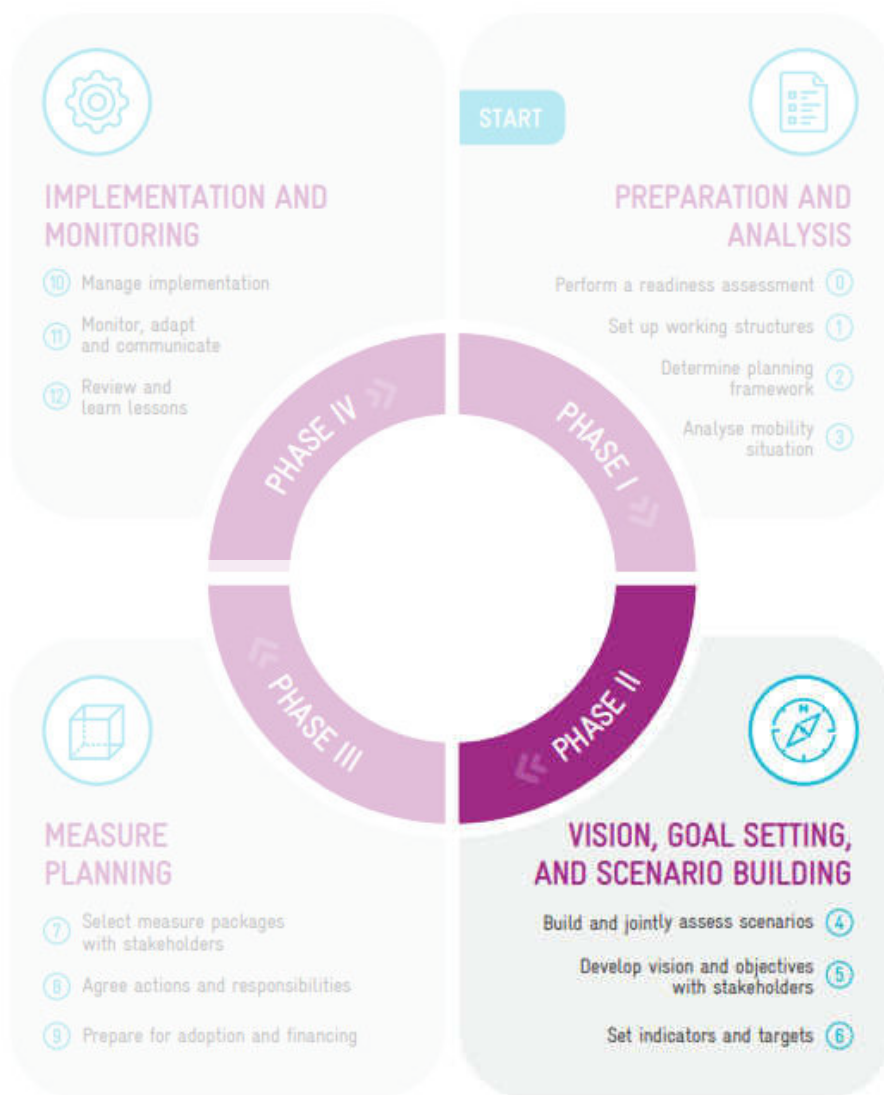




Phase 2: Vision and Strategy Development

July 2026

SUMP Fundamentals Training



The SUMP Cycle – 4 Phases and 13 Steps

Phase II: Vision, Goal-Setting and Scenario Building



4

Build and jointly assess
scenarios

What are our options for the
future?

5

Develop vision and
objectives with stakeholders

What kind of city do we want?

6

Set indicators and targets

How do we measure our success?



Defining a vision and setting objectives

A *vision* aligns a city around a common future



Describes the desired future

A clear picture of the city's future mobility and development

Guides the SUMP

Provides the foundation for objectives, targets and measures



Creates a shared narrative

Tells a story connected to local priorities that people can adopt and believe in

Builds commitment and ownership

Secures political commitment and creates ownership among communities and stakeholders



Kumasi, Ghana



Vision Statement

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**



Dire Dawa, Ethiopia



Vision Statement

Make Dire Dawa a **polycentric, inclusive, compact** and **mobility-wise** city.

Vision statements from SUMP's around the globe



London, England



Vision Statement

The central aim is for **80 per cent of all trips** in London to be made on foot, by cycle or using public transport by 2041.



Vienna, Austria



Vision Statement

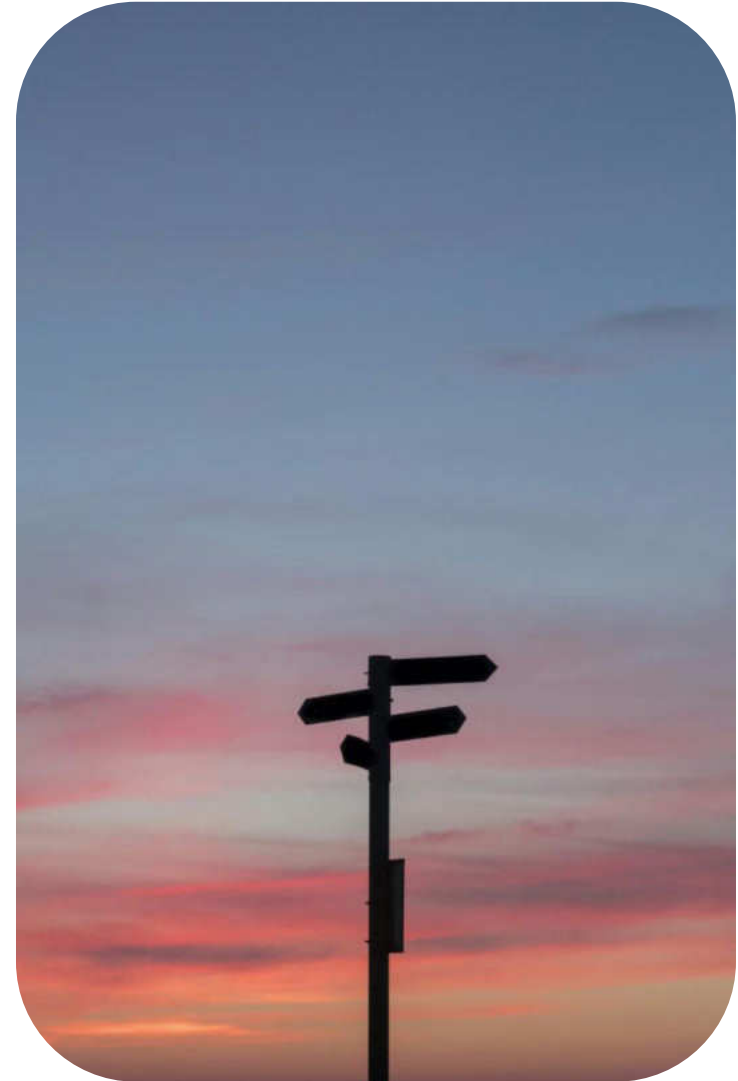
“Together on the move”:

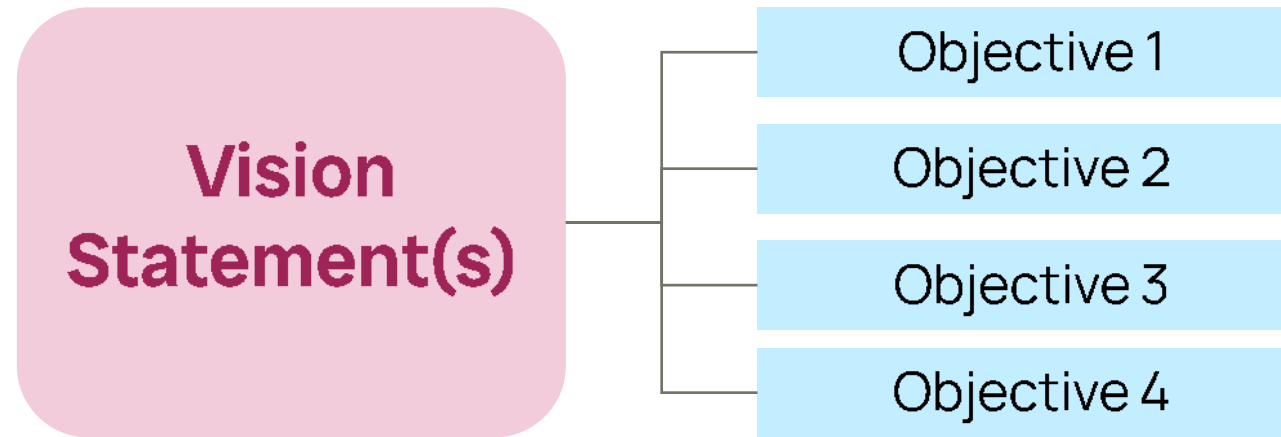
Mobility in Vienna should be fair, healthy, compact, eco-friendly, robust and efficient.

Characteristics of a strong vision statement



- Long-term
- Concise and memorable
- People-centered
- Inclusive
- Aligned with broader city goals on:
 - Sustainability
 - Inclusion
 - Accessibility
 - Safety & health
 - Resilience
 - Economic vitality





- Define the desired social, environmental and economic outcomes
- Set strategic priorities for the SUMP (e.g., better air quality, improved livability, reduced car use, “city of short distances”)
- Encourage integrated planning across all transport modes
- Align with national and international funding priorities, improving future access to financing



Vision

Objectives

WHAT DO WE HOPE FOR MOBILITY IN KUMASI?

A city offering a
quality public
transport system for
every need

A city where it is **safe and**
pleasant to walk, offering
an **improved urban**
environment

A city where **road use is**
optimized through
infrastructure and traffic
management

A city offering its
local officials the
tools to **manage**
mobility effectively

The objectives and sub-objectives adopted for mobility in Kumasi are the following:

- Improve **urban safety, pedestrian and non-motorised transport** conditions and **road safety**
- Enhance the **public transport system**
 - Efficiency of the existing system
 - Improvement of accessibility
 - Massification of the transport system
 - Improvement of security onboard and at terminals
 - Improvement of intermodality
- Improve the **institutional framework and revenues**
- Improve **traffic and parking conditions**, especially in the CBD
- Enhance the **regulation and enforcement** systems
- Improve **sustainability** of transport and its externalities on the **quality of life**
- **Educate** the public about mobility issues.



Figure 25.

SUMP vision, ambitions and objectives





Building a sustainable, integrated and equitable mobility system...

A CONVENIENT & CONNECTED TRANSPORT NETWORK

Improved connectivity, punctuality, comfort and readability of public transport; enabling faster and more convenient commutes and travel.

Pressing improvements are integration of modes, upgrades of current transport assets, effective land use planning and new mass transit system as backbones of the evolving network.

A CONTROLLED & CALMED MOTORIZED TRAFFIC

The current and growing issues of motorization and high usage of private vehicles on the roads must be addressed to reduce and limit its adverse consequences.

Strategies to limit the growth of private vehicles are needed alongside the development of PT: traffic management and traffic calming measures, offering alternatives and improve traffic safety and comfort.

AN INCLUSIVE MOBILITY FOR ALL COMMUNITIES

Allow barrier-free journeys for all through the development of inclusive infrastructure (both within vehicles and facilities).

Accessibility, safety, readability and affordability shall be enhanced for the attractiveness of collective mobility, but also to grant access to all communities (vulnerable groups, women, etc.).

AN ENVIRONMENT-FRIENDLY MOBILITY TO IMPROVE LIVABILITY

Enable environment-friendly mobility to reduce pollutants and GHG emissions, hence improving livability of public space.

This comes by increasing the share of PT and active modes, but also offering and pushing for sustainable alternatives to urban travel. An harmonious and calmed public space is possible with supporting facilities.

