



NSSPs are run at the national or regional government level to encourage, support, require and/or give incentives and disincentives to cities and other local governments to implement SUMPs. Countries and regions that are known for a long history of SUMP activity, such as England, France, Catalunya, Flanders, Slovenia and to an extent Sweden, are all countries that have also had a national SUMP supporting programme in place, often for many years. It is clear therefore that an NSSP is associated with more and longer-lived SUMP activity – not surprisingly, given that cities often take their policy lead, and often receive money, from higher levels of government.

The question that this document answers, however, is how to set up a NSSP – what process works best? The answer is to follow the process used in the PROSPERITY project and set up a National Task Force to drive the NSSP in your country. Read on here to find out more about the Task Force approach. To get more information about national SUMP supporting programmes, check the relevant SUMP2.0 Topic Guide at [www.mobilityplans.eu](http://www.mobilityplans.eu)

### Problem description

We want more sustainable transport in our cities, so we need more SUMPs. Cities in many countries listen to national government as they set standards and laws and, often, provide the money – vital framework conditions for SUMPs to function successfully. But if the national government is not aware of SUMPs, nor of what cities are trying to achieve in sustainable transport, nor of the problems that these framework conditions can cause for cities as they try to implement their SUMPs, then it can be very difficult for cities to make their transport systems more sustainable. That is why a coordinated national SUMP support programme can give a real boost to the number and quality of the SUMPs in the country, and so ultimately to getting more sustainable transport measures on the ground.

### Who benefits?

Both cities and national governments – and, therefore, ultimately citizens – will benefit from the work of Task Forces in setting up NSSPs, since this will boost SUMP activity and therefore lead to more sustainable transport measures being implemented. This will help to improve quality of life, improve health, reduce the environmental impact of transport, and to make transport systems more equitable, whilst still ensuring that cities thrive economically. In addition, it will make it more likely that legal requirements on, for example, greenhouse gas emissions, decarbonisation of the economy and local air pollution, are met.

### The Task Force in more detail

The National Task Force (NTF) is a higher level ‘body’ that is committed to prepare the ground for a national SUMP programme, or to improve an existing programme. At least initially, it is not a formal organisation, but it should include and ideally be led by a national level government representative who has responsibility for urban mobility issues. In the PROSPERITY project, the national focal point (NFP) for SUMP was normally the organisation that initiated the Task Force, but in many countries a national Ministry later took responsibility and this was found to be effective because of their authority. However, it is still a good idea to have a deputy leader – normally the National Focal Point on SUMPs – to reduce the risks of relying on one organisation and often one person.

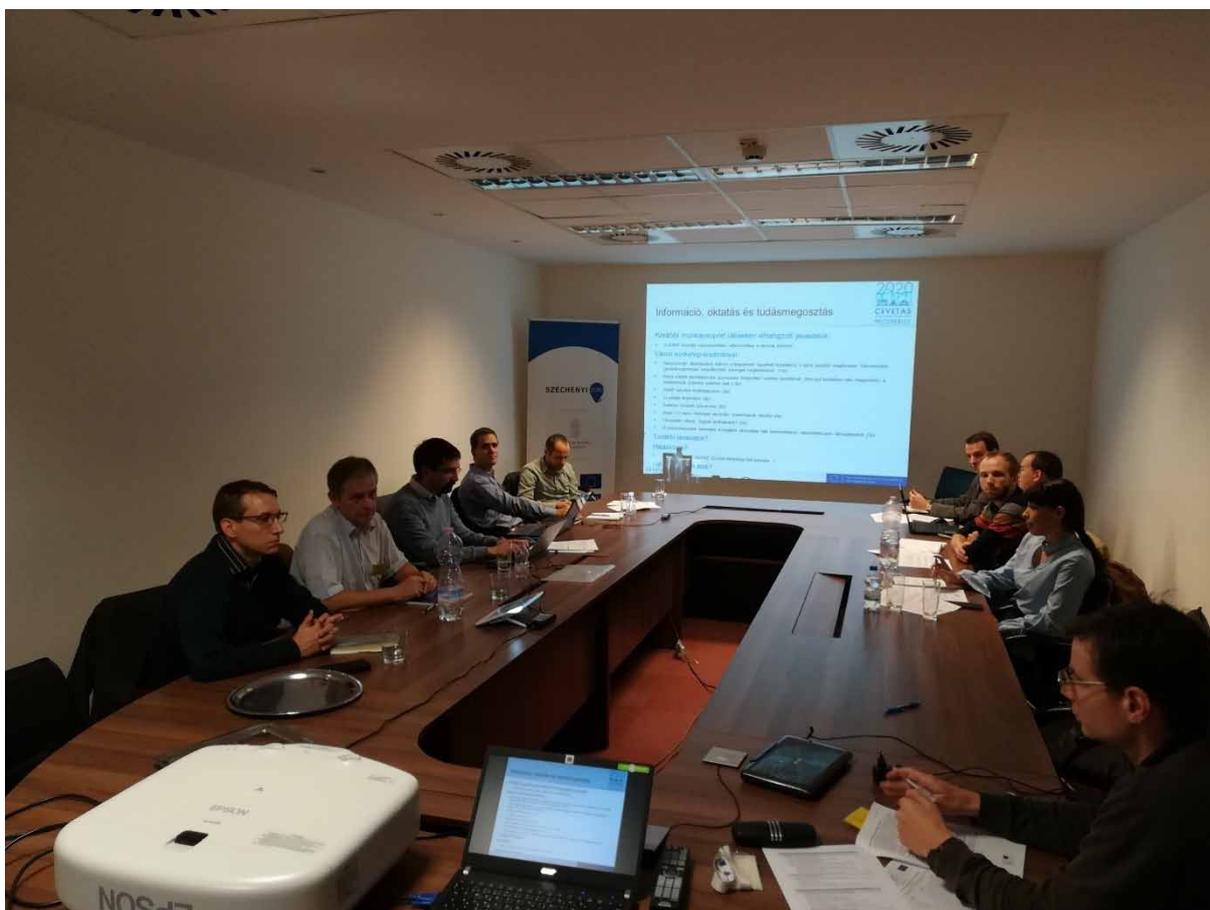
### Understanding the National Task Force

