



Participatory Processes in SUMP Development

July 2026

SUMP Fundamentals Training



01

Why develop an inclusive participatory approach?

02

Who to involve in the SUMP development process?

03

How to develop a participation processes?

04

How to make participatory processes inclusive and gender-responsive?

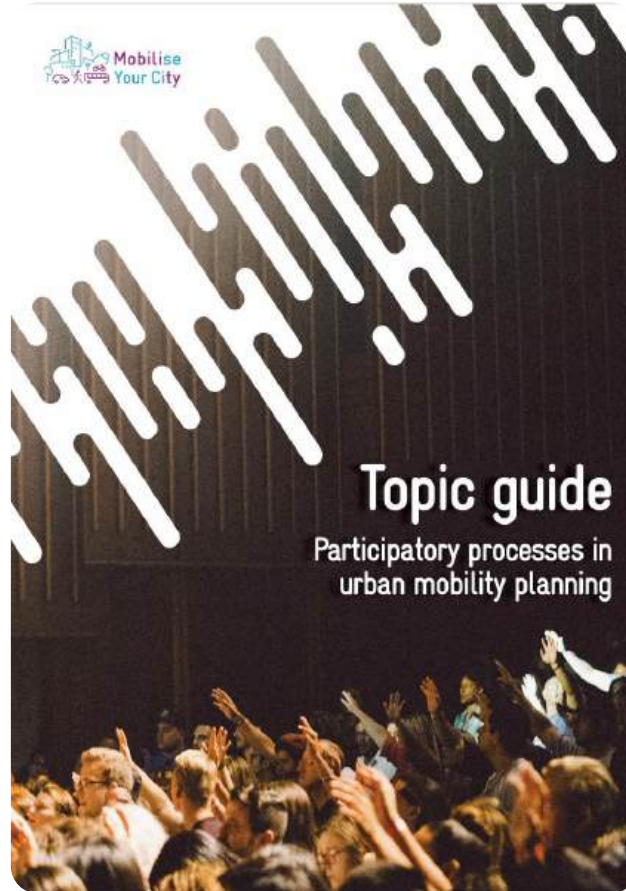
01

Why develop a participatory approach?

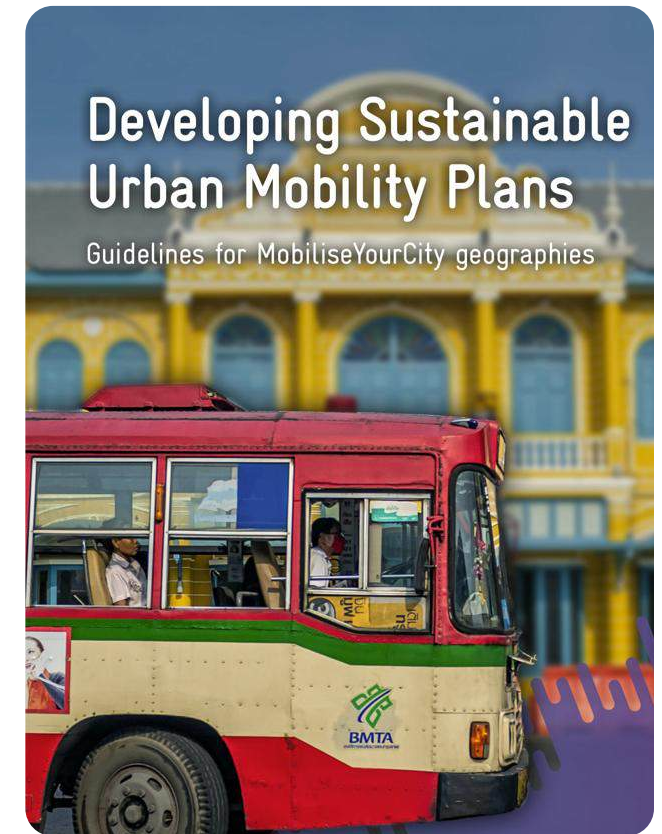
Publications on participation



Topic Guide on Participatory Processes



MYC SUMP Guidelines



Why participation pays off across the SUMP process



Understanding & better decisions

- Understand people's problems and priorities (especially the often unheard)
- Broaden knowledge with new ideas and perspectives
- Improve the quality and credibility of decision-making



Trust & collaboration

- Build trust between stakeholders
- Create a structure for conflict solving
- Support informed decisions toward common goals

Why participation pays off across the SUMP process



Transparency & insight

- Discover potential conflicts and obstacles early
- Increase transparency for the public



Ownership & long-term impact

- Foster a sense of ownership of plans and measures
- Strengthen continuity and long-term vision

