

SUSTAINABLE MOBILITY FOR ALL

2017-2018

ANNUAL REPORT



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CHANGING MINDSETS
CHANGING POLICIES

With the financial support of



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OUR MEMBERS



Despacio



IN OUR WORDS

The Sustainable Mobility for All (SuM4All) initiative was launched in January 2017.

We are a global coalition of governments, multilateral development banks, UN agencies, private sector and civil society organizations looking to transform the future of mobility.

We believe that green, safe, accessible, and efficient mobility will play a key part in building a better future for the planet and its people. We also believe that sustainable mobility is critical to the achievement of the Sustainable Development Goals.

To guarantee sustainable mobility, we need to: (i) reshape the national and global dialogue on mobility; (ii) change existing mindsets and policies; and (iii) mobilize more financial resources for the necessary solutions.

Over the past two years, we have invested in coalition building and knowledge creation, positioning SuM4All to engage credibly with country and city decision makers and the international community in a new conversation on mobility and emerging solutions.

Our most notable achievements include:

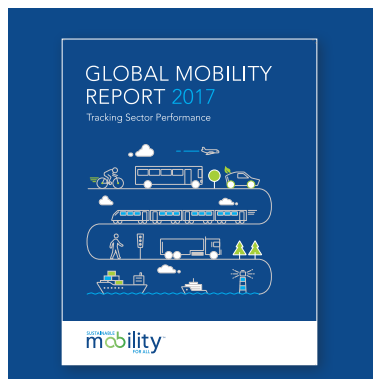
- Aggregating global data to assess the current state of mobility, and identifying the most pressing issues in the [Global Mobility Report 2017](#)
- Measuring countries' performance against sustainable mobility targets
- Charting a [Global Roadmap of Action toward Sustainable Mobility \(GRA\)](#), specifying the role of key actors: national and local policy makers; development partners; and the private sector.

Above all, SuM4All has brought about a movement of stakeholders interested in working together to achieve a higher outcome. It has filled a gap in the international transport architecture, creating a safe and open space to discuss transport issues, bring diverse and disparate conversations together, and agree on a common way forward. SUM4All brought added value to the global ecosystem of actors by virtue of its unquestionable convening power—and its potential to shape the medium-and long-term strategic portfolio of the members it brings together. We now see a window of opportunity to steer transport policy toward sustainability in the long term, ultimately transforming people's lives, with SuM4All playing a unique role.

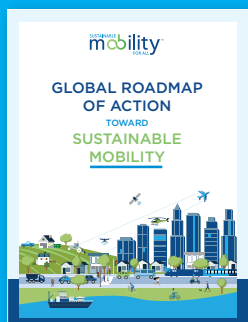
SPOTLIGHT

55

Organizations
endorsed the SuM4All
Charter



Global Policy Goals



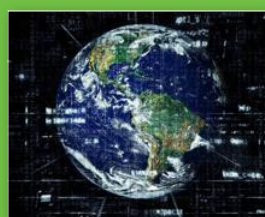
15

Stakeholders
in the permanent Steering
Committee



30,000

Users
visited the
SuM4All website



**Global Tracking
Framework**

3.1
million

Potential impressions
generated on social media
on the Global Mobility
Report 2017 story

4,000+

Subscribers
to the SuM4All
newsletter



**Global Transport
Stakeholder
Mapping**



176

Technical Experts



External Website



New Dialogue
with Countries, Cities and
Private Sector on Mobility



**Sum4All
Monthly Newsletter**

189

Policy measures
in the Global Roadmap of
Action toward Sustainable
Mobility



**Mobility Data By
Country**

150+

Transport Organizations
mapped globally

WHY IT MATTERS

The world around us is transforming rapidly, changing the way people and goods travel within and across cities, countries, and regions.

By 2030, annual passenger traffic is set to increase by 50 percent and global freight volumes by 70 percent. By 2050, an estimated 1.2 billion more cars will be on the road. With half of the world's population entering the middle class, lifestyle and mobility expectations are changing radically. Communities worldwide—those coping with the effects of climate change, recovering from natural disasters, experiencing famine, environmental degradation, or war—also see access to transportation as a lifeline.

But the societal costs of today's mobility systems are simply too high. Mobility is currently associated with gross inequality of opportunity for remote rural communities and low-income urban areas. Transport-related fatalities, intensive fossil fuel use, large emissions of greenhouse gases, and increases in air and noise pollution are all evidence of an unsustainable mobility path that comes at the expense of future generations.

But if we can meet the world's growing aspirations for mobility in a sustainable way, we can improve the health, environment, and overall quality of life for billions of people. Therefore, we have a shared global responsibility to transform the future of mobility.



