



Background

MobiliseYourCity is a global climate partnership for sustainable urban mobility in emerging and developing countries, and part of the UN Marrakech Partnership for Global Climate Action. MobiliseYourCity supports and engages local and national partner governments in improving urban mobility planning & finance by providing a methodological framework and technical assistance, through capacity building, and by enabling access to funding at both local and national levels. Particular attention

has been paid to the methodological and advisory frameworks related to National Urban Mobility Policies and/or Investment Programs (NUMPs) and Sustainable Urban Mobility Plans (SUMPs) that serve as the basis for the promotion of investments and development of attractive mobility services.

In the context of the MobiliseYourCity Partnership sustainable urban mobility planning in emerging and developing countries particularly means...

MESSAGE 1



ADOPT A USER ORIENTED PLANNING APPROACH!

... orienting both with respect to development of **integrated transport networks, systems and services towards mobility demands** rather than aiming at supply of systems or endowments; responding on prevailing user behavior as well as future trends; encompassing the farsighted development of a comprehensive package of sustainable mobility, which as a whole can offer an **attractive and complementary alternative to individual motorized transport**, and by making use of an effective combination of push (with constraints) and pull (with incentives) measures to induce behavior, where appropriate to promote transformation at selected critical spots. That means turning urban environments towards a more sustainable pathway and to be prepared for prosperous future development both for citizens and for the local economy.

BEST PRACTICE EXAMPLE:

As one of the most dazzling European metropolises, Amsterdam/Netherlands has seen significant growth both in population and tourism over the last decades particularly around the greater historic city centre. The city responded with a balanced mix of promotion of sustainable, integrated urban mobility modes, and measures, which discouraged people to access the city with cars. A multi-faceted parking management strategy has been put in place that integrates many different elements, such as zone-specific rates, residential permits, park-and-ride (dissuasive parking), payment and monitoring technologies, off-street parking regulations, etc.

PLAN URBAN MOBILITY TO IMPROVE LIVING CONDITIONS!

... by **positioning it as a central element in your public policies** to tackle improvement of quality of life of your people including aspects such as **public health, traffic safety, affordable access to transportation as well as inclusion of all population groups**, particularly with respect to disability, social aspects, age, gender, etc. This will raise necessary **public awareness** about your urban mobility improvement ambitions and will secure long-term support for related policy implementation even beyond individual legislative periods.

MESSAGE 2



BEST PRACTICE EXAMPLE:

Renewal of tramway in France tackled both transport and urban renewal challenges. More than 25 cities have implemented a "modern tramway" system providing both quantitative and qualitative service upgrade. Additionally, these projects included a complete reshape of public space and more balanced space allocation between different transport modes. This comprehensive approach also integrated accessibility for disabled people and a social fare policy. The city of Bordeaux provides an example of a tramway infrastructure leading to a global enhancement of the urban context and transforming one of the top European cities in terms of quality of life. The Moroccan approach for modern tramway in Rabat, Salé and Casablanca was also based upon a similar concept, with transport project linked to public space enhancement and better quality of life for citizens (especially for pedestrians).

MESSAGE 3



PLAN URBAN MOBILITY TO PROTECT THE PLANET!

... **addressing the environmental burdens** resulting from urban mobility and **identifying the potentials** to mitigate local contributions with respect to climate change as well as air, water and soil pollution. Understand and tackle in this attempt the **interlinkages of urban mobility with other sectors and line ministries**. Doing so will lead to due conduct and compliance with national commitments under international environment protection agendas, and may lead to opportunities to gain external support in effecting your political plans and implementing sustainable urban mobility projects.

BEST PRACTICE EXAMPLE:

In 2013, the World Bank financed a trade-in program for Cairo's aging taxi fleet to encourage the replacement of high-polluting cars with safer, more sustainable alternative transport solutions. Owners can turn in their old cars for safe, well managed scrapping and recycling; in turn they receive US\$600 for the purchase of a new, cleaner vehicle. The scrapping and recycling program displays a successful collaboration between the public and private sector. The program also has a strong legal backing, as the City of Cairo has passed a law stating that owners of mass transport vehicles, such as taxis, older than 20 years are not eligible for new operating licenses or license renewals. These different actions have been fruitful, as the program has reached a 94% success rate: More than 40,000 new taxis have replaced aging vehicles in the city, having led to significant reductions in GHG emissions and improved air quality.



PLAN URBAN MOBILITY TO SUPPORT LOCAL ECONOMY!

... understanding and responding on the **needs of your local businesses and industry** with respect to movements of people and goods, and **activate the private sector for development of infrastructure and services**, making use of their corporate social responsibility and private sector engagement, in order to render **sustainable urban mobility as a location factor of your city** and to coordinate the enhanced economic development and your mobility policy.

MESSAGE 4



BEST PRACTICE EXAMPLE:

The keystone of the mobility strategy of Bogotá/Colombia is the TransMilenio Bus Rapid Transit (BRT) system, which is a public-private partnership. One of the most significant challenges in implementing it was resistance from existing private bus operators who feared loss of business and hesitated to use new processes such as awarding concessions through open bidding. They were also concerned about financial risks from investments in a new fleet. These challenges were overcome by prioritizing existing private operators in the bidding process, establishing a fund to offset negative impacts to the operators, and including these companies in a dialogue with the city during the planning and implementation.

