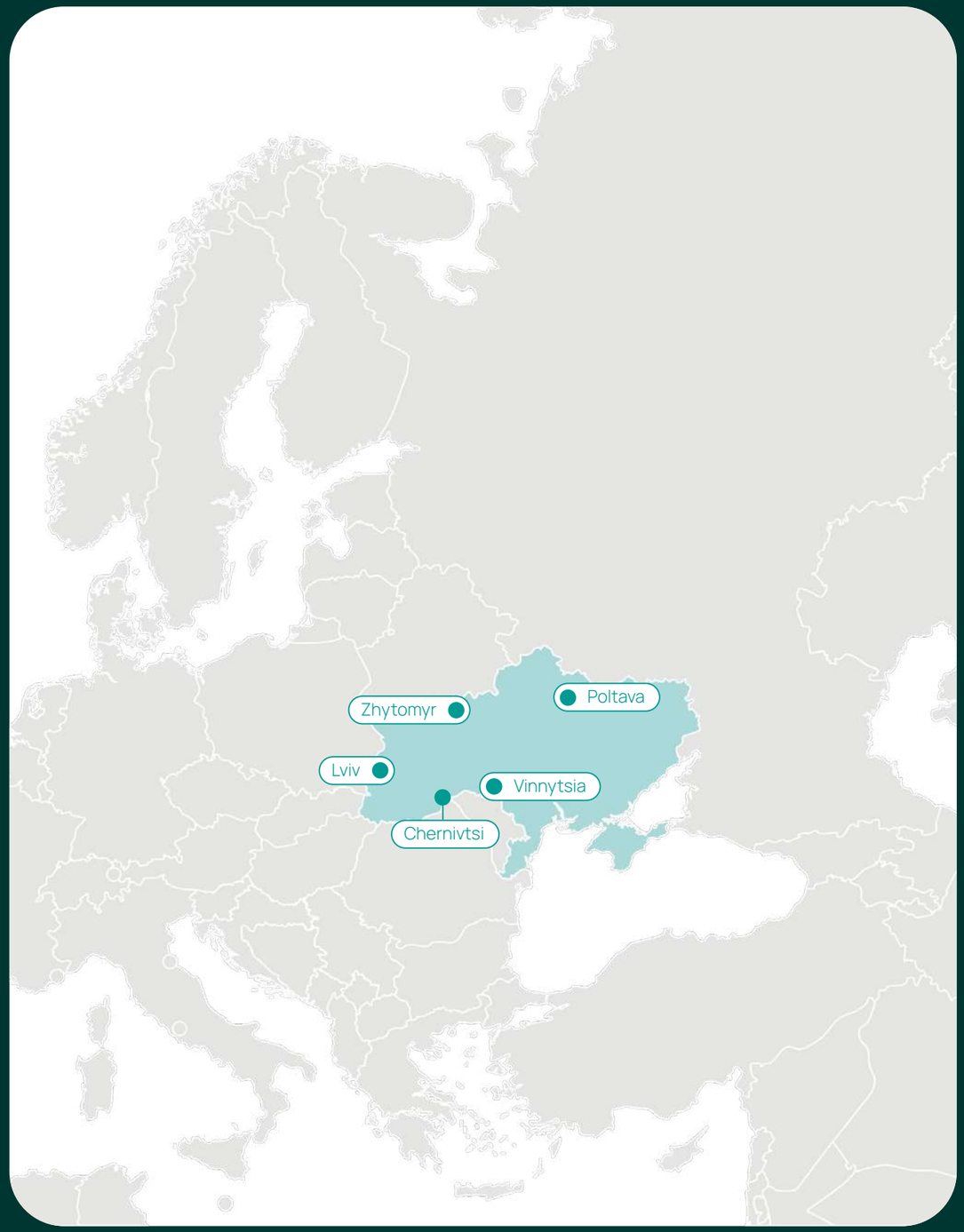
Due to the political climate in Sri Lanka, the approval and implementation of the Sustainable Urban Mobility Plan of Kurunegala has been put on hold. As a result, the city might struggle to address important mobility-related challenges, including traffic congestion, air pollution, and limited access to public transportation. The plan's future remains uncertain until the political situation stabilises.