POTENTIALLY, TRANSPORT CAN TRANSFORM LIVES

Food Self-Sufficiency

USD 1 T (est.)

Regional food market potential if Africa achieves sustainable mobility.

Gender Neutrality

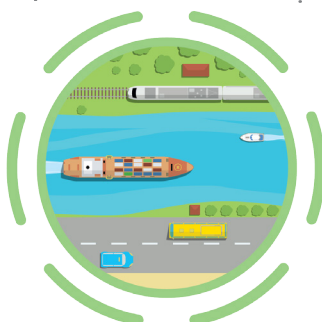
EQUAL

Representation for women and men in the transport sector (workers and users).

Cost Savings

USD 2.6 T (est.)

Worth of savings if border administration, transport and communications infrastructure improved.



Future Income

7%

increase in a child's future income when growing up in a highly accessible neighborhood.

Zero Fatalities

15%

reduction in traffic fatalities when public transport mode share increases from 10 to 20%.

Net Zero Emissions

70% (est.)

potential cut in air pollution from light and heavy-duty vehicles by 2030 thanks to emission controls.

IN REALITY, THE GLOBAL MOBILITY SYSTEM IS OFF TRACK

Gender Based Violence

6 in 10

women in major Latin American cities are subject to physical harassment using transport systems.

Many Excluded

450 M (est.)

people in Africa do not have access to an all-weather road.

High Logistical Costs

20%

lower GDP with no access to the sea.



Road traffic fatalities

97%

of total fatalities in the transport sector attributed to road transport.

Air Pollution

3 M

people killed by ambient air pollution annually.

Greenhouse Gas Emissions

23%

of global energy related greenhouse gas emissions attributed to the transport sector.

HIGH-LEVEL ENDORSEMENTS



“All that we are doing (in Argentina) is consistent with this vision (of Sustainable Mobility for All) that we are discussing today, to have transport that is more accessible, greener, safer and more efficient.”

~ **H.E. Guillermo Dietrich,**
Transport Minister of Argentina



“Sustainable Mobility is a comprehensive and integral issue and I think that the Sustainable Mobility for All initiative is properly addressing it. It’s a great step in the right direction.”

~ **Hon. Mauricio Rodas Espinel,**
Mayor of Quito, Ecuador



“Achieving Sustainable Mobility for All is among my immediate priorities as it is in line with the 2030 Development Agenda for Sustainable Development.”

~ **Jean Todt,**
President, Fédération
Internationale de l'Automobile
(FIA)



“Sustainable Mobility for All is one of the few places where the private sector and the public sector can truly be partners.”

~ **Rachel Kyte,**
Special Representative of the
UN Secretary-General for
Sustainable Energy for All



“SuM4All fills an important need in the design of the Sustainable Development Goals, which does not have a separate goal for transport. Almost all of the goals cannot be achieved, without achieving sustainable mobility.”

~ **Mahmoud Mohieldin**,
Senior Vice President for the
2030 Development Agenda,
UN Relations & Partnerships,
World Bank Group



“Sustainable mobility is central to Michelin’s strategy and is also transverse to many SDGs which are at the core of the SuM4All initiative. To succeed, we thus must collectively fix ambitious sustainable mobility objectives. As a result, joining the SuM4All initiative was only natural for Michelin.”

~ **Jean-Dominique Senard**,
Chief Executive Officer, Michelin



“Sustainable Mobility for All will be shaping the future of the transport sector and of mobility.”

~ **Susanna Zammataro**,
Executive Director
International Road Federation



“Sustainable Mobility for All represents a unique global alliance of key transport stakeholders which together can make a real difference.”

~ **Karen Vancluysen**,
Secretary General
POLIS

OUR VISION

The conversation on transport and mobility has evolved significantly over the past five years. For example, the relationship between climate and transport was evident in the data on transport's carbon footprint for a long time, but it was not until the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) that mobility became a central part of the climate agenda.

During the same period, opportunities for solutions have also expanded. For example, shared mobility platforms and data sharing are now viewed as obvious ways to promote better integration among modes of transport in cities.

In light of these developments, there was an urgent need to create a safe and open space where diverse and influential actors could discuss these issues, identify emerging solutions, and agree on a common way forward. In response, the SuM4All initiative was created.

■ Partnership Platform

Within the span of two years, SuM4All has succeeded in bringing to the table 55 leading organizations —with all transport modes represented. By creating a safe space for influential stakeholders to think and work together toward a common end, SuM4All has addressed a gap in the international transport architecture.

At the start, it was clear that we were all moving in different directions—sometimes even pursuing conflicting objectives. For example, some were fiercely advocating cutting road traffic and curbing road investments to reduce GHG emissions, while others defended the role of road connectivity in promoting access to jobs and opportunity. Agreeing on a common and shared vision was urgently required; joining forces to achieve that vision and facilitate action would be next.