MESSAGE 5



CONSIDER URBAN MOBILITY AS KEY COMPONENT OF YOUR URBAN PLANNING!

... on the one hand to understand and actively tackle the implications of **land use management** for opening up possibilities to accommodate sustainable urban mobility infrastructure, and on the other hand to **manage transport demand development** by mitigating urban sprawl and spatial segregation, and **fostering decentralization of commercial, industrial and urban areas**. Effective land use management will both lead to overall reduced transport volumes and its negative effects, and the improved ability of cities to increase the capacity of sustainable transport technologies, e.g. with particular respect to **mass-rapid transport corridors as high-capacity mobility backbone for metropolitan areas**, or with respect to non-motorized transport or newly arising transport technologies such as e-mobility.

BEST PRACTICE EXAMPLE:

Land banking – a mechanism where land is reserved for specific development uses – has been implemented in various cities including Singapore, Hong Kong and Curitiba/Brazil alongside public transport corridors. The use of this mechanism has enabled the provision of low-income housing in transit friendly locations.

TAKE ADVANTAGE OF INNOVATIVE APPROACHES AND DIGITAL TRANSFORMATION!

... through adoption of innovative measures, including but not limited to the following:

- ▶ Adopting **innovative economic models for development and operation of sustainable urban mobility systems, allowing formal engagement and enabling of public and private stakeholders**, both corporate as well as traditional small-scale operators, and creating new roles and business potentials, which are interlinked with individual responsibilities to invest and perform based on minimum service standards.
- ▶ Integrating technological innovations and state-of-the art **digital applications in your mobility planning, operations (including evolving engine technologies), management and monitoring** with respect to interoperability, and anticipating in your development planning the major **societal developments and behavioral changes** of urban mobility users to come.
- ▶ **Integrating current and future transport modes** with each other in terms of networks, information, and tariff systems.
- ▶ Understanding and utilizing the value of your city's or country's accomplishments by **selling your own innovations as success stories** to your people and third parties, also considering the potential of sharing your own innovations with the international peer community ("reverse innovation").

By means of the above you will utilize operations and cost efficiency gains, increase attractiveness and demand for sustainable urban mobility, raise increasing support of your conduct, and you will eventually experience improved urban mobility economies both for the public and the private sector; based on that you will succeed with locally unprecedented sector transformation in your country/city.

BEST PRACTICE EXAMPLE:

In 2015, various institutions developed a project called "Digital Matatus" to map and provide structured data for the paratransit sector in Nairobi. This project was based on a smartphone application to collect and structure the data is shared as open data. Currently, Google provides funding to update such information on an annual basis in order to maintain good data quality and share it with independent developers or citizens. AFD has financed a similar approach in Accra / Ghana, by using smartphone applications to obtain data on the paratransit sector ("tro tro"), which is uploaded directly into the application "OpenStreetMap". Other similar projects are ongoing all over the world, and even venture capital funds are financing start-ups to invest in data collection related to urban transportation networks in developing countries.

MESSAGE 6



MESSAGE 7



AIM AT MAXIMUM TRANSPORT EFFICIENCY!

... which means **strictly striving in all your conduct, planning and development choices for an optimal ratio of use of resources** (i.e. height of required investments, consideration of full operating and maintenance cost, use of space and other endowments) **versus prospect of adequate gains (i.e. operations/capacity gains**, increase in revenues, reduction of direct and indirect cost including socio-economic cost, etc.), however **acknowledging on time the overall need for determined, adequate change and transformation action and opting for reasonable and manageable implementation time horizons**. Efficient transport systems regularly turn out to be financially and environmentally sustainable and resilient, and result in various further aspired co-benefits.

BEST PRACTICE EXAMPLE:

The MobiliseYourCity partner Curitiba / Brazil is renowned as one of the world's most sustainable, well-planned cities, particularly because of its successful BRT investments and integrated urban development. Early in the planning process, Curitiba adopted a comprehensive urban mobility plan that sought to channel growth along designated corridors, mix land uses, intensify land development at key BRT stations, and introduce high-quality urban designs that encouraged pedestrian access to the BRT corridor. Curitiba's urban transport system became highly efficient, having evolved along well-defined radial axes that are intensively served by dedicated busways.



EMPHASIZE EFFECTIVE GOVERNANCE AS A KEY SUCCESS FACTOR!

... acknowledging the need for **clarity and transparency of roles and detailed allocation of duties and tasks to all stakeholder institutions** and organizational units in urban mobility, both at **national and local levels and their interrelations**. This requires to effectively **interlink authority and competence to plan, budget, finance and decide** with the responsibility to take action and the **obligation to report and be accountable** for it. Institutional and departmental responsibility interfaces need to be substantiated by effective communication mechanisms and work routines to allow for joint planning and harmonized sector development action, in order to pave the way for a smooth project planning and implementation of urban mobility related public policy, and to prevent barriers or delays within your administration.