Last updated December 2025

Last updated December 2025

Eastern Europe

In light of the ongoing war in Ukraine and the exceptional circumstances facing the country, MobiliseYourCity has temporarily paused updates to the factsheets and its usual follow-up on recent developments. At the same time, attention is increasingly focused on reconstruction efforts, including the substantial support being mobilised by the European Union.



Cities

Chernivtsi, Ukraine

Technical Assistance — Completed

Basic information

Urban area	→	113 km²
Population	→	369,900 (2018)
Growth rate	→	0,27%
GDP per capita	→	USD 8,668

Context

Chernivtsi is located in the south-west of Ukraine, 40 km from the border with Romania. The relief is characterised by a significant difference in elevation, ranging from 150m to 537m above sea level.

Chernivtsi is viewed as one of Western Ukraine's main cultural centres. The city is also considered one of Ukraine's important educational and architectural sites. It is a major regional rail and road transportation hub, also housing an international airport.

Chernivtsi has a long tradition of public transport, having been home to a tramway network from 1897 to 1967. Today, Chernivtsi passengers use several types of public transport: trolleybuses, shuttles, minibuses and taxis. The network includes 43 bus lines and nine trolleybus lines. About 20 radio taxi service providers complete this offer.

The main means of public transport in the city is the trolleybus. This type of transport appeared in Chernivtsi on 1 February 1939 but was completely rebuilt after its destruction during the Second World War. The existing trolleybus network has been operating since 1966.

Support from the Partnership

Technical Assistance: Technical assistance related to transport modelling
Funded by: The German Federal Ministry for Economic Cooperation and Development (BMZ), Swiss State Secretariat for Economic Affairs (SECO)
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) through the project Integrated urban development in Ukraine
Local counterpart: City Council of Chernivtsi

Supported activities:

- Capacity building related to transport modelling
- Development of transport models for Chernivtsi
- Optimisation of the public transport network through modelling based on the existing SUMP

Status of project implementation

Project start: 2017 Q4
Expected project completion: 2019 Q4

Last updated December 2023

Lviv, Ukraine

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	171.71 km²
Population	→	734,000
Growth rate	→	0%
Region capital city		
GDP per capita	→	≈ EUR 3,000
Modal share		
Walking	→	52%
Cycling	→	2%
Private cars	→	23%
Taxis	→	1%
Public Transport	→	22%

Context

Car ownership has increased significantly in Lviv, which will make traffic denser. In the long term, this situation could become intolerable and jeopardise every effort to capitalise on the historic city's attractiveness. Parking is also an issue, as it takes up valuable space for public and private transport, as well as for pedestrians.

Car ownership in Ukraine increased significantly since its independence in 1991. However, there were still only 220 motor vehicles per 1,000 inhabitants in 2012 (excluding motorcycles and other two-wheeled vehicles) compared to 580 in Poland or 588 in Germany. Even though figures for Lviv are far above the Ukrainian average, traffic in the city will become denser in future. Moreover, the UNESCO World Heritage area is expected to attract more visitors when tourists are no longer deterred by political insecurity.