SuM4All garnered rapid support from many sides, reinforced by a favorable external environment that recognized the centrality of transport to addressing global public goods such as climate change and sustainable development. The demand was growing from countries and cities for structured guidance on emerging mobility solutions, with new technologies promising big data solutions to guide policy making.

Its success can be largely attributed to its member organizations, which brought expertise, conviction, resources, and credibility via their high-caliber representatives and their networks of country decision makers and stakeholders.

■ Beneficiaries

Ultimately, the beneficiaries of the initiative will be all citizens of the world, because mobility is an essential component of all people's lives.

Many of the SuM4All members have direct responsibility for the design and deployment of investment projects in the transport sector, and will be guided by this work.

We also expect that all UN member countries will take stock of the knowledge developed here, so that their policies become more aligned with the goals and the approaches that SuM4All recommends.



OUR IMPACT

Over the past two years, our 55 members have invested greatly in coalition building and knowledge creation, to raise the profile of transport in country and global debates. We have also raised the visibility of the SuM4All agenda with decision makers, and are now in a position to engage them in a different conversation about transport and mobility. These achievements have been possible because of our investment in building trust among the SuM4All members.

1. Transforming the conversation on transport and mobility

Supporting a Paradigm Shift In Mobility

Within two years, the 55 member organizations have agreed on a common vision for sustainable mobility focused on the pursuit of four concurrent policy goals: universal access, efficiency, safety, and green mobility. This goal-centric, system-wide approach represents a significant departure from the traditional view on transport, which was based on the pursuit of one policy goal at a time. We believe achieving sustainable mobility requires more than the sum of individual policy agendas.

Practically, this paradigm shift has been integrated into the investment programs of several organizations. For example, the International Finance Corporation, the Islamic Development Bank, and the European Commission have already adopted this vision in their new transport strategy and investment programs.

Shifting the Emphasis from Road to Multimodality

Multimodality is central to delivering sustainable mobility; however, the focus on mobility has often been car-centric. With representatives from all modes of transportation in its membership, SuM4All has broadened the discussion on mobility beyond roads, and facilitated the conversation across modes.

Providing Tools to Diagnose Mobility Issues

With this new framework in place, the next logical step was to measure and benchmark country performance against the four goals. The [Global Mobility Report 2017 \(GMR\)](#) did just that. Looking at data from 180 developed and developing countries, the GMR made it clear that, although the situations of countries vary widely, none of them has achieved sustainable mobility thus far. The release of the Global Mobility Report 2017 generated more than 3.1 million potential impressions on Twitter, Facebook, and LinkedIn combined. It was also featured in 40+ news outlets, including Reuters, the Huffington Post, and the New

York Post.

Proposing a Tailored, Action-Oriented Approach to Mobility

Building on the findings of the report, we can also cluster countries based on how close they are to each of the four goals, and develop policy packages for each cluster. The [Global Roadmap of Action toward Sustainable Mobility \(GRA\)](#) specifies the roles of key actors: national and local policy makers, development partners, and the private sector. It is the first-ever transport-sector attempt to: (i) provide structured guidance for achieving the four goals simultaneously; (ii) look at both the policy measures and private-sector actions required; and (iii) tailor a package of actions to each country's performance.

2. Raising the visibility and profile of transport and mobility

SuM4All has added its voice to a growing network of high-profile organizations—including the International Transport Forum (ITF), the United Nations Economic Commission for Europe (UNECE) and the World Economic Forum—to raise the profile of transport as a sector with solutions to many global issues, including climate change, the energy transition to low carbon and social stability. For example:

- SuM4All has participated in high-level events, including the UN High-Level Political Forum, the ITF Annual Summits, the China World Transport Convention, the UNECE Inland Transport Committee, the World Bank Group Annual Meetings, and the World Economic Forum meetings.
- SuM4All has also been influencing the conversation via other media. Its monthly newsletter reaches 4,000 subscribers, and more than 30,000 users visited the SuM4All website since October 2017. More than 30 blogs and news articles have been published on transport and the initiative.

Similarly, at the country level, SuM4All has collaborated with others to reposition transport to the core of the country development process. For example, we have

worked with two pilot countries to test the diagnostic and action tools, and are using the SuM4All platform to reach beyond the transport community.

3. Building a coalition for action

Sustainable transport is essential to the achievement of the 2030 Sustainable Development Goals agenda. Yet transport is the only sector that does not have its own SDG. At stake is a fragmented sector, with multiple initiatives and actors working in silos. The failure to act collectively has resulted in the transport sector's inability to deliver system-wide changes.