There are three essentials to understanding the role and functioning of the Task Force.

1. Involvement of higher levels of government: the NTF operates with the engagement of the national or higher level public authority

that is responsible for sustainable (urban) mobility. The chair of the Task Force should ideally be someone from that authority with decision making power. It might be the National Ministry of Transport or the National Transport Administration, or the equivalent at regional level where the relevant competences are devolved to that level.

2. Committed: this means that the Task Force has tasks to do, and is not just an informal working group without clear objectives, targets and timing. Once again, this means that to work effectively then the group has to have the power to make decisions. In addition, in order to work effectively, the group should be limited in size (see composition).
3. The main objective and task is to prepare and plan the implementation of a national SUMP programme, or to upgrade the existing one.



*Example of the national Task Force meeting in Hungary*

## **Composition of the Task Force**

The Task Force needs the decision making power to translate its ambition into national level action. Thus, the 'right' people and institutions should be in it, but it should not be huge - it has to be workable. Contacting institutional partners can be a delicate matter. Depending on their status, different strategies can be used to reach

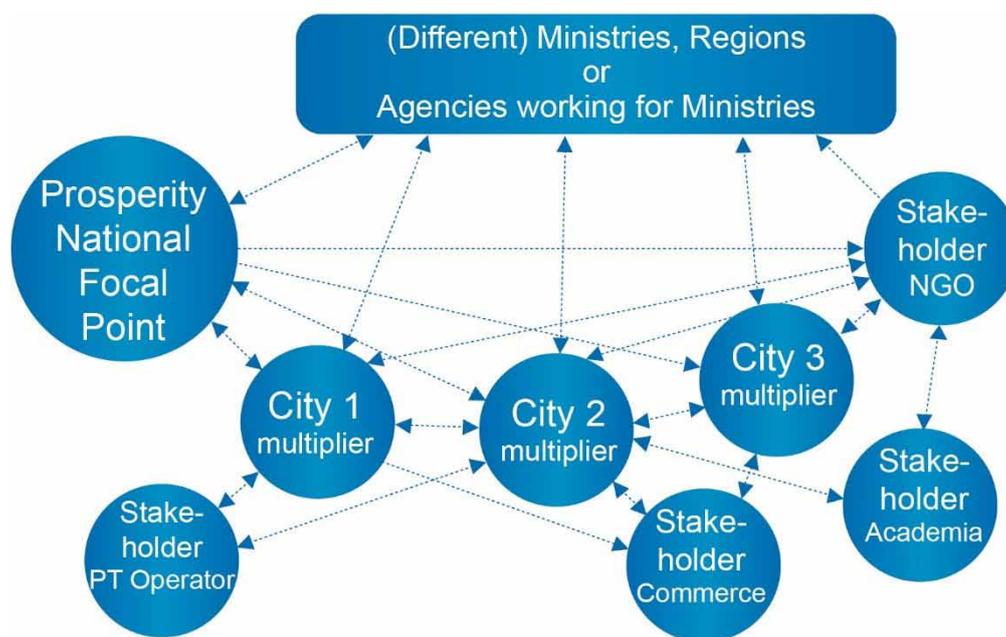
out to them: a formal invitation (sometimes preceded by mail or bilateral phone call or personal talk) may be needed to convince some of them of the importance of the task force, whilst for others an informal approach is all that is needed.