The objectives respond to the challenges and opportunities identified in the diagnostic



Medan, Indonesia

A vision stemming from actual challenges

Diagnosis takeaways		Vision for mobility
Governance Challenges		- A convenient & connected transport network - A controlled & calmed motorized traffic - An inclusive mobility for all communities - An environment-friendly mobility to improve livability
Urban Structure & Demographics	Urban axes of development and lack of plans	- A convenient and connected transport network - An inclusive mobility for all communities - A controlled & calmed motorized traffic
	Demographic strength and economic growth Alarming motorization rate trends	
Mobility Dynamics	Opportunities from the infrastructure side	A convenient and well-integrated public transport network
	Opportunities from the services side	
	Harmony in the transport landscape	
	Roads & private vehicles	A controlled & calmed motorized traffic
	Heterogeneous road quality & facilities Ultra-dominance of PV on roads, potential for NMT Road congestion from urban structure, PV and freight	
	Important assets and potential for public transit	A convenient and well-integrated public transport network
Social aspects	Important potential for rail and angkot networks	
	Environmental and operational performances of PT	
	Future & potential PT services	
	High but tainted accessibility numbers	
Environment & mobility	Involvement of vulnerable groups in planning	An inclusive mobility for all communities
	Standardization and homogenization	
	Investment in public spaces	
	Areas of improvement	
Environment & mobility	Lowering mobility GHG emissions	An environment-friendly mobility to improve livability
	Monitor air quality	

Lviv, Ukraine

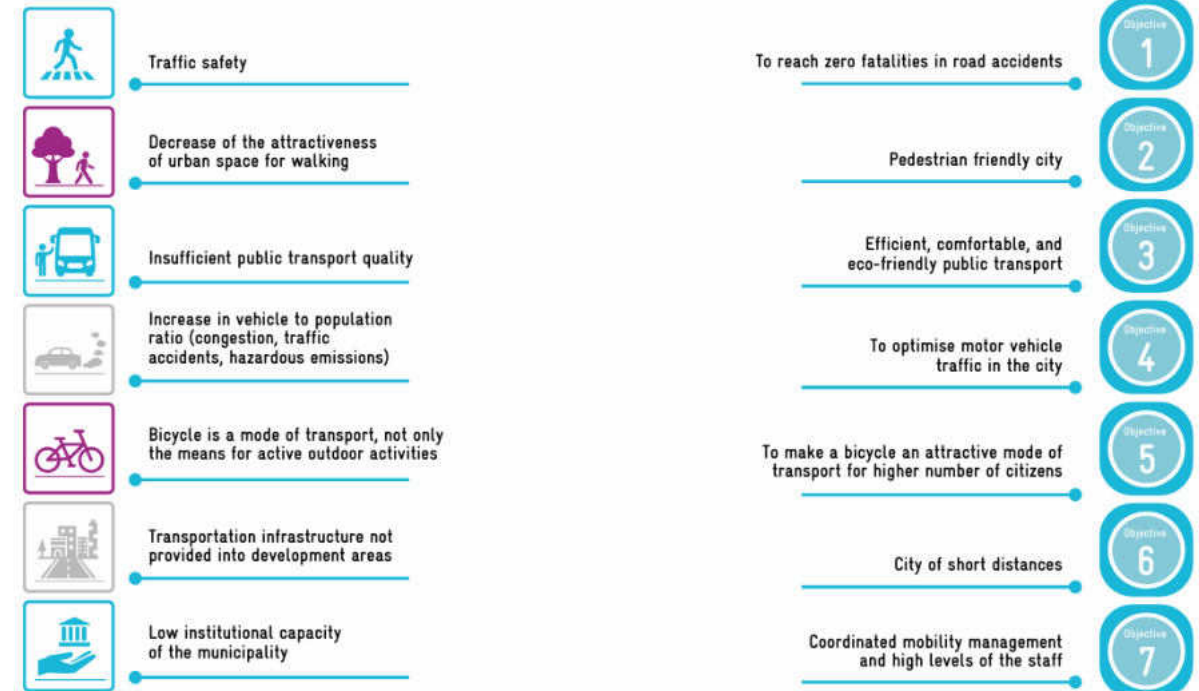


Figure 38. Challenges and SUMP main objectives

Source: SUMP of Lviv

A strong *vision* is built through stakeholder and citizen participation



Objective identification workshop in Kumasi, Ghana

How can the vision reflect the needs of women, children, older adults, people with disabilities, informal transport operators, low-income communities, and others who are often underrepresented?



Setting indicators and targets



Objective: Define a set of strategic indicators that enable monitoring and evaluation of progress toward each objective.

Why use indicators?

Measure progress

Toward strategic goals and desired outcomes

Assess performance

Assess the effectiveness of policies, plans and interventions over time

Inform decisions

Identify trends, gaps and priorities for corrective action

Strengthen accountability

Support transparency through clear reporting and communication of results

Difference between strategic and measure indicators



Output

Km of sidewalk, km of cycle lanes built or improved, number of city center parking spaces, amount of mobilised public or private funding

Measure the implementation progress of an action

Outcome

Raise of the demand for bike, modal shift to the public transports, share of woman among transport sector labour

Measure the direct consequences of an action

Impact

GHG emissions cut, proportion of the population with convenient access to public transports, death rate due to road traffic injuries

Measure the global impact induced by an action's results

Focus of Phase 2



Transport-related GHG emissions

Reduction of yearly GHG emissions in a SUMP scenario compared to a BAU scenario



Road safety

Traffic fatalities by all transport accidents (road, rail, etc.), per 100.000 inhabitants, per year



Modal share of non-motorised transport and public transport

The proportion of trips travelled with non-motorized modes and public transport as a share of total trips travelled with all modes



Access to public transport

Proportion of the population living within 500 meters of a public transport stop with a minimum average 20-minute service



Air quality

Mean annual urban air pollution of fine particulate matter (in $\mu\text{g PM}_{2.5}$) at road-based monitoring stations



Affordability of public transport

Percentage, of disposable household income spent on public transport for users part of the second quintile household group



Kumasi, Ghana

Objective	Corresponding indicators
Improve urban and road safety, and walking/cycling conditions	• Road fatalities • Walking & cycling modal share • Length of safe pedestrian/cycle infrastructure
Enhance the public transport system	• Public transport modal share • Public transport ridership • Population within 500 m of public transport
Improve traffic and parking conditions	• Average travel time • Congestion levels • Parking occupancy
Strengthen institutions, regulation and financing	• Institutional capacity • Enforcement activities • Transport revenues



Dakar, Senegal

Objective	Corresponding indicators
Maintain active mobility and public transport dominance	• Public transport & NMT mode share • Public transport ridership
Avoid car-dependent development	• Private car modal share • Congestion levels
Ensure safe, equitable and sustainable mobility	• CO₂ emissions (–15% vs BAU) • Road fatalities • Population with access to public transport • Transport affordability
Increase public transport capacity	• Passenger capacity (pphpd) • Demand vs. supply on key corridors

Exercise



Group 1

Mayor's office

Group 2

**School children &
youth**

Group 3

Kombi operators

Group 4

Street vendors

Step 1: Create a vision

Put yourself in the shoes of your group's stakeholder. What should Harare's mobility be like in 2045 from your stakeholder's perspective?