Public transport and traffic are not only impeded by moving cars, but also by static cars. Indeed, parking in the city centre takes away valuable space for public and private transport as well as for pedestrians. In most European cities with a comparable historical centre, let alone a UNESCO World Heritage site, cars are totally banned from the centre. This is, in theory, true for the inner cordon of the world heritage area in Lviv, too, but not always in practice. Moreover, the historical centre of high urban value and exquisite buildings in Lviv is not confined to the UNESCO boundaries.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: The German Federal Ministry for Economic Cooperation and Development (BMZ), Swiss State Secretariat for Economic Affairs (SECO)
Implemented by: GIZ through the project Integrated urban development in Ukraine
Local counterpart: City Council Lviv

Supported activities:

- Capacity building for designing, applying, and implementing processes and standards of integrated and sustainable urban development.
- Preparation of priority infrastructure projects and implementation of small-scale, low-budget, and high-impact investments (quick wins)
- Establishment of suitable communication, coordination, and cooperation mechanisms

Status of implementation

Project start: 2017 Q4
Project completion: 2019 Q4

Completed outputs:

- Development of the Integrated Urban Development Concept for Lviv in close cooperation with the Chief Architect and the City Institute and in accordance with the Leipzig Charter on Sustainable European Cities.
- Active involvement of the Representatives of municipal units of Lviv in the process of developing the Sustainable Urban Mobility Plan, including the City Institute, the Spatial Development Institute, municipal transport operator "Lvivavtodor", municipal company "Lvivelectrotrans", Department of Housing and Infrastructure, the Transport office, Architecture and Urban Development Department, as well as international experts from Switzerland and Germany. Many meetings were held with residents and stakeholders.
- Organisation of a comprehensive training program called "Management Competences", aimed at improving the capacity of the Lviv City Council and enhancing closer cooperation between different structural units, better coordination of projects and optimisation of administrative management at both vertical and horizontal levels.
- The Demonstration Infrastructure Project, the Green Line, is a pedestrian-bicycle connection from Sykhiv District to the city centre, passing through green territories and an industrial zone, and connecting buildings of the Ukrainian Catholic University. The concept has been developed, and working documentation is being prepared for the first section, from the southwestern part of Park Ivan Pavlo II to Shuvar Market at Khutorivka.

Next expected outputs:

- Continue the implementation of the Integrated Urban Development Concept
- Further implementation of objectives set out in the Sustainable Urban Mobility Plan, including transport solutions and urban space renovations in accordance with the principles of sustainable mobility.
- Further work on implementing the Green Line, a good example of alternative connections in the city, should continue.

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure	Cost estimate (EUR)
Implementation of e-ticketing	N/A
Acquisition of 10 low-floor trams	10,000,000
Acquisition of 100 buses	12,000,000
Acquisition of 50 trolleybuses	12,000,000
New bus depot	12,000,000
Reconstruction of 15 km of trolleybus catenary	13,000,000
Implementation of the Ukraine Urban Road Safety Program	37,800,000

Finance leverage

Financing resulting from the SUMP	Source	Amount (EUR)
Loan leveraged through MobiliseYourCity for the implementation of SUMP infrastructure, fleet and e-ticketing measures	EBRD and EIB	59,000,000
Loan for the financing of the Ukraine Urban Road Safety Program	EBRD and EIB	37,800,000
Loan for the financing of the second phase of the Ukraine Urban Public Transport Program	EBRD and EIB	70,000,000
Loan for the financing of the Lviv E-Bus project	IFC	50,000,000

Last updated December 2023

Poltava, Ukraine

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	106,4 km²
Population	→	287,000
Growth rate	→	+1.1%
GDP per capita	→	USD 4,621.31
Baseline motorisation rate	→	152 cars / 1,000 inhab.
Modal share		
Formal public transport	→	55.2%
Walking	→	30.5%
Cycling	→	1.8%
Private cars	→	12.4%

Context

Poltava, located in central Ukraine, is the administrative centre of Poltava Oblast and a medium-sized regional city with strategic importance in the country's agricultural heartland. Situated between Kyiv and Kharkiv along major rail and road corridors, the city serves as an important regional transport and logistics node. While not among Ukraine's largest metropolitan areas, Poltava plays a significant role in supporting regional trade, agricultural value chains, and industrial activity.