Part of the challenge in the sector was the lack of an actor considered to be sufficiently legitimate to lead the discussion; and no stakeholder alone—an industry, a development bank, a private company, or a civil society organization—could drive the much-needed systemic transformation. There was a need for a neutral convener with global reach, ready to invest in a global good.

The urgency of bringing coherence and unity to the sector was clearly in evidence



- 1 World Transport Convention. June 2018, Beijing, China
- 2 International Transport Forum Annual Summit, May 2017 & 2018, Leipzig, Germany
- 3 World Economic Forum Meeting, November 2018, Dubai, UAE
- 4 UN High Level Political Forum on Sustainable Development, July 2017, New York, USA
- 5 World Bank/International Monetary Fund Annual Meetings, October 2017, Washington DC, USA

at the Climate Action Summit in 2016. At that time, the World Bank proposed bringing together interested stakeholders under one umbrella, to support the implementation of the SDGs and achieve sustainable mobility. This announcement was welcomed by the now-former Secretary General of the United Nations, Ban Ki Moon. Out of this call for action, Sustainable Mobility for All was born.

In January 2017, the initiative was formally established during the first Consortium Meeting in Washington, DC. This meeting set in motion an inclusive and voluntary process for working together under one umbrella.

A major outcome of this initiative has been the journey itself, which brought all members together toward a common end. This was made possible with trust built over time, and adequate governance and processes put in place. Key milestones include:

- Five meetings, gathering all Consortium Members to discuss and agree on a common way forward. These meetings brought together more than 176 technical experts for discussions.
- Membership in the initiative is established with a signature to the Charter. This charter specifies duties and responsibilities of members.
- A governance structure for the initiative established in July 2018, consisting of a Steering Committee and a Secretariat. Until July 2018, the initiative was steered by an interim group of members. After elections by its members, a Steering Committee with 15 seats was set up, with a 2-year rotation (see Annex).
- In collaboration with the World Economic Forum, SuM4All has mapped and assessed the influence of more than 150 agencies and organizations. This online platform provides up-to-date information on “who’s who” in the transport space, who does what and where, and identifies their contributions to the SDGs and sustainable mobility.



OUR THEORY OF CHANGE



Build a Coalition

- Identification and convening of key stakeholders
- Work together on joint products

Diagnose and Gather Evidence

- Collect data and generate metrics to assess performance on sustainable mobility
- Benchmark country performances
- Establish the imperative for action

Mobilize Financing

- Create new sources of financing by MDBs and private sector
- Align existing financing



Act collectively

- Align stakeholders on four global policy goals, with clear targets
- Enable knowledge exchange
- Facilitate joint action/projects in countries
- Pool resources

Apply Knowledge to Build Action Plans

- Provide tailored policy guidance
- Identify actions for the private sector
- Propose pathway to achieve sustainable mobility based on country assessments