The main question to be asked in deciding the membership of the group is: “Who has the policy competences over Urban/Local Mobility in higher levels of government?” Some of the possible stakeholders who could be involved include the following (although this is not an inclusive list):

- representatives of a few active SUMP cities,
- organisations such as public transport operators or their membership organisations,
- different Ministries such as Transport, Regional Development, and even Finance, depending on their respective responsibilities in relation to SUMP,

- NGOs at the national level whose work is relevant to sustainable transport,
- development agencies, and
- academia (like in DE) etc.

The figure below gives an understanding of the structure of a Task Force and how its members complement one another:



The **exemplar agenda**, next page, should include **answers to the following 6 most important questions** related to the development of a SUMP programme:

1. What is good, less good and what is missing from the review of existing national and regional measures to encourage and support SUMP's in the respective country?
2. How does the national SUMP programme, if any, compare with what other countries do?
3. Of the ideal measures within a national SUMP programme, which if any are relevant to your country and why?

4. Prioritise the measures required in your NSSP.
5. Decide how to resource their development and implementation.
6. Develop an action plan for the next 3-5 years.

Within the PROSPERITY project, the Task Forces met at least once every 6 months for 3 years, developing and in most cases implementing a Road Map to put in place, or improve, the NSSP. The key elements of the Task Force were found to be as follows:

- having someone effective to lead the process;

- having a strong NFP integrated into the SUMP decision making group;
- ensuring close links to SUMP promotional activity, ensuring links to any ongoing SUMP projects; and
- linking the Task Force and SUMP to EU funding in the country.

MEASURE	IMPLEMENTATION DEADLINE	RESPONSIBLE BODIES
<b>Coordination and development of the National SUMP Programme</b>		
National SUMP Programme Proposal will be delivered to the Vice Minister for Environment and Mobility	2019	IMT and PTF
Programme Coordination meetings	Twice a year	IMT and PTF
Preparation of National SUMP Programme for 2024-2029	2023	IMT and PTF
<b>Legislation</b>		
<b>Financial resources and other incentives</b>		
Promote the importance of sustainable mobility planning within the context of the Portuguese Energy Efficiency Fund and Public Transport Fund	2019-2023	PTF
<b>Methodology and guidelines</b>		
New technical/thematic brochure on Urban Freight Logistics	2019	IMT and subcontractors
New technical/thematic brochure on Sustainable Intelligent Transport Systems	2020	IMT and subcontractors
Update National Guidelines for Mobility	2020	IMT and subcontractors
Revision of the Guide for the Elaboration of Mobility and Transport Plans	2021	IMT and subcontractors
<b>Monitoring and evaluation</b>		
Sustainable Mobility Survey	each year	IMT
Certification schema for sustainable mobility plans	2022	IMT and PTF
<b>Information, education and knowledge exchange</b>		
Organisation of a National Conference on Sustainable Mobility Planning	each year	IMT and PTF
Sustainable Mobility Network Newsletter	Twice a year	IMT and PTF

IMT = INSTITUTO DA MOBILIDADE E DOS TRANSPORTES TERRESTRES INSTITUTO PUBLICO  
(Portugese National Focal Point for SUMP)

PTF = Portuguese Task Force

*Example for the elements of the national programme in Portugal (some of them will be delivered in the future)*

## Disadvantages and risks

The main risks associated with a National Task Force are that certain aspects of the process simply do not function. This can happen for a number of reasons that are generic to these kinds of semi-formal collaborative organisation:

- There is no effective leader, or the leadership role is confused or contested – for example a SUMP National Focal Point may try to take leadership but a Ministry feels that this should be its role.
- People within the Task Force do not share common objectives, or simply do not relate well to one another.
- Members of the Task Force have not had sufficient decision making power delegated to them, so they always need to refer back to their home organisation in order to be able to make a decision.
- Roles are not clear.
- The objectives of the Task Force are not clear.