Create a vision statement in the following format that describes the desired future:

In 2045, mobility in Harare will be _____, _____, and _____.

Step 2: Develop objectives

Set 3-5 objectives that define what needs to be achieved to make your vision a reality. Keep your stakeholder's perspective in mind when developing the objectives.



Building and jointly assessing scenarios

Scenarios test the implications of different futures and policy choices



Scenarios are...

... a description of a specific set of future developments, including the likely effects of **external factors**, as well as the implications of **strategic policy decisions**.



Scenarios are not...

... a description of today's situation
... a forecast extrapolated based on today's trends
... a package of projects

External factors can include climate change, technology, demographics, etc.

Scenarios strengthen the factual basis for strategic decisions



Why develop scenarios?



Can the **SUMP objectives be met**? Insight into bandwidth of realistic future possibilities.



Understanding **the impact of certain choices** within the mobility system



Appraisal & comparison of different options to **choose the best performing one**

A Business-as-Usual scenario is compared to two to three other scenarios



Business-as-usual

Describes **expected development if the current policy direction continues** and only measures that have already been planned are implemented.

Alternative scenarios

Should offer more sustainable policies

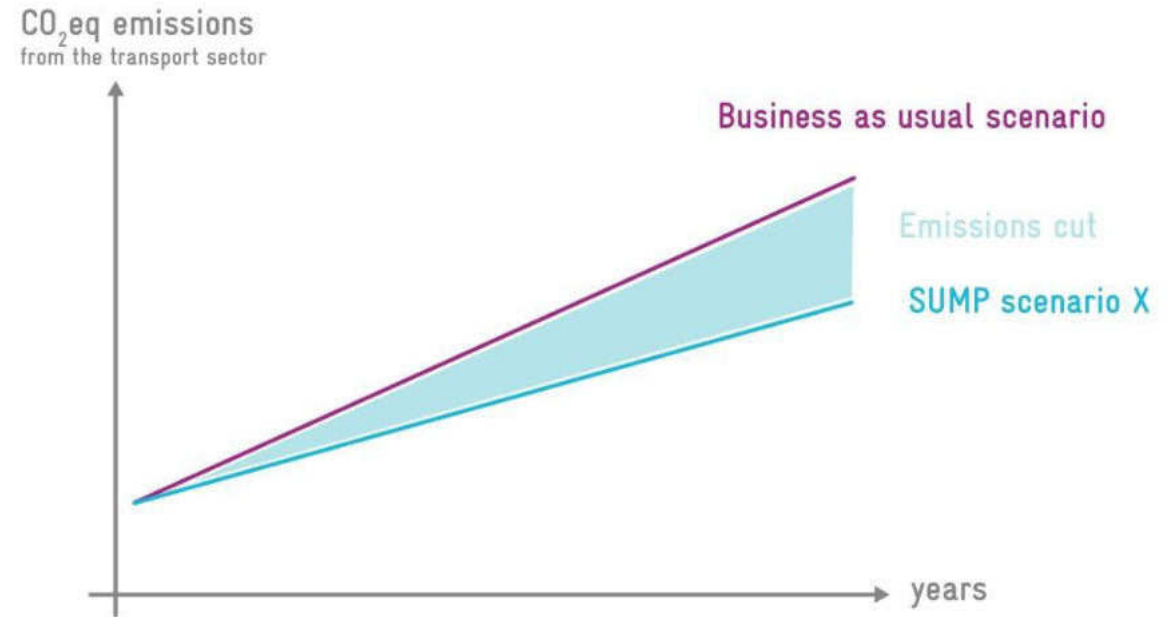
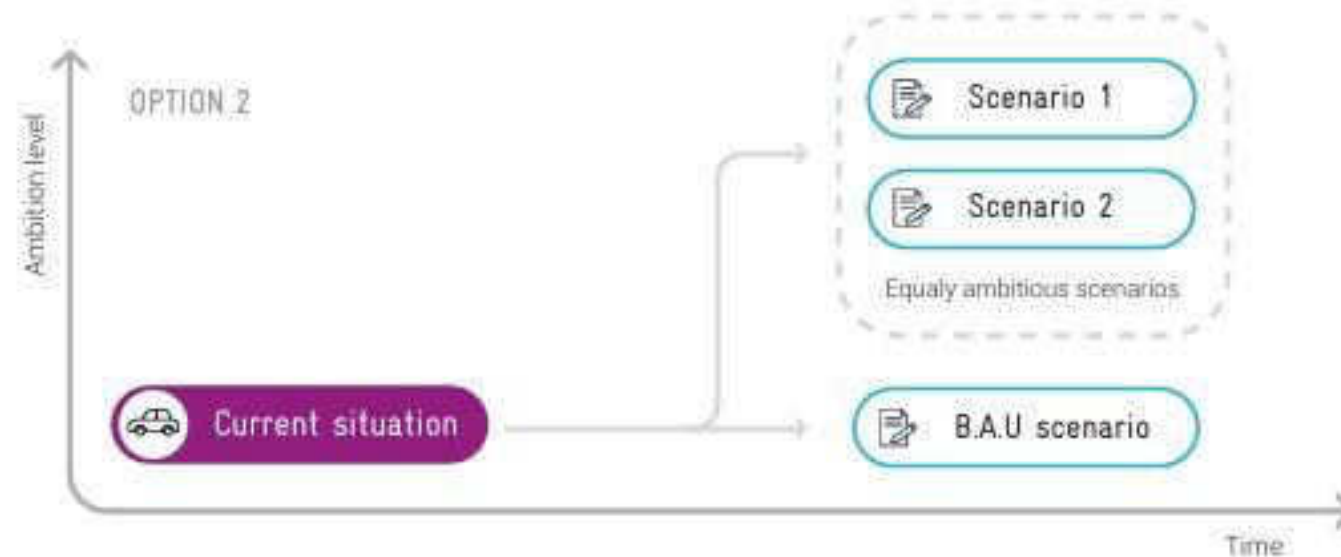
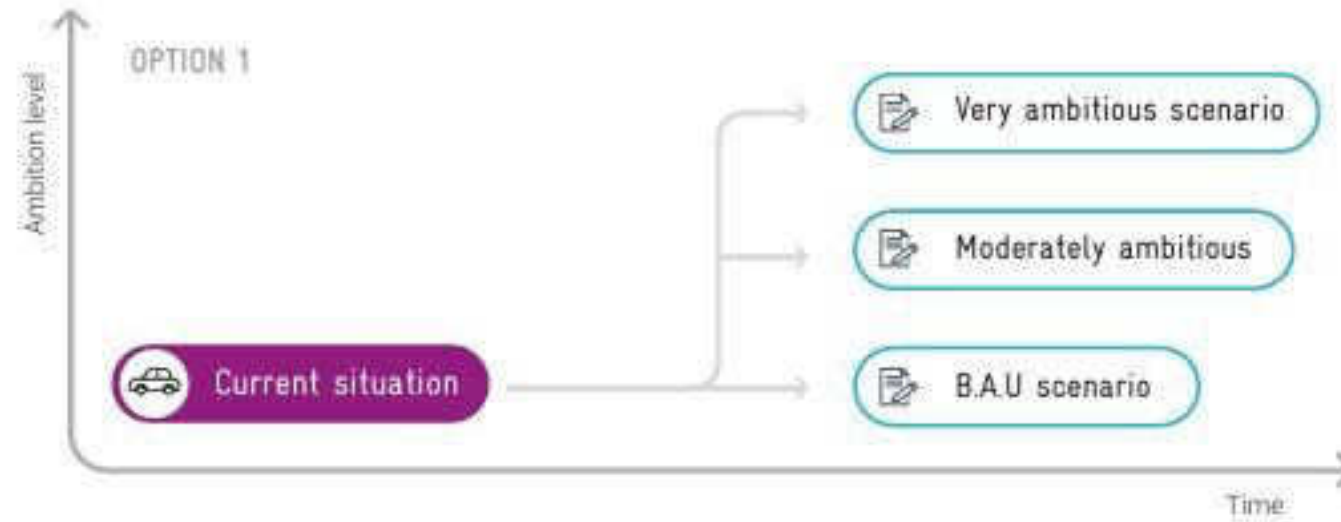