Implement System Transformation

- Support action plans and projects with financing



Shared perception
of gaps and
problems

Coherent
Voices for
Transport

Changed
Policies

Sustainable Mobility



UNIVERSAL ACCESS so that no
one is excluded from its benefits



EFFICIENCY so scarce resources
are well utilized

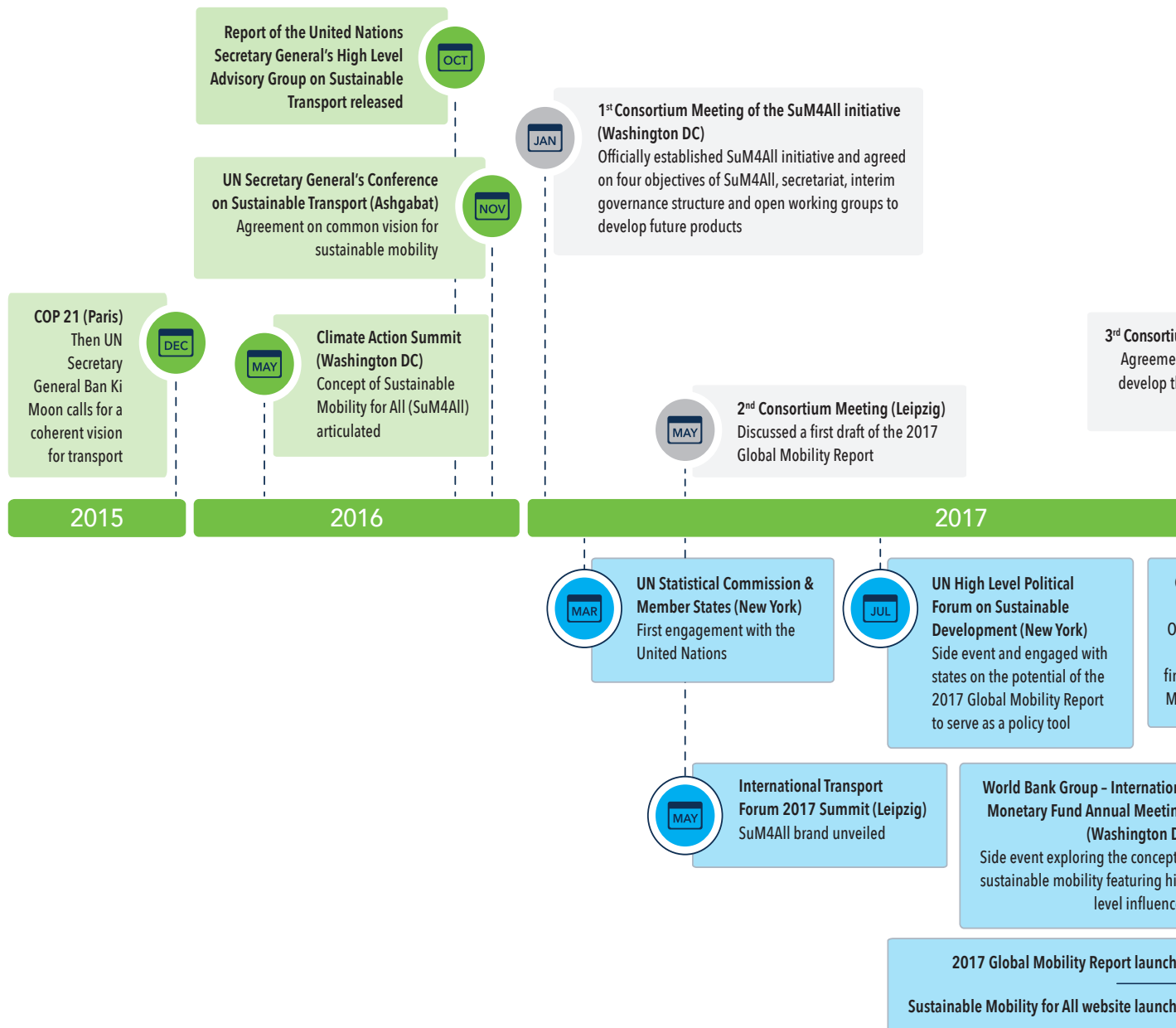


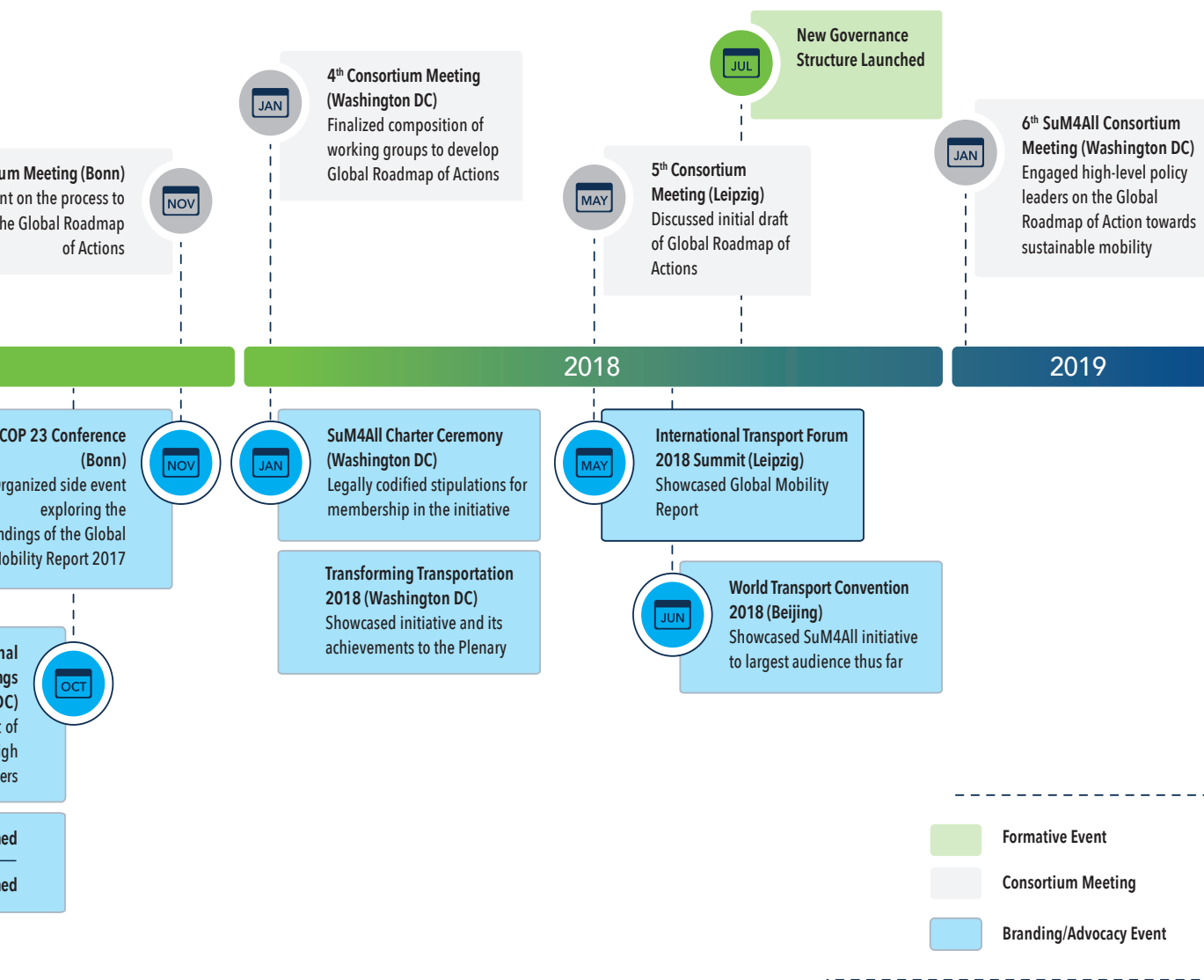
SAFETY so transport does not
claim lives