Support from the Partnership

Technical Assistance: Support to develop a Sustainable Urban Mobility Plan (SUMP)
Funded by: German Ministry for Economic Cooperation and Development (BMZ), Swiss Federation State Secretariat for Economic Affairs (SECO)
Funding amount: Included in the Integrated Urban Development in Ukraine project, which has a budget of EUR 9,100,000 to support multiple cities
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH through the project Integrated urban development in Ukraine
Local counterpart: Poltava City Council
Consultant(s) involved: Dornier Consulting International GmbH, Rupprecht Consult GmbH
Final Sump report: Sustainable urban mobility plan for Poltava | MobiliseYourCity

SUMP Summary

SUMP Status	Approved
SUMP Development Timeline	Joined MobiliseYourCity in June 2017 MobiliseDays in September 2018 Start of SUMP elaboration in 2019 SUMP completed and approved in 2020
SUMP Vision	"Making Poltava a more liveable urban environment and a powerful regional centre, integrated into the national and global economy. The focal points of the SUMP are strengthening the city's economy and promoting a healthier and more inclusive lifestyle."

SUMP preparation process and stakeholder involvement

Thanks to BMZ funding, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has supported the Poltava City Council in developing a Sustainable Urban Mobility Plan (SUMP). The project includes diagnosing the current situation, defining sustainable urban mobility priorities and goals, analysing possible future scenarios, and finally identifying priority measures.

Although participatory processes had previously taken place in the city, such as online public consultations and civil society actions, the project went much further, ensuring a very broad involvement of residents and specialised professionals in the area.

The implementation and development of the selected SUMP measures are expected to provide access to transport for the entire population, especially low-mobility groups, to increase ecological compatibility and to strengthen the city's economy and tourist attractiveness.

Diagnosis: Urban Mobility in Poltava

Poltava is an important regional city characterised by a flat terrain, with the maximum relief of the plains at +159.2 m above sea level. The demographic growth in its urban area is negative, characterised by low fertility and high mortality rates. However, the level of motorisation by 2031 is expected to increase by 330 cars / 1000 inhabitants, which will have a significant impact on the city's road network and traffic.

The spatial organisation of the city is heterogeneous. Although the average population density is high, it varies widely across micro-districts. The majority of workplaces and points of interest are located in the centre, the southern station area, and the southern part of the city. The northern part of the city is less populated.

These indicators are important for analysing the mobility of its inhabitants and the formation of a public transport system. Working trips account for a significant share of traffic in the city and affect the loading of the road network during the morning peak period in the direction home-work, and vice versa in the evening.

Mobility demand and transport services

According to the mobility survey carried out in May 2018, Poltava's daily travel rate is 2.1 trips per person. As shown in Figure 1, the modal split highlights the current dominance of motorised travel (cars and public transport), which accounts for 67.6% of trips, compared with 32.3% for non-motorised modes (walking and cycling).

75% of households do not own a car, and the share of car users is lower than in cities of the same size in Ukraine or elsewhere in Europe. Consequently, the share of public transport is high (55.2%), making it the most frequently used mode in Poltava. Walking is the second-most-used mode, accounting for 30.5% of all trips.