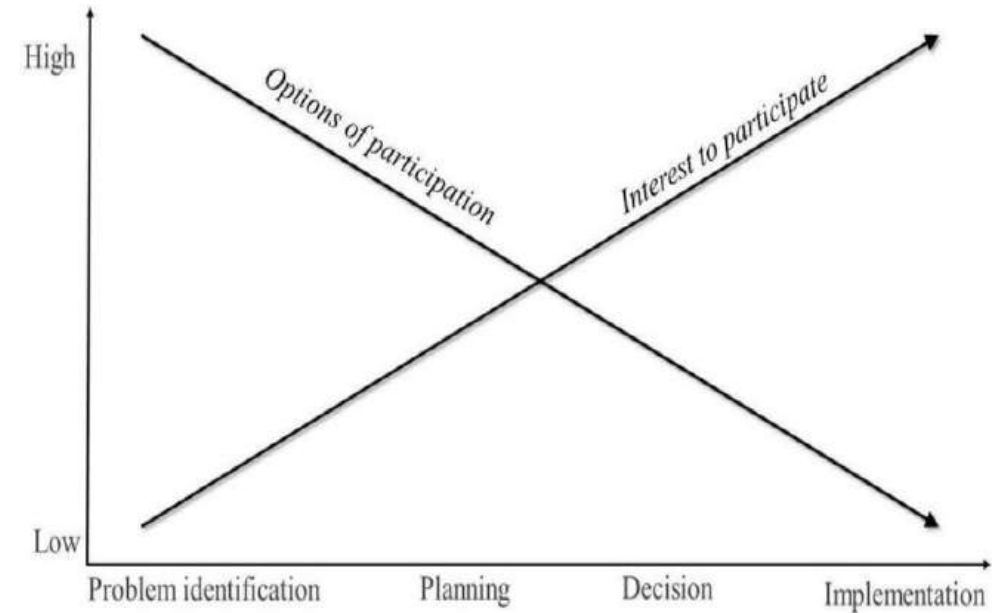


Paradox of participation

- Interest of citizens is low in early planning phases when processes are still open and flexible
- As soon as planning proposals become more concrete and at the same time more inflexible, citizens' interest increases as they now feel directly affected.



As a result, a central challenge for cities is to **raise interest and encourage early, active participation.**





01

Inclusiveness

Ensure inclusion of the full range of different stakeholders, including marginalised and vulnerable groups.

02

Relevance

Include only relevant stakeholders – those who have a significant stake in the process (i.e., not everyone is included).

03

Gender sensitivity

Both women and men should have equal access within the participatory decision-making process.

02

Who to involve in the SUMP development process?