Figure 34. Expected impact of development scenario regarding GHG emissions

Scenarios can be structured based on different approaches



Scenarios can be structured based on different approaches



Based on ambition level

Scenario 1: Business-as-usual

Scenario 2: Moderate transformation

Scenario 3: Highly ambitious transformation

Based on geography

Scenario 1: City centre focus

Scenario 2: Polycentric development

Scenario 3: Peri-urban expansion

Based on policy focus

Scenario 1: Public transport focus

Scenario 2: Active mobility focus

Scenario 3: Electric mobility focus

Example: scenarios based on ambition levels



Santo Domingo, Dominican Republic

Baseline scenario

Implementation of Law 63-17 and of programmed projects

Organisation of a professionalised and regulated public transport network

Improving the metro offer and the surface transport network

Traffic relief in the urban area thanks to the finalisation of the ring road

Development of the mass transport offer to the east, with the cable car line 2

Main scenario

Policy aimed at including infrastructure development, with an acceptable level of investment, effort and impact.

Completion of the structuring network according to demand, together with local services ensuring connectivity

Adequacy of the road network, ensuring continuity and equity on a metropolitan scale, as well as coherence with TP

Offering minimum conditions for the use of active modes considering basic needs as well as quick wins

Ambitious scenario

Policy complemented by financial and demand management type measures aiming for a higher level of impact.

Hierarchisation of the complementary offer to the mass transport network

Prioritising urban quality and active modes through broader and more permanent planning and actions

Implementation of more financially and environmentally efficient fiscal measures

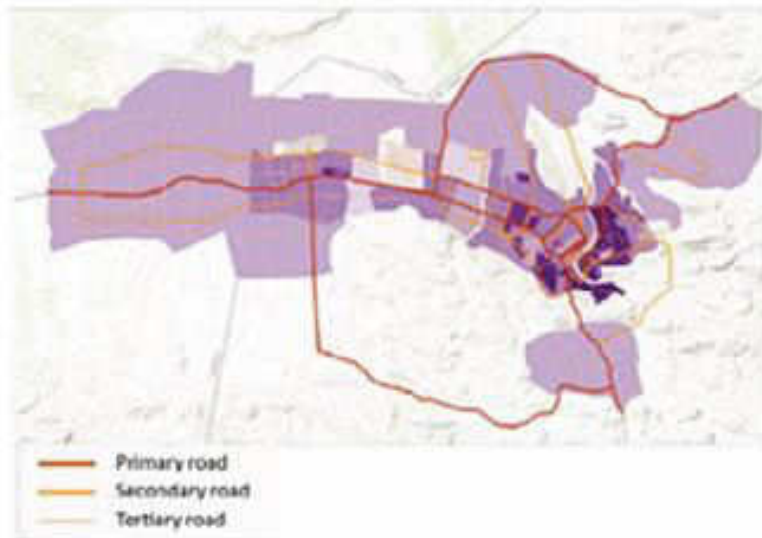
Making private actors responsible for the financing of the sector and mitigating their activity on mobility