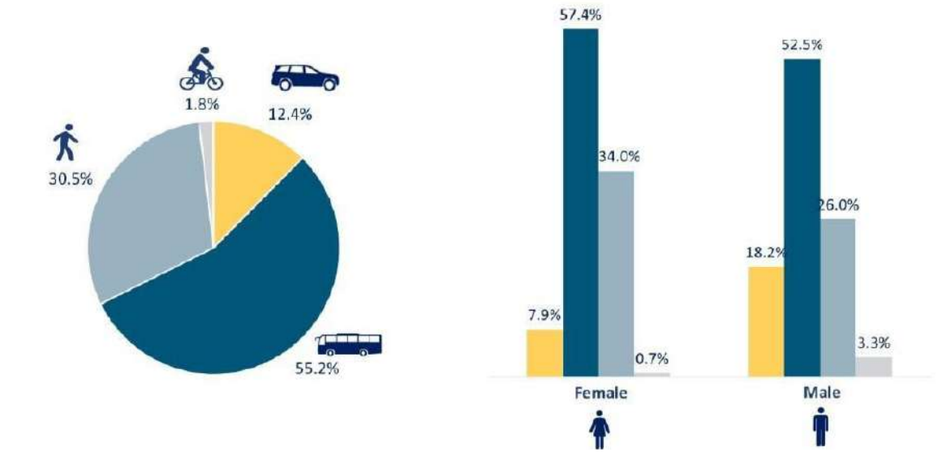


Figure 1 Modal split

Overview of the mobility services:

Public transport services (trolleybus and bus)

The city has 10 trolleybuses and 65 bus routes[1]. 15% of the final stops of these bus routes are located outside the city's territorial borders, making the city's route network accessible to the population in nearby settlements. 87.9% of residents live within 500 m of public transport stops.

The length of the network of urban electric transport (trolleybuses) is 73 km, while the total length of the network is 250 km3 (Figure 2). The public transport system has 407 stopping points.

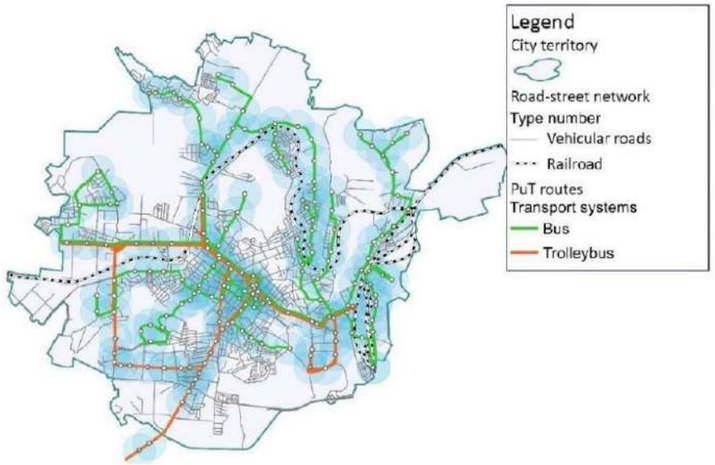


Figure 2 Public transport network

Although the network is relatively well developed, a renewal of both the bus fleet and the electric trolleybuses is necessary. Today, 49% of Poltava's bus fleet consists of low-capacity buses, while 70% of the trolleybus fleet's rolling stock is over 15 years old.

Walking

Streets in Poltava do not systematically account for pedestrian needs. An acute challenge for the city is to ensure barrier-free pedestrian space for people with limited mobility, since 10% of Poltava's population has disabilities. Besides, all sorts of obstacles often occupy pedestrian space, impeding the free movement of pedestrians.

Cycling

The cycling infrastructure is still underdeveloped in the city, but its geographical characteristics, as well as its wide streets, represent great potential for its emergence.

Private vehicles

Although private cars represent a limited share of the modal split, Poltava faces significant issues related to mass spontaneous street parking, as the city lacks a single scheme for parking space management and a control system for parking.

[1] Register of urban passenger transport routes as of December 1, 2017, Poltava Transport and Communications Department

Social issues

The diagnosis revealed that the existing public transport equipment does not provide adequate service for vulnerable groups, such as older people and people with limited mobility.

In addition, several surveys highlighted gender issues, especially related to cycling. Among all active bicycle users in Poltava, only 9% are women[2]. This gender gap indicates the perception of cycling as a highly dangerous mode. On the other hand, women are more likely to use electric trolleybuses compared to men.

Road safety represents an important concern in Poltava, especially for pedestrians, who are the most frequent victims. Based on the analysis of heat maps of traffic violence with victims, places not meeting the minimal standards for pedestrian accessibility and barrier-free space (for example, underground pedestrian crossings) are usually the most dangerous for pedestrians in Poltava.