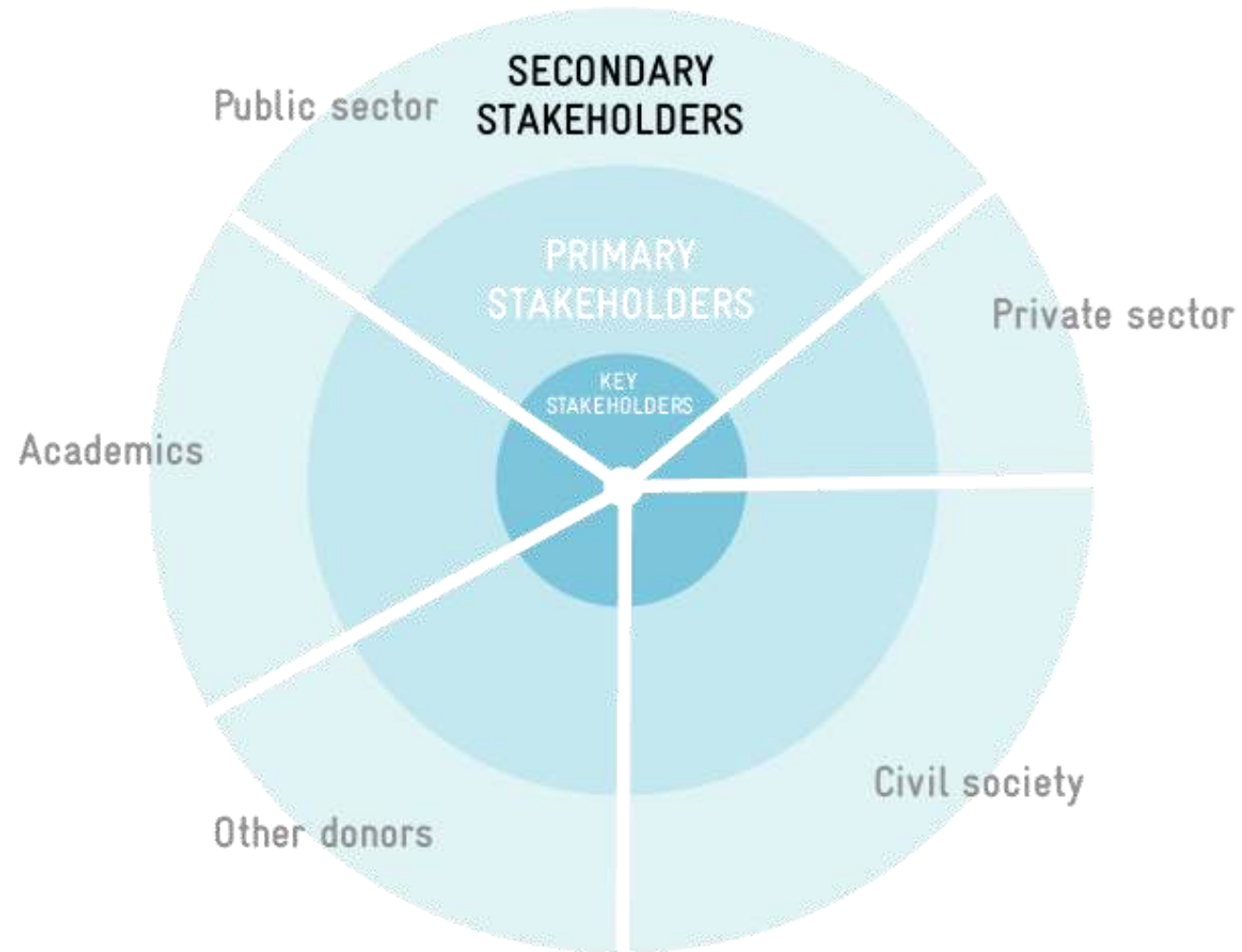
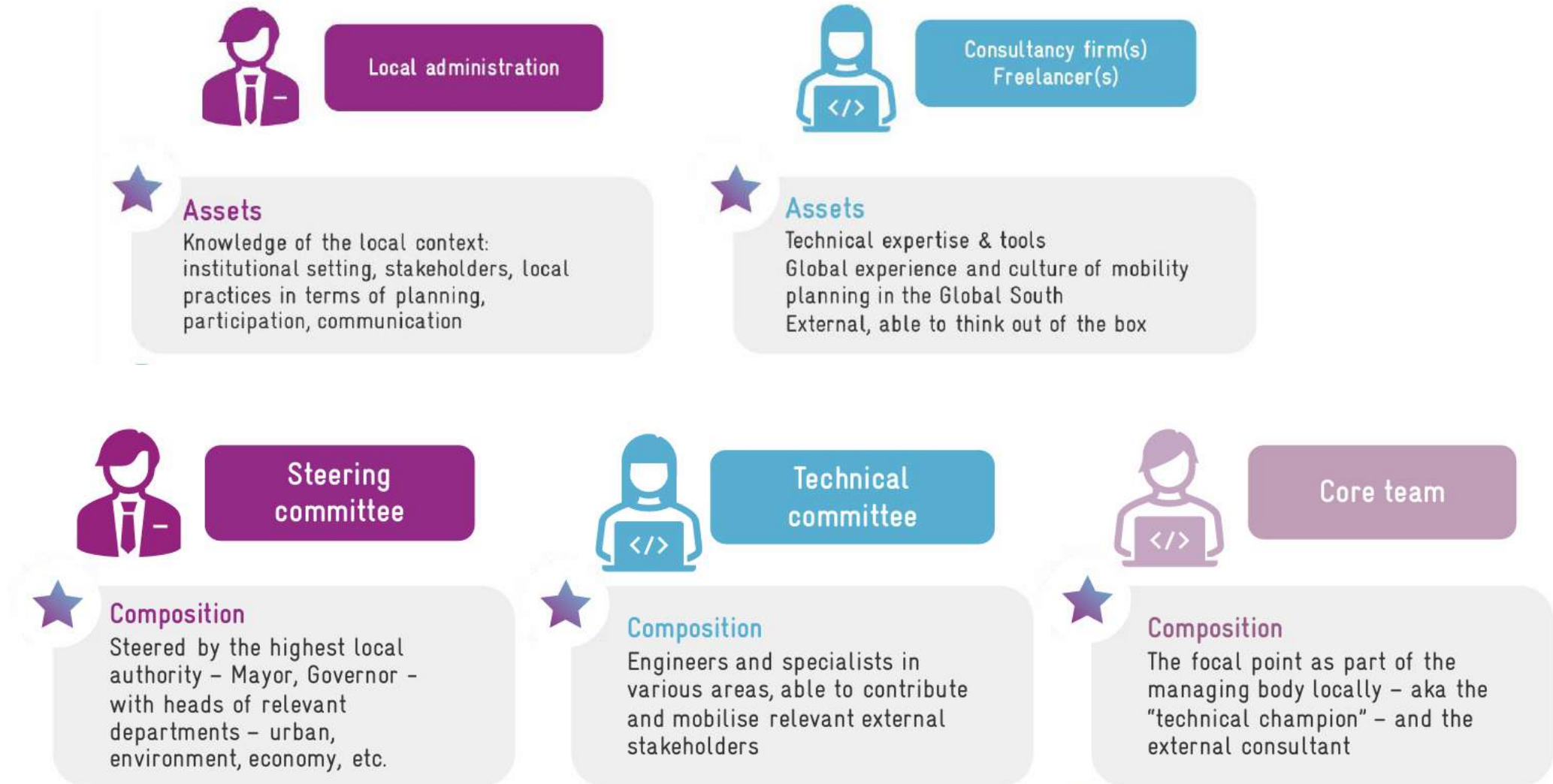


Figure 7. Example of stakeholder mapping format⁴

Different groups for SUMP development



The participatory process encompasses both citizens and key stakeholder groups



Citizens

Individuals that are not affiliated with any specific group



Stakeholders

Planning authorities, institutional stakeholders, and other key stakeholders

These groups can bring both kinds of

Technical expertise

For example, from transport organisations, technical directors, bicycle associations, academics...