Example: scenarios based on differing development patterns

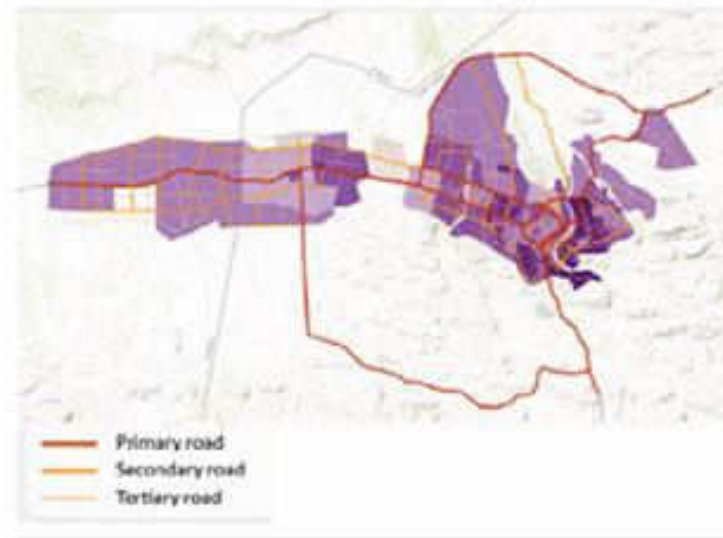


Dire Dawa, Ethiopia

Scattered city



Two cities



Polycentric cities

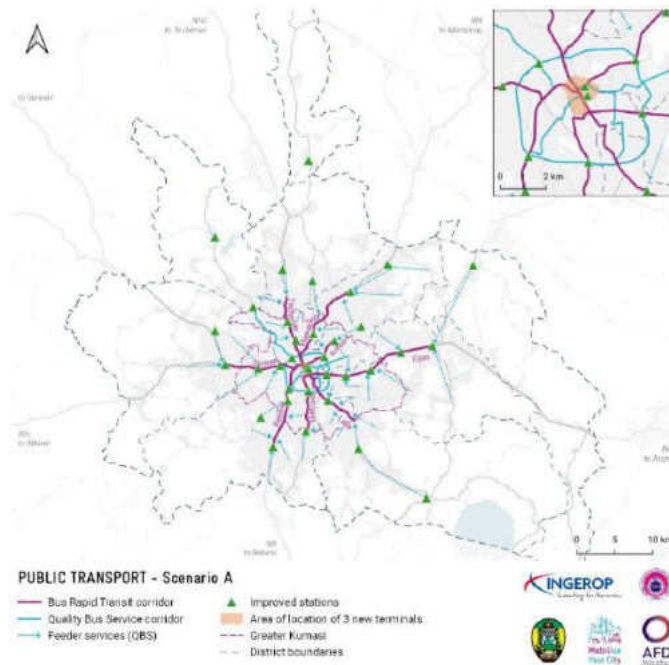


Example: scenarios based on policy priorities

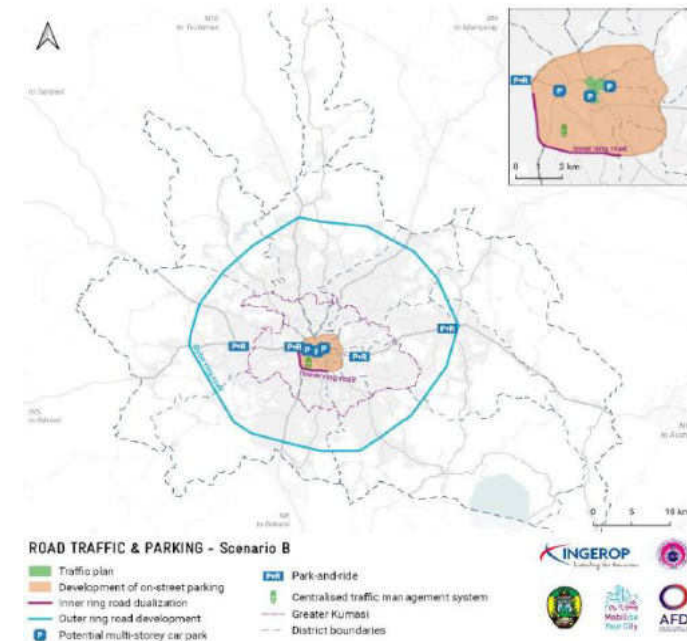


Kumasi, Ghana

Focus on public transport



Focus on infrastructure & NMT



Scenarios are constructed through measure packages



Medan, Indonesia

Figure 75. Public Transport measures for the Mobility Scenarios

No	Measure name	Measure description	Scenario 0 Reference	Scenario 1 Conventional	Scenario 2 Ambitious
19	BRT line 1	Implementation and operations of BRT Line 1	Medium 2028	Medium 2028	Short 2023
20	Wider BRT network	Implementation and operations of a wider high-capacity BRT network		Long 2035	Medium 2028
21	Wider city buses network	Develop efficient bus lines for low demand axes across the urban area.		Short 2023	
22	Implement water-buses	Implement and operate water bus lines using the Deli river asset.			Medium 2028
23	Urban rapid rail lines	Implement and operate high-capacity rail-based rapid transit lines			Medium 2028
24	Increase service levels of existing rail	Improve current conventional rail operations assets betterment			Short 2023
25-A	Minibuses: routing and operations optimization	Improve efficiency of minibuses as public transportation		Long 2035	Short 2023
25-B	Minibuses: riding quality and comfort increase	Increase minibuses attractiveness by improving the offered service		Medium 2028	Short 2023
26	Increase quality of service of existing buses	Increase load factor and readability of existing urban buses (TMD).		Long 2035	
27	Dedicated school bus lines	Implement and operate school buses in front of educational facilities			Short 2023
28	Promote public transportation	Raise awareness on public transportation and its benefits towards citizens			Short 2023

Figure 78. Governance measures for the Mobility Scenarios

No	Measure name	Measure description	Scenario 0 Reference	Scenario 1 Conventional	Scenario 2 Ambitious
33	Mebidangro transit authority	Create a single transit authority for land transportation			Medium 2028
34	Reform minibus industry	Reform the schemes of minibuses to optimize private finance and services.		Long 2035	Medium 2028
35	Corporate tax on mobility	Corporate tax on companies which benefits, from implemented PT projects.			Medium 2028
36	Capacity building (Technical Assistance)	To reinforce skills needed for planning and implementing mobility measures.		Medium 2028	Short 2023
37	Separate track and train operators	Separate activities of trains and infrastructure operations			Medium 2028

Each scenario is assessed through a multicriteria analysis



Assessment criteria

- Achievement of SUMP objectives
- Financial feasibility
- Technical feasibility
- Institutional and political feasibility
- Social and environmental impacts

Assessment techniques

Modeling – strategic and sketch-planning models are recommended: low-cost, quick to run and interactive. Detailed transport models are used only if available without major additional cost.