SUMP vision and goals

> "Poltava is a city of healthy lifestyles, friendly to young people, that values and supports the elderly. It is a tolerant and safe city with a strong, socially responsible community."

Poltava's SUMP identifies six main priorities and related goals to improve mobility.

Priority 1: Improving the attractiveness of public transport

- Improve the quality of public transport services
- Introduce an efficient public transport management system
- Improve conditions for people with limited mobility
- Develop a multimodal and integrated public transport system
- Prioritise public transport in traffic

Priority 2: Improvement of parking space

- Unload roads and sidewalks in the city centre from the parking
- Provide a sufficient parking space in residential areas
- Implement parking management near public and commercial institutions
- Reduce large-sized vehicles from the city centre

Priority 3: Collection and analysis of data and creation of an intelligent transport system

- Create a unified information system
- Implement an electronic payment system for transport services
- Provide information to road users
- Renew infrastructure in accordance with the latest technologies

Priority 4: Cycling development

- Promote cycling among citizens and tourists
- Create a management mechanism for cycling development
- Improve cycling infrastructure to ensure quick and safe trips

Priority 5: Development of pedestrian spaces and accessibility

- Increase the attractiveness of walking as a transport mode
- Develop safe and comfortable facilities for pedestrians
- Create a municipal management system for walking facilities

[2] According to the cyclists survey results of "CITYLAB", 2015-2016

Priority 6: Increasing road safety

- Create a safe urban environment
- Improve the traffic culture

Key SUMP measures

Within the SUMP framework, specific measures were identified for each priority area. They can be divided into five points:

- Infrastructure measures to enhance inclusiveness and safe access to transport, and to ensure the city's long-term resilience.
- Management and organisational measures relevant to the development of management systems and strategic documents to support a high-quality urban environment and mobility.
- Monitoring and data collection are essential for assessing the urban transport landscape and identifying its problems.
- Capacity-building measures aimed at raising awareness among the main stakeholders, such as politicians and planners, about sustainable mobility.
- Promotion and awareness measures aiming at scaling up citizens' participation and understanding of the sustainable urban mobility transition.

The following table presents the main measures planned in the short term.

Measure	Cost estimates (EUR)	Proposed financing source	Implementation by
Physical investments (Infrastructure, rolling stock, etc.)			
Short term acquisition of 11 buses	800,000	Domestic financing	2019
Acquisition of 40 low floor trolleybuses and modernization of 3 traction substations	10,000,000	European Bank for Reconstructions and Development (EBRD) loan	2021
Technical (studies, plans, designs, etc.)			
Setup of a working group for cycling infrastructure and appointment of a cycling envoy	N/A	N/A	N/A

Projected results and impact

The implementation of the measures listed above will help Poltava consolidate its regional importance as an ecologically oriented city seeking to improve its citizens' quality of life. The following table presents the expected results and impact.