User expertise

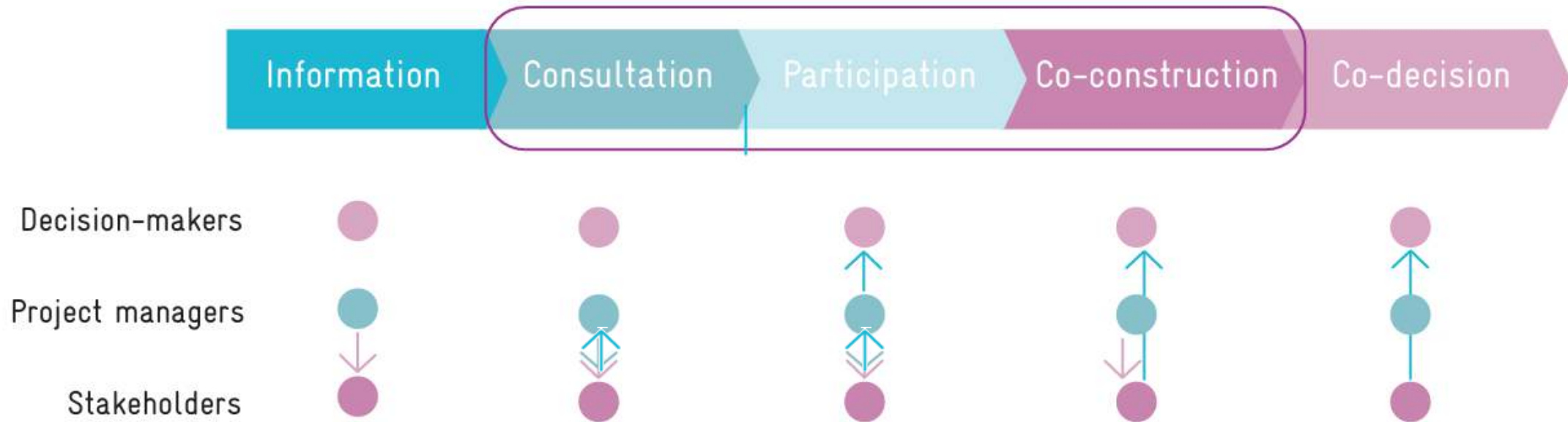
For example, from specific groups of citizens, user associations, neighborhood organizations...

Important: Do not limit the debate only to stakeholders with whom you have a long-running experience of cooperation!

Each stakeholder group requires a different level of engagement



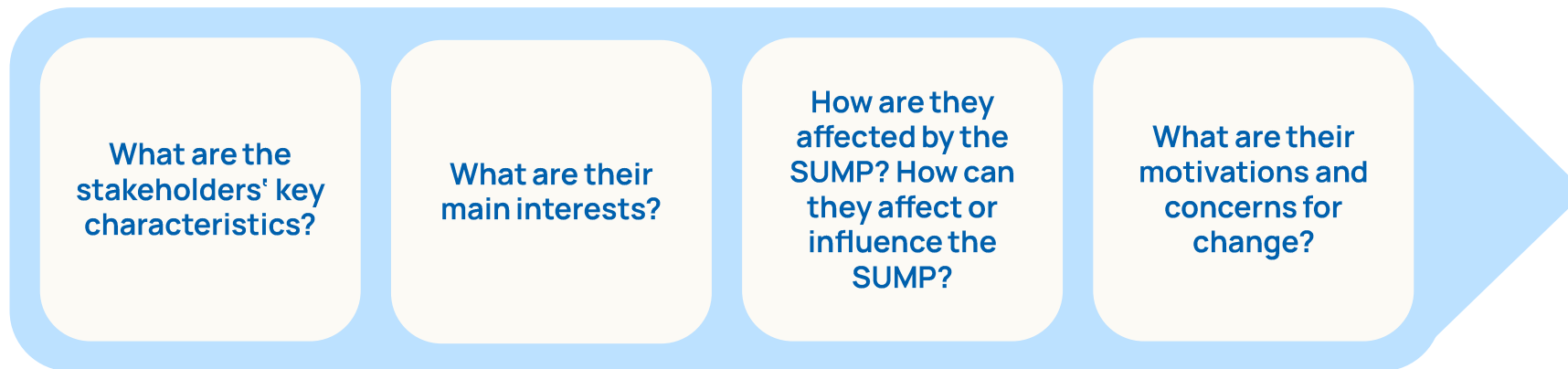
Focus of the SUMP participatory process



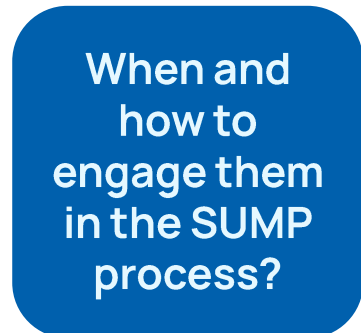
The arrows represent the information flow