Qualitative analysis – based on expert judgment and previous results from the city's policy strategies or comparable urban contexts.

Example: Multicriteria matrix



Kumasi, Ghana

Table 15: Multicriteria analysis of the scenarios

	Scenario A "Focus on Public Transport"	Scenario B "Focus on Infrastructure & NMT"
Improve urban and road safety, NMT conditions	+	+
Pedestrian safety and comfort improvement	+	+
Commercial activities regulation	+	+
Bicycle use development	=	+
Traffic taming	+	+
Road safety	+	+

	Scenario A "Focus on Public Transport"	Scenario B "Focus on Infrastructure & NMT"
Enhance the public transport system	+	+
Existing system efficiency improvement	+	+
Improvement of the accessibility	+	+
Massification of the transport system	+	+
Improvement of security onboard and at terminals	+	+
Improvement of intermodality	+	+
Improve traffic and parking conditions	+	+
Improve traffic conditions in KMA CBD	+	+
Improve traffic conditions in main corridors	+	+
Divert transit traffic from the centre of the metropolis	+	+
Reduce illegal and unmonitored parking	+	+
Improve sustainability	+	+
Reduce GHG emissions	+	+
Reduce air and noise pollution	+	+
Improve the institutional and revenues framework	+	+
Enhance the regulation and enforcement systems	+	+
Educate the public	+	+
Main impacts		
Environmental and social impacts	1	1
Economic feasibility	1	1
Institutional feasibility	1	1