Impact area	Expected Impact	
GHG emissions (SDG 11)	Improved but not quantified	
Accessibility (SDG 11)	Accessibility for the entire population • Baseline: 87.9%[3] • Improved but not quantified	Accessibility for people with reduced mobility • Baseline: 11%[4] • Improved but not quantified
Air pollution (SDG 11)	Improved but not quantified	
Modal share	Percentage of total trips by public transport • Baseline: 55%[5] • SUMP scenario: improved but not quantified	
Road safety (SDG 3)	• Baseline: 0.04 accident/ 1000 inhabit.[6] • Improved but not quantified	
Mobilized finance (SDG 17)	• EUR 10 million - Loan leveraged through MobiliseYourCity (EBRD)	
Infrastructure and assets with committed financing (SDG 9)	The first priority of Poltava's SUMP is to improve the attractiveness of public transport. For that reason, most of Poltava SUMP measures are related to the optimization and reorganization of the route network. The main actions are: • Reduce duplication on urban public transport routes; • Unload the network from small-capacity vehicles; • Reduce travel time for passengers; • Optimize the transport system operational cost; • Build a network with the most efficient vehicles; • Increase electric transport; • Introduce additional trolleybus routes; • Introduce new types of public transport, such as car sharing, ride sharing (i.e., Uber), bike sharing or municipal taxis • Upgrade infrastructure in accordance with the latest available technologies; • Introduce bicycle infrastructure in all areas of the city with recreational areas and tourist facilities.	
Expected institutional impact	Poltava's SUMP includes several actions related to governance aiming at building effective management systems to guarantee the achievement of its goals and priorities. The expected impact at the institutional level can be deducted by the following list of recommended measures: • Creation of a single centralized management system of public transport in the city; • Creation of a municipal management system of walking facilities; • Creation and approval at the municipal level the responsible for the development of cycling transport terms of reference; • Establishment of a responsible authority for the organisation and management of the unified data system; • Creation of municipal service for the control of parking; • Conduct regular training in the field of management, development of public transport and the collection and analysis of traffic data to members of the relevant local authorities; • Development and implementation of a Programme for Street Design; • The creation and approval at the municipal level the responsible for the development of pedestrian infrastructure terms of reference; • Establishment of a municipal authority responsible for the road safety coordination in Poltava; • Inclusion of an independent "road safety audit" component to the projects of streets repairing and reconstruction.	

[3] Based on data about place of voters registration.
[4] Characteristics of Urban Passenger Transport, 2008.
[5] Estimated based of Mobility Survey, Dornier Consulting International GmbH, 2018.
[6] Information of the Police Department of Poltava in 2015.

Highlights in the past year

Two years after the adoption of the SUMP, significant progress has been made to make public transport and cycling more attractive in Poltava.

Since the SUMP was approved by the Poltava City Council in 2020, the most progress has been made in priority 1, increasing the attractiveness of public transport, and in priority 4, the development of cycling.

Priority 1: attractiveness of public transport

- Effective purchase of 11 buses in 2019, as well as 40 low-floor new trolleybuses in 2020 (financed by EBRD).
- Real-time information systems for passengers, including a mobile app and GPS trackers embedded in trolleybuses.
- A transport model has been developed to improve public transport routes.
- 23 public transport stops repaired, 10 equipped with real-time information systems for passengers.
- Preparation of a EUR 4.5 million investment project by the European Investment Bank (EIB), to develop the trolleybus network lines and infrastructure, including a power station.
- The process to integrate fares has started.

Priority 4: development of cycling

- A working group has been established to develop cycling infrastructure.
- A specific action plan for cycling in Poltava has been prepared and approved.
- The development of bicycle infrastructure is ongoing, with further support from GIZ, including bike park installations for schools, libraries and sports infrastructures, shared bicycles for public administration and the identification of new cycling routes.
- Communication and advocacy efforts have been made through local media and schools, in collaboration with the police, to improve the attractiveness and safety of cycling in Poltava.

The political situation is impeding the domestic financing of SUMP measures.

The main obstacle to the SUMP implementation is access to domestic public financing, aggravated by the political situation and the reallocation of budgetary resources to national defence. As international tensions have escalated littleinto a military conflict with the Russian Federation, there is hardly any reason to believe this situation will improve in the short term.

Last updated December 2023

Vinnytsia, Ukraine

Technical Assistance — Completed

Basic information

Urban area	→	113 km²
Population	→	369,900 (2018)
Growth rate	→	0,27%
Region capital city		
GDP per capita	→	USD 8,668

Context

The city of Vinnytsia has a relatively well-structured transport network that serves most housing and employment districts and connects them with the centre. The system's size is optimal for trams and buses, but railway and vast industrial areas pose barriers for soft modes of transport.

Topography, hydrography, and industrial infrastructure strongly influence the development of the road network. Only a few relations exist over the Southern Bug River. A direct connection between the outer districts does not exist, and most of them have low population and low density.