Key questions of a stakeholder mapping



Result



How to assess who to involve and how: stakeholder mapping

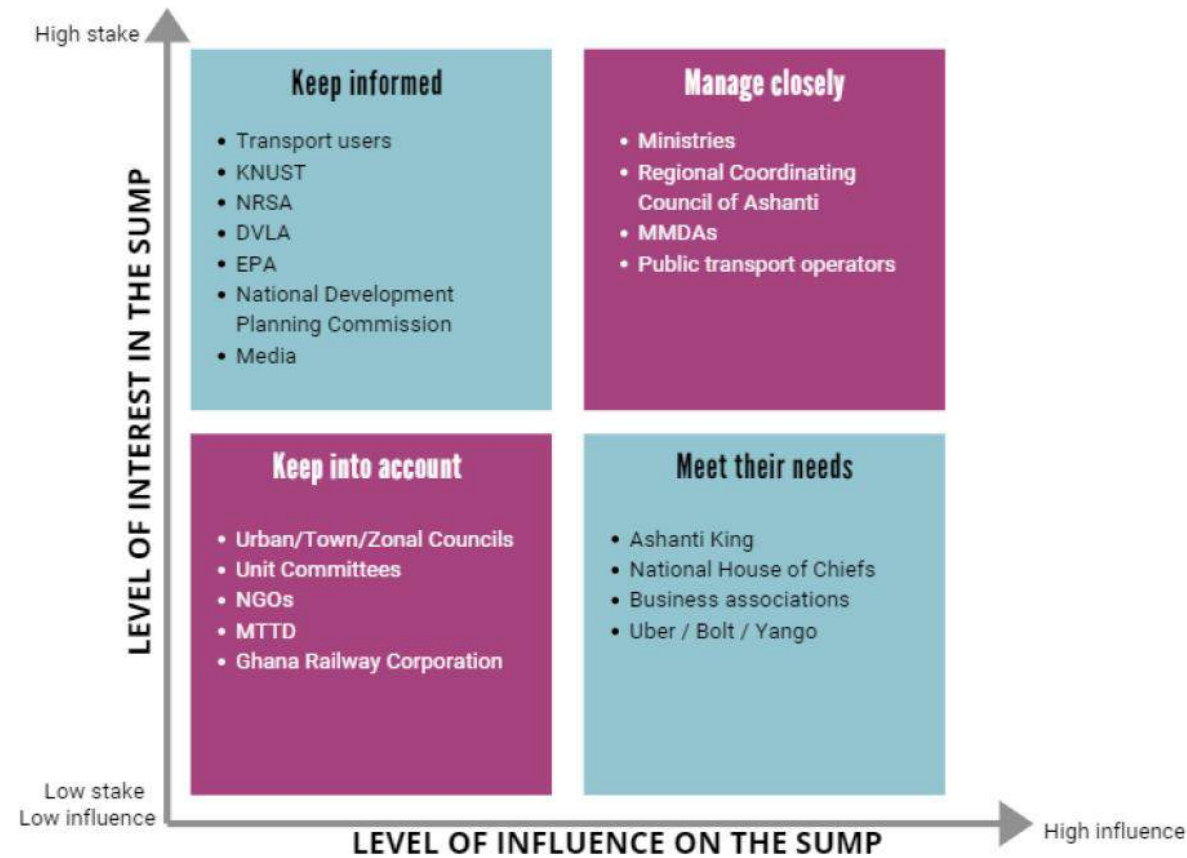


Figure 9: Stakeholder Interest-Influence grid

Kumasi, Ghana

03

How to design a participatory process?

A participation strategy creates shared understanding and easy coordination



Define clear objectives

Clarify the purpose and the scope of the participation strategy

Ensure participation throughout the process

Plan a participation timeline

Determine engagement and interaction along the process

Plan resources and feedback

Consider diverse engagement

Embrace every stakeholder behaves and acts differently



A participation strategy creates shared understanding and easy coordination



Foresee risks and mitigation

Difference in opinions might challenge relationship with stakeholders

Document the process

Make explicit the outputs and insights from the participation strategy, including direct mentions in the SUMP

Evaluate the strategy

Assess the overall performance and results of the strategy for future participatory processes

The objective of engaging stakeholders differs based on the SUMP phase



	Inception	Phase I: Diagnostic	Phase II: Vision & scenarios	Phase III: Action plan
Institutional stakeholders	• Raising awareness, mobilizing stakeholders, appropriation of mobility issues • Validation of the participation strategy	• Considering the perception of the current situation to complement findings from the data collection	• Decision support on the definition of the long-term vision of the mobility system and objectives of the SUMP	• Refinement of the envisaged measures • Endorsement of the action plan and strengthening its feasibility
Citizens	• Validation of the participation strategy	• Considering the perception of the current situation to complement findings from the data collection	• Contribute to the prioritisation of topics to be tackled by the SUMP	• Refinement of the envisaged measures • Citizen support for the proposed measures

Possible formats of participation throughout SUMP development



	Inception	Phase I: Diagnostic	Phase II: Vision & scenarios	Phase III: Action plan
Institutional stakeholders	• Kick-off workshops • Stakeholder mapping • Set governance / steering group	• Technical working groups • Data sharing • Validation workshops	• Scenario-building workshops • Vision alignment • Inter-agency consensus	• Project prioritisation • Investment planning • Implementation & responsibilities
Citizens	• Awareness campaigns, e.g. MobiliseDays • Perception surveys • Initial consultation	• Mobility surveys • Focus groups • Problem identification feedback	• Co-creation workshops • Visioning events • Public preference gathering	• Public consultation on measures • Feedback on priorities • Participatory validation