MESSAGE 8



BEST PRACTICE EXAMPLE:

Northern European cities like Stuttgart or Copenhagen, or Asian cities like Singapore developed combined fare systems for all transports networks. For passengers, these fare systems are completely integrated, and link all transport networks and involved operators. This fare system attracts users to multimodality and allows integration of different networks to address individual mobility needs of users. Such systems require strong institutional collaboration and economic transparency between the several operators to jointly manage fare box collection and to ensure fair revenue distribution.

MESSAGE 9



ESTABLISH A SUSTAINABLE FINANCING SCHEME!

... as an underlying base of your urban mobility policy, which is to be **inter-ministerially validated and featuring budgeting and financing mechanisms** and related **institutional responsibilities, investment priorities** and specific **project timing**; and considering **private sector financial engagement**, where suitable. Most practically MobiliseYourCity promotes the establishment of a concrete funding plan to cover priority measures in sustainable urban mobility to be implemented during the next 5 years. This shall allow for securing public and private sector investment into sustainable urban mobility and for setting the framework for long-term coverage of operations and maintenance expenses of sustainable urban mobility systems by responsible parties to ensure emergence of a high urban mobility service quality.

BEST PRACTICE EXAMPLE:

One of the principal tools used to finance urban transport in France is the employer's transport tax (Versement Transport). Set up in 1971, this transport tax is paid by all companies with more than 9 employees in cities with at least 10,000 inhabitants. It is collected to finance a large part of the budget of local urban transport authorities (Autorités Organisatrices de Transports Urbains) and ranges between 0.5% and 2% of the payroll of the companies depending on the region and the nature of the public transport network. Employers must also reimburse 50% of the cost of monthly public transport passes for their employees, which helps to ensure dependable fare box revenues for operators.



ENSURE PARTICIPATION OF CITIZENS AND STAKEHOLDERS!

... using urban mobility as a connecting element to **activate and subsequently involve the civil society in demanding, designing, following-up and assessing public policies** related to sustainable urban mobility; participation shall create opportunities for **dialogue between diverse governmental and non-governmental actors**, representing all the different **private and commercial user groups** of urban mobility, and geared towards establishing **consensus on a common urban mobility vision**. Participation leads to public legitimacy of sector policies as well as improved public attention and results in lasting support for implementation of an established consensual vision, including support for deployment of necessary resources and administrative attention.

BEST PRACTICE EXAMPLE:

In 2012/2013, the City of Windhoek / Namibia conducted a comprehensive process to formulate its sustainable urban transport plan, making use of extensive public participation through community meetings and broadcasting stakeholder workshops on conventional media. Offering the public possibilities to share their views and comments was a new experience for planning procedures in Namibia. As a result, implementation of the plan has been actively followed and improvement of the urban mobility situation in Windhoek meanwhile became real and broadly appreciated by its people.



MESSAGE 10



MESSAGE 11

DEVELOP HUMAN CAPACITIES!



... encompassing the **ability of people, institutions and societies to manage their own sustainable urban mobility development** processes and adapting to changing circumstances. This includes besides training of very practical technical planning, management and operation skills the abilities to recognize obstacles to development, to design strategies, and to tackle them, and then to successfully implement these. Human capacity development not only requires implementation of measures, **but anchoring this element into institutional planning, budgeting and conduct**, and ensuring the long term preservation of the necessary organization framework and acknowledgement of its value with all relevant stakeholders involved in urban mobility. Once human capacities are properly developed and continuously reinforced, it ensures ambitious, knowledge-based, and far-sighted planning and communication of sustainable urban mobility and its diligent and skilled implementation and management.

BEST PRACTICE EXAMPLE:

The Cities of Rabat and Lyon developed a twinning program to exchange good practices regarding the implementation and the management of tramway systems, and follow up of the operator, etc. This twinning appears as a win-win situation with Rabat staff being trained and benefiting from the City of Lyon's skills, experience and lessons learnt. As for the City of Lyon's staff, it is a way to reflect and subsequently further improve their processes, and it allows for recognition of their advanced know-how, as well as an opportunity to further expand expertise in another territory.

MANAGE THE CONTINUOUS COLLECTION AND USE OF DATA!

... through promoting **structured, focused and continuous data capture and diligent data management**; dedicating necessary attention and resources, and where suitable, exploring the opportunities provided by **modern mass data capture applications and data processing and management** technologies; and making data available as open source in order to foster private sector engagement in urban mobility services. Proper, actual and permanently available information about status quo and future trends is considered the key instrument for demand-driven, knowledge-based serious planning of urban mobility.

BEST PRACTICE EXAMPLE:

For the purpose of quantifying emissions of road transport, in 2015 China established an emission factor database and calculation tool – adapted from the European Handbook for Emission Factors for Road Transport. It has been applied in six Chinese cities with a total population of 57 million. Based on that, Beijing quantified the impact of various congestion charging schemes. Shenzhen developed China's first real-time urban transport energy consumption and emissions monitoring system. The World Bank and the Chinese Ministry of Transport also use the tool for a Global Environmental Facility project to track the annual emission inventories of three pilot cities.

MESSAGE 12



Find more information on partnership and application modalities at www.MobiliseYourCity.net

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