GREEN so mobility helps check
climate change and pollution

KEY MOMENTS





PROPOSED 2019 ACTIVITIES

In 2019, SuM4All activities will be primarily directed toward consolidating technical leadership in the area of global performance monitoring of the sector, country diagnostic, data tracking, and policy guidance. The continuation of this work initiated in 2017 will help build the technical credibility of the initiative—a prerequisite in order to continue participating in high-level events and influencing discussions in country and global fora. This year will also be used to test ideas and policies developed under the partnership.

■ Advocacy and Thought Leadership

SuM4All will continue to build its technical track record and influencing role on transport and mobility discussions globally and with countries. Priority will be given to continue influencing and changing the mindset on transport and mobility issues.

PROPOSED ACTIVITIES

1. Global Mobility Report 2020

Initiate a thorough update to the first-ever multi-agency 2017 assessment of Transport and mobility systems globally, across modes, using new indicators and data.

2. Global Tracking Framework 2.0

Expansion and data update of the multi-agency global dashboard to monitor country-level progress towards universal, efficient, safe and green mobility.

3. Country Mobility Snapshots 2.0

A major update to the only consolidated country database of indicators endorsed through the SDG indicators process and those commonly used by practice leaders in transport.

4. SuM4All Impact Stories

An advocacy campaign, with pilots to be produced in Quito and Rwanda, to showcase and disseminate a targeted series of impact stories on sustainable mobility. By doing this, the campaign will widen the audience and persuade more organizations and stakeholders of the urgency and critical importance of taking actions supported by the Global Roadmap of Action toward Sustainable Mobility (GRA).

5. Country Diagnostic on Sustainable Mobility

In-depth country level assessment of the state of mobility, through the lens of universal access, safety, efficiency, and green mobility. Data-supported policy recommendations to achieve sustainable mobility will be developed, using the GRA. Piloted in 2 countries.

6. Updating data, developing indicators and methodologies on sustainable mobility

As delineated in the Global Mobility Report 2017 (GMR), the need to invest in the development of additional indicators and the refinement of existing ones for the sector remains. Efforts will be directed towards developing methodologies and building data coverage for existing transport-related SDG indicators. We will also help develop additional indicators that quantify the link between transport and opportunities.

7. Two SuM4All Consortium Meetings

Convergence of the 55 SuM4All partners to achieve sustainable mobility, with first Consortium Meeting held in Washington DC in January 2019.

8. Global advocacy-anchored Events

Participation in the UN high level Political Forum, and the World Bank Group Spring Meetings, the International Transport Forum Summit.



■ Action

On the Action front, this year will be used to finalize and launch the ambitious roadmap of action efforts, and bringing key country and city decision-makers and the private sector on board.

PROPOSED ACTIVITIES

1. Engagement with country and city champions

In the spirit of co-creating an action roadmap that maintains highest possible relevance to decision makers and seek their buy-in, engagement with high level representatives of cities and countries on the 189 policy measures in the GRA

2. Engagement with the private sector

Engagement with decision makers from private companies to seek their input and co-create a catalogue of actions for the private sector to support the achievement of sustainable mobility globally.

3. Additional private sector measures for the GRA

Develop the list of actions for the Roadmap of Action to include corporate actions that would be able to supplement the existing policy measures and enable collaboration between the public and private sectors to achieve sustainable mobility.