The recent developments have been strongly oriented toward individual motori.sed traffic, with room for improved traffic management. Profiles of the existing streets provide sufficient space for all modes of transport, including cycling, and for high-quality urban space with tree-lined avenues.

Support from the Partnership

Technical Assistance: Technical assistance related to transport modelling
Funded by: The German Federal Ministry for Economic Cooperation and Development (BMZ), Swiss State Secretariat for Economic Affairs (SECO)
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) through the Integrated urban development in Ukraine project
Local counterpart: Vinnytsia City Council

Supported activities:

- Capacity building for designing, applying, and implementing processes and standards of integrated and sustainable urban development.
- Preparation of priority infrastructure projects and implementation of small-scale, low-budget, and high-impact investments (quick wins)
- Establishment of suitable communication, coordination, and cooperation mechanisms

Status of project implementation

Project start: 2017 Q4
Expected project completion: 2019 Q4

Last updated December 2023

Zhytomyr, Ukraine

Sustainable Urban Mobility Plan — Completed

Basic information

Urban area	→	93 km²
Population	→	264,300 (2018)
Region capital city		
GDP per capita	→	USD 8,668
Baseline motorisation rate	→	152 cars / 1,000 inhab.
Modal share		
Motorized vehicles	→	15%
Public transport	→	46%
Walking	→	37.8%
Cycling	→	1.3%

Context

Zhytomyr is a city in northern Ukraine and is an important hub of inter-city road transport, due to its position as a crossroads between Kyiv and the country's western cities. It is also an important railway hub linking Kyiv, western Ukrainian cities, Minsk, and Russia via Belarus.

The city has a long tradition of electric public transport, with the adoption of the tramway in 1988, and the trolleybus since 1962. The trolleybus network grew steadily until 2008, when it was streamlined from 19 to 11 lines. Every year, the city's trams and trolleybuses carry almost 40 million passengers. The length of the electric transport routes reaches 125 km.

Several transport and mobility related challenges were identified during the SUMP preparation process. The fleet of public transport rolling stock needs to be updated. The average age of the trolleybus is 27.5 years, the tram is 32.5 years old, and the standard period of operation is 10 to 15 years, respectively. Road accidents are frequent, and road markings are absent on a variety of secondary roads and alleys, where it is particularly important to replenish them. In terms of walking infrastructure in the city, Zhytomyr has narrow pedestrian walkways, which are common in residential areas. Most traffic lights have no sound equipment. The street lighting focuses only on roads, resulting in insufficient lighting on the sidewalks.

Support from the Partnership

Technical Assistance: Sustainable Urban Mobility Plan (SUMP)
Funded by: The German Federal Ministry for Economic Cooperation and Development (BMZ), Swiss State Secretariat for Economic Affairs (SECO)
Implemented by: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) within the project Integrated urban development in Ukraine
Local counterpart: City Council Zhytomyr
Consultant(s) involved: Dornier Consulting International GmbH, Rupprecht Consult GmbH
Finance leverage: EUR 10,000,000
Final Sump report: Sustainable Urban Mobility Plan Zhytomyr I MobiliseYourCity

Supported activities:

- Capacity building for designing, applying, and implementing processes and standards of integrated and sustainable urban development.
- Preparation of priority infrastructure projects and implementation of small scale, low budget, and high impact investments (quick wins)
- Establishment of suitable communication, coordination, and cooperation mechanisms

Status of implementation

Project start: 2017 Q4
Project completion: 2019 Q4

SUMP key measures and cost estimates

The following table highlights the most significant measures identified in the SUMP.

Measure
Reconstruction of central streets and sidewalks
Envoy for bicycle transport is needed within the structure of the city administration
Further work on the concept of changes of Sobornyi and Peremohy squares, elaboration of feasibility studies, looking for funding

Finance leverage

Financing resulting from the SUMP	Source	Amount (EUR)
Trolley buses	EBRD	10,000,000

Last updated December 2023