Participation tool spotlight: *Mobilise Days*



Inception

Phase I

Phase II

Phase III

PURPOSE

- Official launch of the Sustainable Urban Mobility Plan (SUMP)
- Build stakeholder alignment and political commitment
- Raise public awareness and identify early pilot actions

FORMAT

- Mobilisation and awareness-raising event
- First participatory actions
- Workshop



Participation tool spotlight: *Focus groups*



Inception

Phase I

Phase II

Phase III

PURPOSE

- Collect detailed information on stakeholders' perceptions, experiences, expectations, needs, and priorities
- Explore specific topics in greater depth than surveys

FORMAT

- Facilitated discussion with a selected group of participants
- Encourages interaction and exchange of views
- Example: Santo Domingo, INTRANT organised focus groups to work on specific topics as part of the SUMP development process: public space with neighbourhood councils; school transport with families and schools.



Participation tool spotlight: *Online forums*



Inception

Phase I

Phase II

Phase III

PURPOSE

- Collect input from a wide range of stakeholders in an accessible way
- Complement in-person participation with broader outreach
- Increase transparency by making feedback visible to all participants

FORMAT

- Opening of a dedicated online platform.
- Communication to the targeted public (mailing)
- Communication tools and methods will vary depending on who the priority targets are (public institutions, other key stakeholders, citizens, etc.).





WHO WAS INVOLVED?

Institutions → Transport operators → Economic actors → Academia → Civil society
Dedicated dialogue track for paratransit operators

HOW WERE THEY ENGAGED?

Quarterly working groups (30–40 participants, informal discussions) → **Thematic meetings** (with paratransit operators)
→ **Household survey** (qualitative feedback & opinions) → **Public exhibition** (low uptake; not suited to local context)

KEY LESSONS

- Mass public mobilisation did not work
- Targeted stakeholder dialogue was effective
- Dialogue continued beyond the SUMP
- Long-term governance habits established



WHO WAS INVOLVED?

Institutions → Transport operators → Economic actors → Academia → Civil society → General public

Dedicated engagement with: government (national, county, city level), transport agencies, matatu SACCOs, taxis, cyclists, civil society & community groups, schools, and diverse user groups (youth, women, commuters, etc.)

HOW WERE THEY ENGAGED?

Stakeholder workshops (interactive sessions + site visits) → **Public webinars** (5 sessions, feedback on proposals) → **Online consultation** (60 days, citizen suggestions) → **Engagement activities** (car-free days, cycling training) → **Public adoption event** (formal approval of KSMP)

KEY LESSONS

- Mass participation alone is not enough → structured engagement works better
- Targeted dialogue with specific groups (e.g. matatus, cyclists) is highly effective
- Strong transparency builds trust and public acceptance
- Capacity building of local government is essential for continuity

Exercise – Create your own participatory format



- Propose a participatory format aimed at engaging at least one of the challenging stakeholders you identified in the previous exercise.
- For the format, please specify:
 - **Phase(s):** In which phase(s) will the format take place?
 - **Participants:** Who will be invited? How will you invite them?
 - **Objective:** What is your objective for engaging these stakeholders?
 - **Methodology:** Which methodology will you use in the format (roundtable discussion, focus group, field activity, etc.)?
 - **Conflict management:** Which conflicts do you foresee? How will you manage these?
 - **Impact:** What impact will the engagement have on this SUMP phase?



The role of gender in mobility planning & participation



How do women's *travel patterns* differ from men's?

Why gender matters in mobility planning



Women's travel patterns differ systematically from men's — mobility planning needs to hear from them directly.