Example: selected scenario



Santo Domingo, Dominican Republic

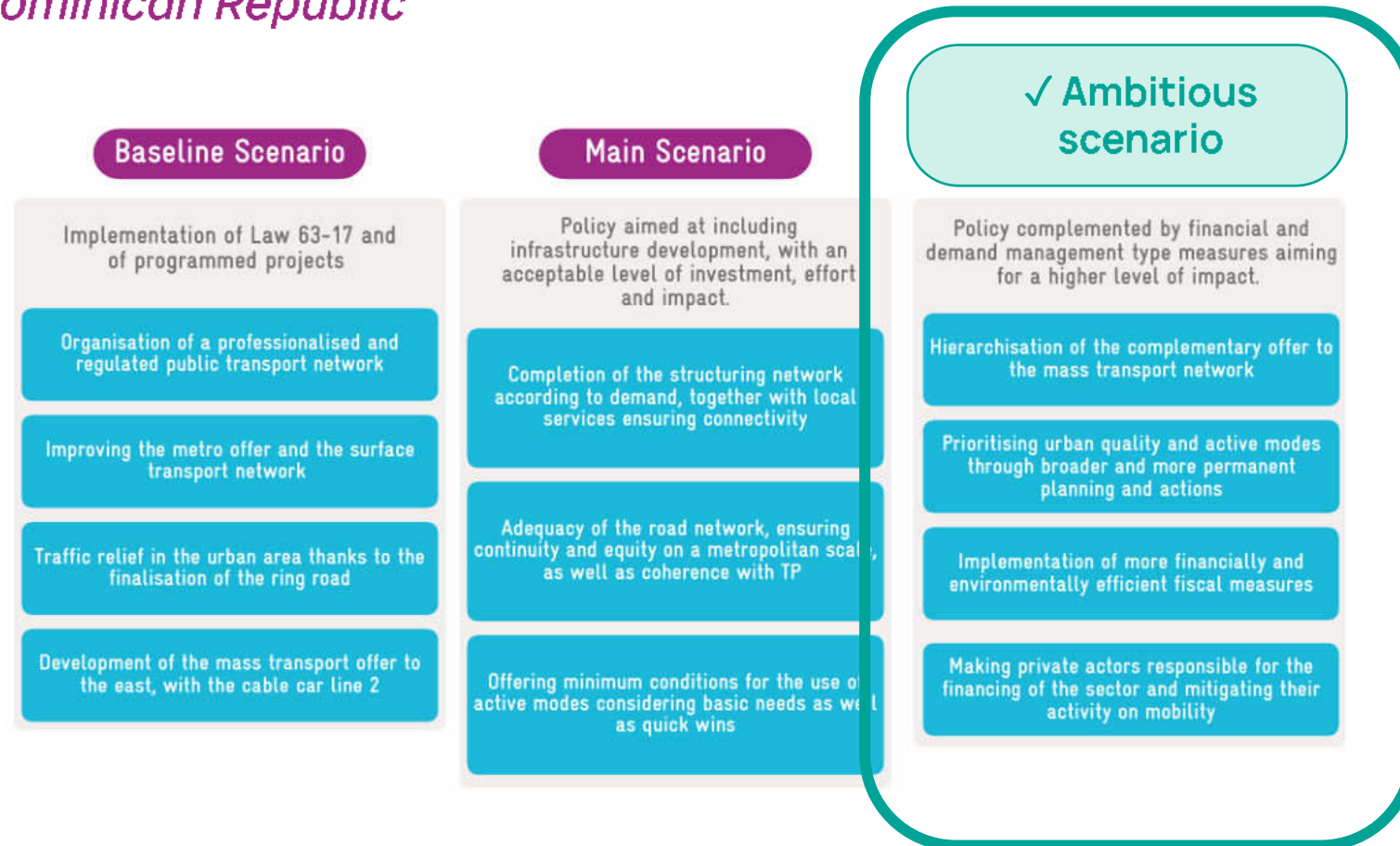


Figure 35. Three scenarios studied in the SUMP of Santo Domingo

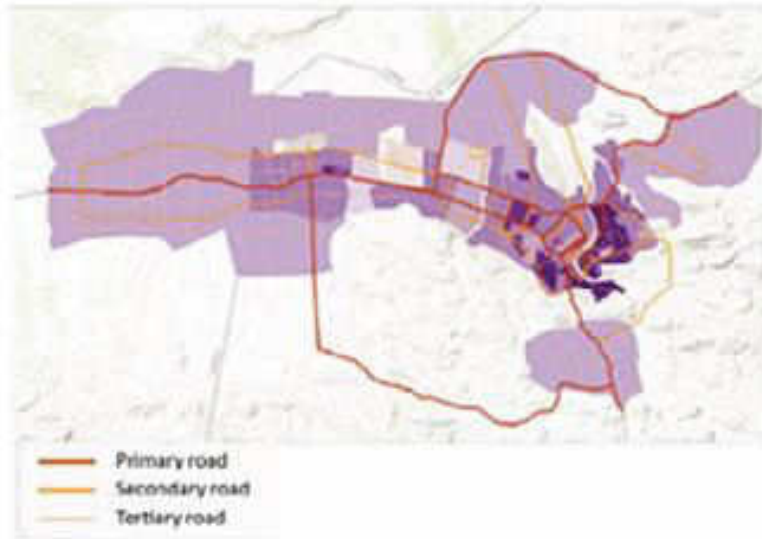
Source: SUMP of the Gran Santo Domingo

Example: selected scenario

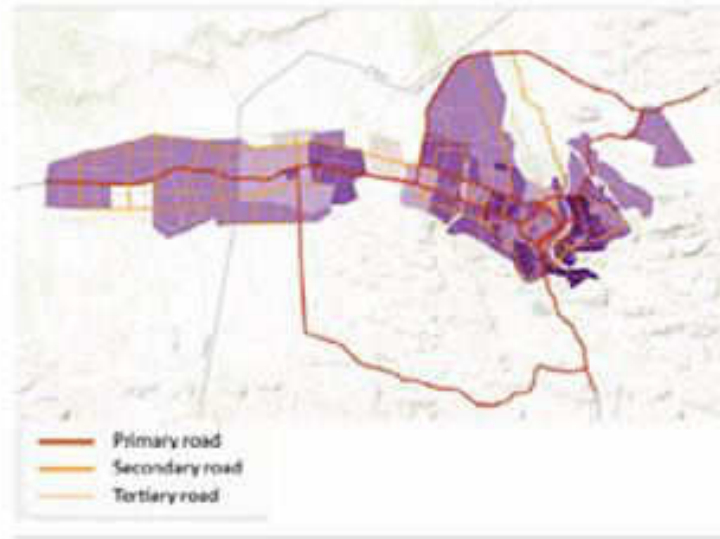


Dire Dawa, Ethiopia

Scattered city



Two cities



✓ Polycentric cities



Example: selected scenario

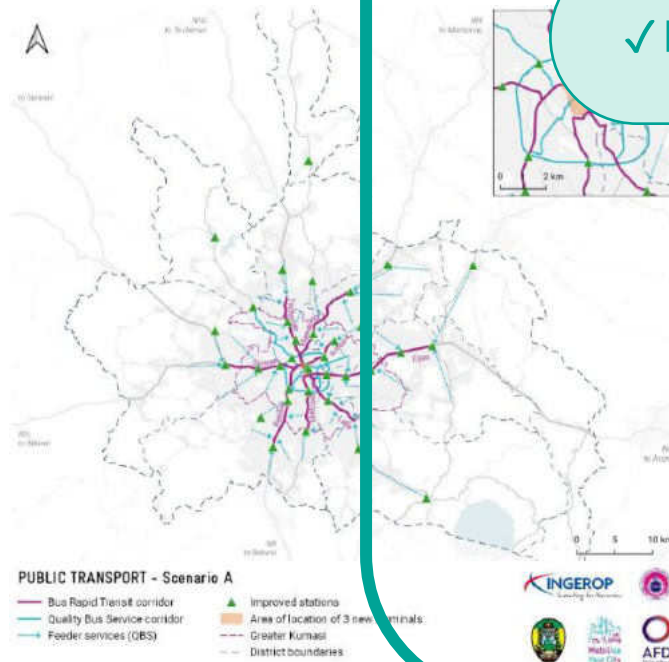


Kumasi, Ghana

Focus on public transport

Focus on infrastructure & NMT

✓ Hybrid Scenario



Overview of scenario building in African SUMPs



City	Approach	Scenarios considered & Chosen
Yaoundé	By ambition level	Baseline ✓ Central Ambitious
Dire Dawa	By geography	Scattered city Two-cities model ✓ Polycentric city
Dakar	By ambition level	Baseline Public transport expansion ✓ Integrated system
Mwanza	By urban growth	Baseline Infrastructure-led scenario ✓ Sustainable mobility scenario
Kumasi	By transport mode	Baseline ✓ Improved public transport ✓ Integrated multimodal system

Key decisions to make



1. How ambitious should the city's long-term vision be?

2. What should the city prioritize when developing the objectives?

3. How should different stakeholders be involved in the development of the vision and objectives?

4. What strategic choices should the scenarios help inform?



The **vision, objectives and selected scenario** sets a common path forward

From the selected scenario, it is possible to
prioritize measures and develop an action plan
– Phase III

Fictional scenarios



Scenario 1

Business as usual

- Limited investment in transport infrastructure
- Kombis and mushikashikas continue operating as they do today
- No significant development of walking or cycling infrastructure



Scenario 2

Focus on public transport

- Extensive BRT network along the main corridors
- Improved bus services and upgraded stations and terminals
- Professionalisation of kombis and mushikashikas feeding BRT lines



Scenario 3

Focus on walking and cycling

- Safer roads for pedestrians and improved traffic flows.
- Better and more infrastructure for walking and cycling.
- Public transport improvements focused on kombis and mushikashika reform



Thank you!