4. Webinars on the GRA

A series of webinars to shape the GRA with the objective to outline the rationale for the roadmap of action and the process used to develop it whilst simultaneously requesting input and comments by the audience in the spirit of getting new insights on the GRA.

5. GRA Online platform for Decision-makers

The GRA will be converted into an online platform for decision-makers to direct them toward the policy measures most effective to their country circumstances to achieve sustainable mobility.

6. Launch of the Global Roadmap of Action towards sustainable mobility (GRA)

The GRA will outline how to achieve sustainable mobility by laying out a pathway for planners, public decision-makers and the private sector to follow to further world's progress toward sustainable mobility.

7 High-Level Policy Advisory Council on Mobility

Establish a high-level policy advisory council to influence country and global decision-making processes.

■ Financing

On the financing side, SuM4All will explore ways to raise country project financing toward sustainable mobility with existing Funding mechanisms. It will also seek to secure funding for the three-year work program of the initiative.

PROPOSED ACTIVITIES

1. Green Funds

Work with the green investment funds to secure additional financing from multilateral development banks and private sector for sustainable mobility.

2. New funding

SuM4All will secure funding to support the implementation of its three-year work program.

FINANCIAL STATEMENTS

Table 1: Total Financial Flows by Product (US\$ '000), 2017-18

Product \ Funding Source	World Bank	BMZ*	Other Members
Output**	838	340	In Kind
Administration***	256	10	0
Total	1094	350	In Kind

*BMZ (German Federal Ministry for Economic Cooperation and Development) provided \$431,000 through the Mobility and Logistics Multi-Donor Trust Fund for the Global Roadmap of Action. The above shows actual spending in calendar years

**This includes: Global Mobility Report 2017; Global Roadmap of Action 2018; the Online Global Tracking Framework, and External Stakeholders Mapping

***This includes website development, maintenance, legal services, event booths and videos

Table 2: Total Seeds Funding by Product (US\$ '000), 2016

Expense \ Funding Source	UK Aid*	World Bank
Output**	566	271
Administration	151	29
Total	717	300

* Via the External Financed Output (EFO)

** This includes: SE4ALL Paper; Conceptualization of the Indicators/Transport Data Portal; and the Conceptualization Framework

PAST AND PRESENT FUNDERS



ANNEX

GOVERNANCE

■ Consortium

The SuM4All Consortium is now made up of the 55 Member organizations that pledged to a shared vision on sustainable mobility and agreed to work together towards its implementation.

The Consortium performs the following roles and responsibilities:

- Actively participate and contribute to the initiative-strategically and technically-via one or more of the 6 technical working groups and the two consortium meetings held per year;
- Implement gender equality as an integral part of their membership;
- Share SuM4All work and accomplishments at their events.

■ Steering Committee

As part of our commitment to establish a diverse, inclusive and representative Steering Committee, SuM4All Consortium Members elected their representatives for a two-year term, starting July 1st, 2018.

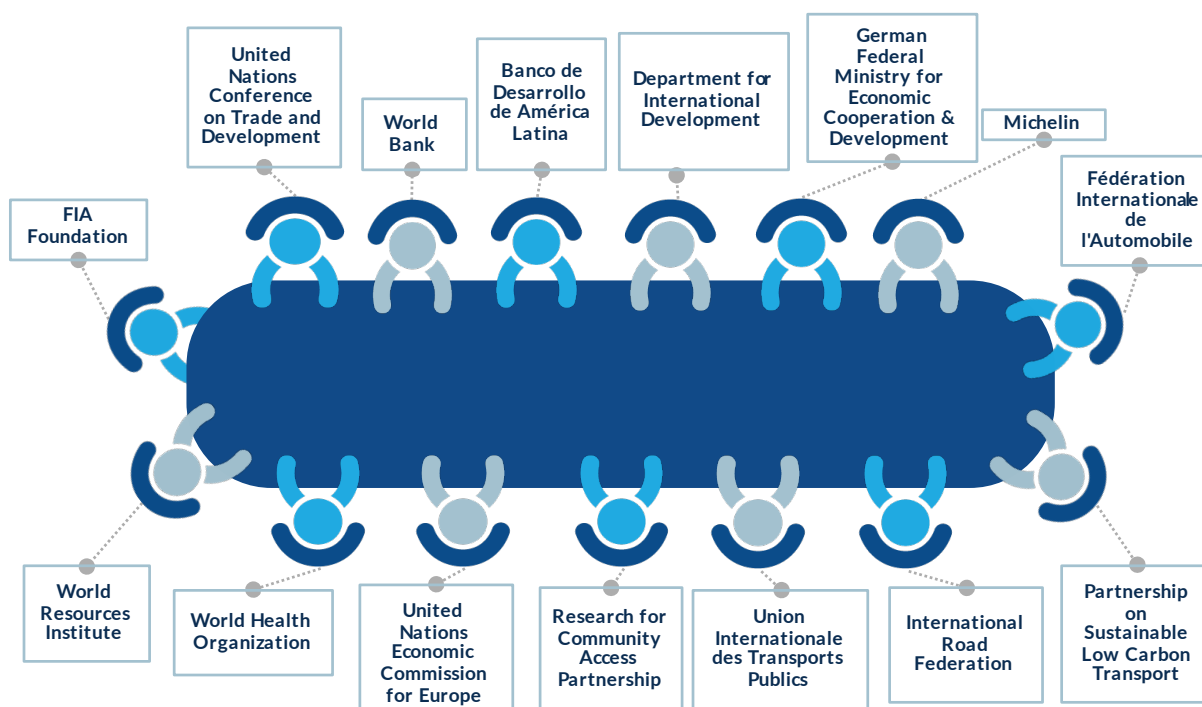
The Steering Committee is composed of 15 seats, whose objectives are:

- Commitment to position sustainable mobility as a top priority in the global development agenda;
- Enhance coordination and collaboration among Members;
- Encourage the exchange of knowledge and best practices.

Entities represented on the Steering Committee would be expected to make a financial or in-kind contribution during their tenure to help meet the costs of running SuM4All.

The selection of Members was guided by the following principles:

- Participation & representation of stakeholders most relevant to deliver effectively on the role and program of SuM4All;
- Transparency in decision-making and implementation;
- Focus on the achievement of the 4 global goals across all modes of transportation;
- Ability to provide and/or attract financial resources to sustain the initiative over the next 4 years.



■ Current Steering Committee Representatives

SEAT ON THE STEERING COMMITTEE	ORGANIZATION	NAME OF REPRESENTATIVE
Donor	German Federal Ministry for Economic Cooperation & Development (BMZ)	Daniel Gunther
Donor	Department for International Development (DFID)	Elizabeth Jones
Multilateral Development Banks	Banco de Desarrollo de América Latina (CAF) - as of January 1st 2019	Nicolás Estupiñán
	Inter-American Development Bank (IDB)	Esteban Diez Roux
Multilateral Development Banks	World Bank (WB)	Guang Chen
Civil Society	Partnership on Sustainable Low Carbon Transport (SLoCaT)	Maruxa Cardama
Civil Society	International Road Federation (IRF)	Susanna Zammataro
Private Sector	Michelin	Nicolas Beaumont

SEAT ON THE STEERING COMMITTEE	ORGANIZATION	NAME OF REPRESENTATIVE
Private Sector	Fédération Internationale de l'Automobile (FIA)	Andrew Mckellar
UN Agencies	United Nations Conference on Trade and Development (UNCTAD) - <i>as of January 1st 2019</i>	Jan Hoffmann
	International Civil Aviation Organization (ICAO)	Henry Gourdji
Working Group Lead- Universal Access Urban	Union Internationale des Transports Publics (UITP)	Philip Turner
Working Group Lead- Universal Access Rural	Research for Community Access Partnership (ReCAP)	Jasper Cook
Working Group Lead- Gender	FIA Foundation	Sheila Watson
Working Group Lead- Efficiency	United Nations Economic Commission for Europe (UNECE)	Georgis Georgiadis
Working Group Lead- Safety	World Health Organization (WHO)	Nhan Tran
Working Group Lead-Green Mobility	World Resources Institute (WRI)	Sergio Avelleda

■ Secretariat

The Secretariat is housed at the World Bank. It performs both a technical thought leadership function and a logistical/administrative function for the initiative. More precisely, the Secretariat:

- Provides thought leadership for the initiative;
- Proposes work program and devises/supports processes and content to implement;
- Facilitates the delivery and production of products;
- Produces and manages the SuM4All website;
- Coordinates/delivers outreach activities;
- Provides content/coordinate logistics for monthly Steering Committee meetings and Consortium meetings;
- Fundraises with other steering committee members and administers financial resources (through the Mobility and Logistics Multi-Donor Trust Fund).

■ Members of the Secretariat



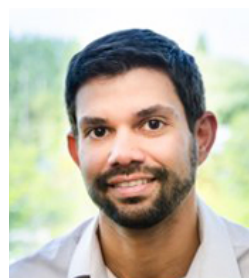
Nancy Vandycke

Program Manager



Shokrane Minovi

Partnerships



Javier Morales Sarriera

Research and Data



Emiye Deneke

Program Assistant



Yohan Senarath

Communications



Hong Yang

Research
Asia Focus



Gurpreet Singh Sehmi

Research
Africa Focus



for inquiries contact
sum4all@worldbankgroup.org



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