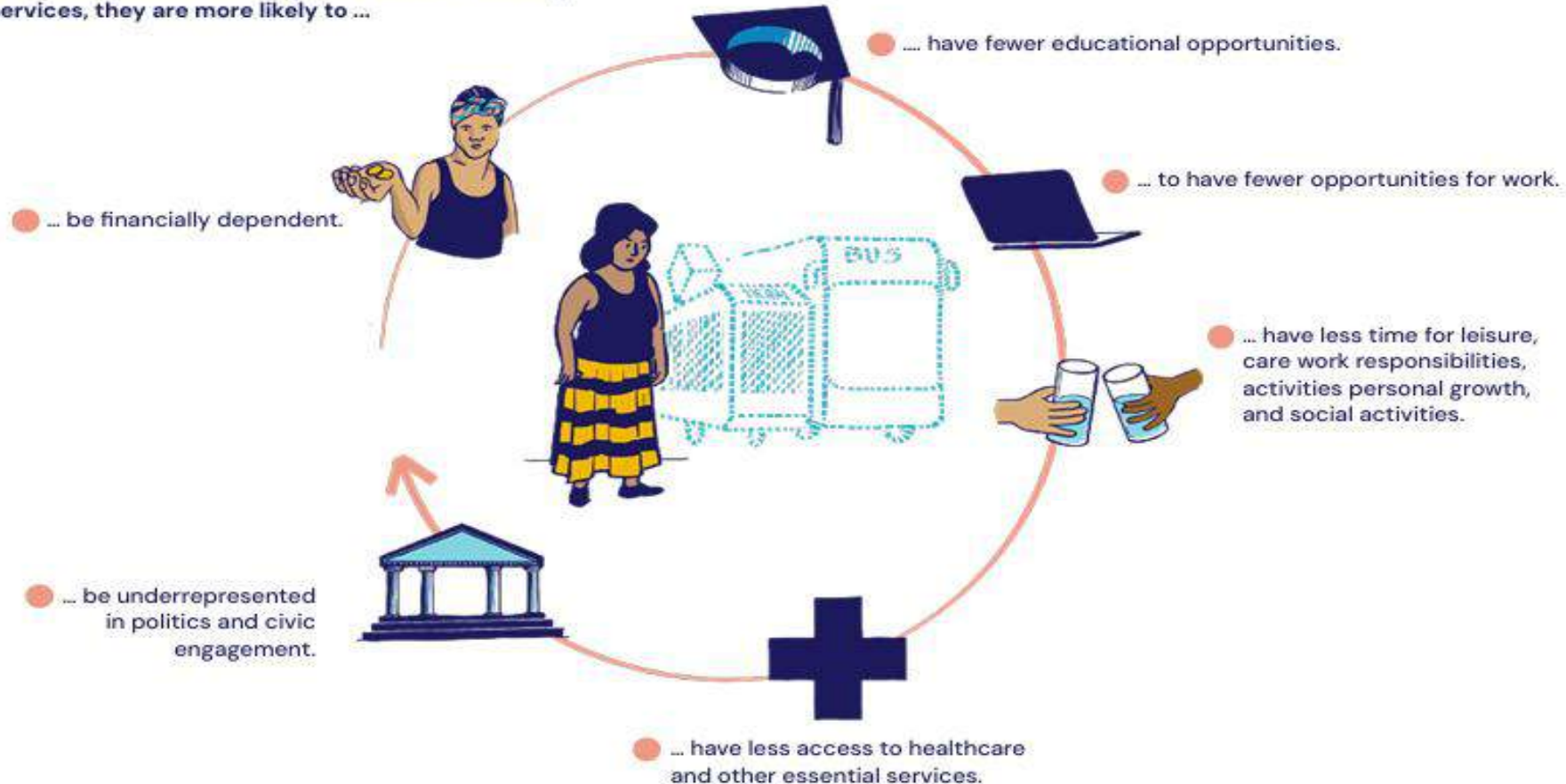
- **Trip chaining**
Women more often combine care-related trips (school runs, errands, elder care) with work trips
- **Off-peak travel**
Women travel outside rush hour more frequently and are underserved by peak-focused schedules
- **Safety concerns**
Factors such as harassment risk and poor lighting disproportionately limit women's use of public transport
- **Access gaps**
Women are less likely to hold driving licences and rely more heavily on public transport



Consequences of mobility barriers



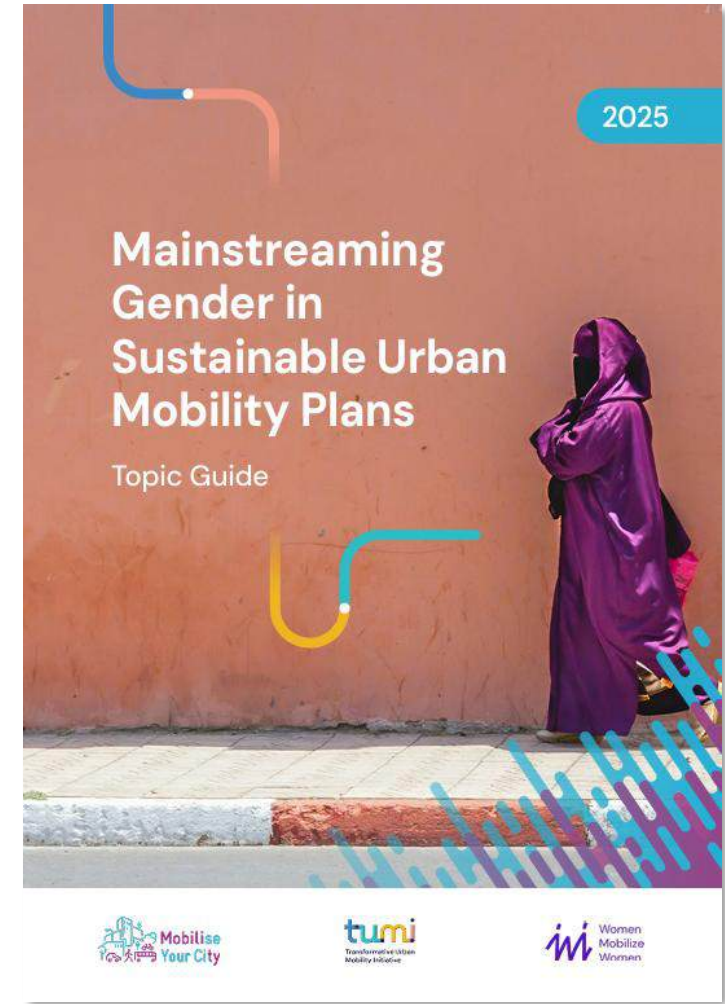
As a result of women having less access to mobility services, they are more likely to ...