- The necessary budget is not available – this can be quite limited, but it should be enough to ensure that the meetings can function and minutes are taken.

It is unlikely that there will be active opposition to the Task Force from any member, but certain members will be more or less supportive depending on how they view the Task Force and its objectives in relation to the work of their own organisation. This is why it is important to spend time establishing clear shared objectives.

## Good examples of National Task Forces

### Example 1 – Germany

Ministries (e.g. Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Federal Ministry of the Interior, Building and Community and Federal Ministry of Transport and Digital Infrastructure) worked together in the NTF and helped to further develop a roadmap towards the National SUMP Programme.

The NTF was/is an important part of the PROSPERITY project in Germany. Members of the NTF met on a regular basis and discussed different topics regarding SUMP as well as developing a National SUMP Support Programme for Germany. All the relevant Ministries and other important stakeholders were part of the NTF, which made the discussions within the NTF purposeful and valuable in content. Different proposals for a SUMP support programme were developed and discussed. Therefore, the NTF is an important platform for further promoting the topic of SUMP in Germany. Since many relevant stakeholders have and (2019) continue to participate, the NTF in Germany can strongly influence further processes of development of sustainable mobility planning in Germany.

The members of the NTF consists of a number of institutions and organisations from different sectors related to :

- Difu (German Institute of Urban Affairs; Deutsches Institut für Urbanistik), as the National Focal Point (NFP)

- Federal Ministry of Transport and Digital Infrastructure
- Federal Ministry for Environment, Nature Conservation, Building and Nuclear Safety
- Federal Ministry of the Interior, Building and Community
- State Ministry of Economic Affairs, Energy, transport and regional development in state of Hessen Ministry for Economy, Energy, Transport and Development
- Associations of municipalities
- Specialist bodies such as the Centre for Sustainable Urban Mobility for the State of Hessen
- Universities researching in transport
- Transport consultancies
- Professional bodies, such as the Association of Spatial Planners
- Cities

### Example 2 – Poland

The Polish TF Group in PROSPERITY consisted of representatives of the NFP, the Ministry of Infrastructure, the City of Katowice and external expert Dr. Marcin Wolek. In the final phase of the project, the TF team was joined by representatives of the Ministry of Investment and Development, the Centre for EU Transport Projects and Jaspers. The composition of the staff was sufficient to carry out the tasks. The leading role and chairmanship of the group by the Ministry of Infrastructure was particularly important to its success.

At TF meetings, in addition to the implementation of the basic tasks related to the development of the National SUMP Supporting Programme, current issues related to the implementation of the project Prosperity were agreed and discussed. The greatest success of TF Group was to agree on the final version of the national SUMP guide prepared by NFP SMG, which was officially presented by the Deputy Minister of Infrastructure at a PROSPERITY national level SUMP

promotional event, where about 140 representatives of local government, scientific and industry environments participated.

The meetings of the TF working group are to be continued after the completion of the Prosperity project within the framework of the working group officially appointed by the Minister of Infrastructure, enlarged by experts from the scientific community and by representatives of other cities. The main task of the TF group will be to implement the provisions of the NSSP.

## Costs

The costs of NTFs are primarily staff time, with a little for travel and venues – so costs are low in financial terms. However, it is as explained earlier vital that the members of the Task Force are empowered by their home organisation so that they can take decisions and move the work of the Task Force along quickly and effectively.

## Possible future developments

The most probable future development is that in some countries the Task Forces may become permanent features of the urban mobility landscape, monitoring and further developing the country's NSSP.

Sustainable Urban Mobility Planning (SUMP) is a strategic process that defines the vision of the city and clearly set its goals with the involvement of all relevant stakeholders. The SUMP process and methodology provides a suitable platform and opportunity to consider the place of micromobility in the system of tools that contribute to the ultimate goals of the city, thus enabling the creation of the right framework for such systems.

## Author

**Prof. Tom Rye**

Edinburgh Napier University

Transport Research Institute

Email: [t.rye@napier.ac.uk](mailto:t.rye@napier.ac.uk)

Internet: [www.tri.napier.ac.uk](http://www.tri.napier.ac.uk)

[www.sump-network.eu](http://www.sump-network.eu)

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CIVITAS PROSPERITY has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 690636.