Restricted access to the city's opportunities due to the transport system **can exacerbate the urban poverty of women**, and has serious consequences for their accumulation of human and financial capital, and consequently their **autonomy and quality of life**.



How can we ensure that the SUMP promotes *equitable access to mobility* for all genders?



Key considerations during each phase



Prep

Ensure necessary expertise and facilitate the participation of women in decision-making processes

Phase
1

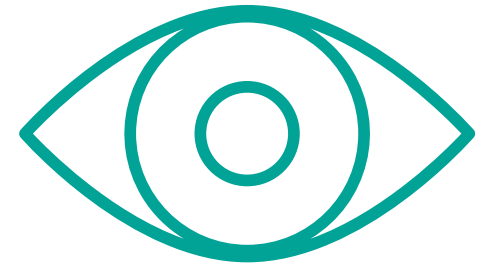
Gather gender-specific data (quantitative and qualitative)

Phase
2

Develop a gender-responsive vision and indicators

Phase
3

Include gender-specific measures



Key considerations during each phase



Prep

Ensure necessary expertise and facilitate the participation of women in decision-making processes

Steering committee

Technical committee

SUMP task force

At least **30% female representation** and designate a gender focal point

Data-assessment and diagnostic in preparation of a Sustainable Urban Mobility Plan in Harare

1 Context

The City Climate Finance Gap Fund ("Gap Fund") is a partnership among donors: the German Federal Government (BMU), Luxembourg (Fond), Eurojust, with provision of middle adaptation.

The (economic) metric (35% 142.6 district RDC, Register a total city ill position sector many environment).

The climate 1 participation to do communication intercultural years the C inform by old Long transition; significant

Data-assessment and diagnostic in preparation of a Sustainable Urban Mobility Plan in Harare

Data-assessment and diagnostic in preparation of a Sustainable Urban Mobility Plan in Harare Contract number:

List of abbreviations..... 2

1 Context 3

2 Objective of the assignment 5

3 Tasks to be performed by contractors 5

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UNEP

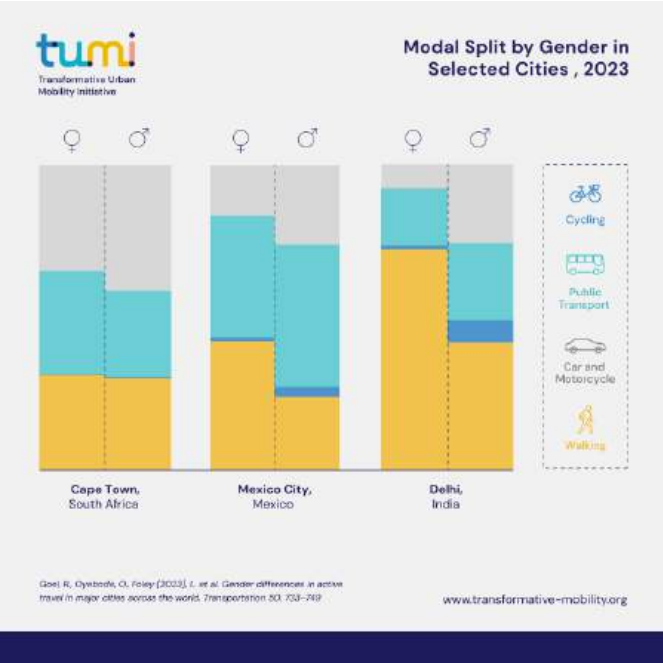
Gender-related requirements in ToRs

Key considerations during each phase



Phase
1

Gather gender-specific data (quantitative and qualitative)



– Accès à un véhicule personnel en fonction du genre

Lomé, Togo



Quantitative statistics might not be sufficient!



Phase 2

Develop a gender-responsive vision and indicators

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Havana includes gender in its city vision

'The vision of Havana's SUMP is to achieve a sustainable, efficient, and high-quality mobility and transport model that responds to social needs and demands, promotes universal accessibility to transportation, contributes to environmental and public health improvements, fosters the city's sustainable development, and enhances territorial cohesion, with citizens as the fundamental pillar of the SUMP'.



Example indicators

- Average travel time to essential services, jobs
- % female transport-sector staff
- % pedestrian routes to PT stops with adequate lighting
- Number of reported and resolved cases of sexual harassment on public transport
- % women using off-peak services
- % of households that spend more than 10% on meeting their transport needs

Key considerations during each phase



Phase 3

Include gender-specific measures

Enhance the lighting and security features at public transport stops

Well-designed pedestrian crossings with mid-way refuges

Reconfigure public transport routes to improve connectivity between residential areas and markets

Locate bus stops in safe and convenient locations

Create protected bicycle lanes

Ensure sidewalks are well-maintained

Practical adjustments to make engagement gender-inclusive



- Target **outreach directly to women's organisations** – a general invitation is rarely enough
- Schedule sessions **when women are actually available** (incl. weekends); avoid assuming standard work hours
- Use **female facilitators/interviewers** and consider women-only focus groups for sensitive topics
- Set a **gender-balance target of at least 30%** for steering, technical, and consultation committees
- Collect **sex-disaggregated data in every survey**, paired with qualitative interviews



Stakeholder engagement in Malawi



Undertaking data collection from women in Delhi



Thank you!